



**Mount  
Sinai**

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A PUBLICATION OF THE MOUNT SINAI HEALTH SYSTEM

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## New Capital Campaign to Bring Transformational Growth

The Mount Sinai Health System has launched a new capital campaign that is expected to raise \$1.5 billion over the next seven years and serve as the organization's roadmap for the future in medical research, patient care, and education.

As fundraising begins in earnest in 2018, Mount Sinai will steer a course that calls for significant investments in precision medicine, next generation health care, and emerging areas in cancer, immunology, neuroscience, heart disease, pediatrics, and other specialties.

This is the first capital campaign since the formation of the Mount Sinai Health System in 2013, when The Mount Sinai Hospital, Mount Sinai Queens, and the Icahn School of Medicine at Mount Sinai combined with the former Continuum Health Partners and its five hospitals to become one of the largest health systems in the New York region.



From left: Dennis S. Charney, MD; Mark Kostegan, Chief Development Officer; Peter W. May, Chairman, Boards of Trustees; and Kenneth L. Davis, MD.

“We anticipate that our new capital campaign will be transformational, a game changer that is as successful as the campaign we undertook 10 years ago for The Mount Sinai Hospital and the Icahn School of Medicine,” says Kenneth L. Davis, MD, President and Chief Executive Officer of the Mount Sinai Health System. The earlier campaign raised \$1.6 billion and led to the creation of 19 research institutes, the recruitment of 150 academic faculty, and the establishment of the

500,000 square-foot Leon and Norma Hess Center for Science and Medicine.

Backed by robust investment, Mount Sinai advanced its research portfolio and experienced significant growth in funding for genetics, microbiology, pharmacology, and neurosciences from the National Institutes of Health. In addition, The Tisch Cancer Institute expanded its programs and received the elite classification as a National Cancer Institute-designated cancer center, one of 69 such centers in the country.

Mount Sinai also broadened its culture of innovation and entrepreneurship by entering into educational and industry partnerships and investing in high-performance computing, genomics, and multiscale biology.

The new strategic plan was the result of a yearlong study led by Dennis S. Charney, MD, Anne and Joel Ehrenkranz Dean, Icahn School of Medicine at Mount Sinai and President for Academic Affairs, Mount

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## Honoring Mount Sinai's Compassionate Volunteers



Linda Frank and Tazzy have volunteered in the Pet-Assisted Therapy program for eight years.

Mount Sinai leaders saluted volunteers at The Mount Sinai Hospital and Icahn School of Medicine at Mount Sinai during a breakfast held Wednesday, April 26, during National Volunteer Recognition Week. More than 160 volunteers attended the celebration. Also making an appearance was a special breed of Mount Sinai volunteers—the gentle dogs, big and small, who bring comfort and smiles to patients and staff through the Pet-Assisted Therapy program.

“The Mount Sinai Hospital was founded by a group of volunteers, and today more than 1,200 volunteers continue this rich legacy of service,” Peter W. May, Chairman, Boards of Trustees, Mount Sinai Health System, told the guests. “Our patients are so grateful, and it’s always a pleasure to honor all that you do.”

Volunteers are visible in more than 200 areas, where their efforts benefit patients, research, administrative offices, and community outreach.

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## ► New Capital Campaign to Bring Transformational Growth *(continued from page 1)*

Sinai Health System; and Eric J. Nestler, MD, PhD, Dean for Academic and Scientific Affairs, Director of The Friedman Brain Institute, and Nash Family Professor of Neuroscience.

“We enlisted 200 faculty members and more than 150 external experts—some of the best minds in science and medicine—to participate in a dynamic exchange of knowledge and ideas that would help us chart our future in education, biomedical science, and clinical research with the ultimate goal to improve human health,” says Dr. Charney. “Our campaign is based on their bold recommendations.”

To fully capture the clinical and capital needs of Mount Sinai’s seven hospitals, each hospital president worked closely

with Margaret Pastuszko, MBA, Chief Strategy and Integration Officer, and her team to establish priorities and develop a strategic plan to support the unique strengths of each hospital.

The new capital campaign will help fund strategic investment in infrastructure, equipment, training, and other services. Mount Sinai’s patients will receive advanced clinical care in every hospital throughout the Health System. This coordinated approach, in combination with world-renowned research, will enable Mount Sinai to achieve its objective—improving human health.

Plans call for Mount Sinai to expand the scope of its advanced research and clinical care in diabetes and obesity, and kidney, lung, and gastrointestinal disease. In

addition, Mount Sinai will leverage its large and diverse patient population to excel in areas that include drug addiction, and environmental, adolescent, and women’s health. It will establish five institutes devoted to this research and to creating transformative clinical trials.

“The connectivity between our education, research, and clinical care reflects a collaborative and unified Health System,” says Mark Kostegan, Chief Development Officer and Senior Vice President for Development, Mount Sinai Health System, who is leading the current campaign and led the earlier one. “Our new effort will strengthen Mount Sinai in its entirety, advancing all of our hospitals and our school.”

## Mount Sinai History Wall: A Timeline of Achievements

Mount Sinai Health System leaders, including members of the Boards of Trustees, were invited to a special tour of the Mount Sinai History Wall, an artistic timeline created to showcase the institution’s transformative contributions to medicine, science, and patient care over the last two centuries.

The History Wall was commissioned in early 2014, the year following the 2013 integration of The Mount Sinai Medical Center with Continuum Health Partners, and has a commanding presence on the fourth floor of the Corporate Services Center at 150 East 42nd Street. It spans three sections of wall and is approximately 104 feet in length and eight feet in height, and provides a vast narrative timeline that includes vintage photographs and documents.

Unveiled in December 2016, the History Wall resides in the area



Kenneth B. Mehlman, Trustee, left, and Charles R. Bronfman, Emeritus Trustee, at the Mount Sinai History Wall.

where New Beginnings takes place—the weekly orientation session for new employees hosted by the Department of Human Resources. “The History Wall provides an inspirational welcome to more than 5,000 new hires annually when they attend New

Beginnings,” says Diane Adams, Chief Learning Officer, Mount Sinai Health System. “The impressive historical highlights provide a sense of importance and pride in our new employees, painting a picture of excellence and reinforcing messages introduced

throughout the orientation program.”

Faculty and staff are encouraged to visit the History Wall and follow the timeline, beginning in 1820, the year that New York Eye and Ear Infirmary was founded and became the first U.S. institution to successfully operate on congenital cataracts. Stops along the way include the first description of Crohn’s disease (1932, The Mount Sinai Hospital); the development of ultrasound and ultrasound equipment (1969, St. Luke’s Hospital); discovery of the antiplatelet benefits of aspirin (1971, Roosevelt Hospital); and being among the first physicians to recognize AIDS as a new disease (1981, Beth Israel Medical Center). The History Wall is current to 2016—the first organ transplant from an HIV+ donor to an HIV+ recipient in New York State—with space for new discoveries to be added.

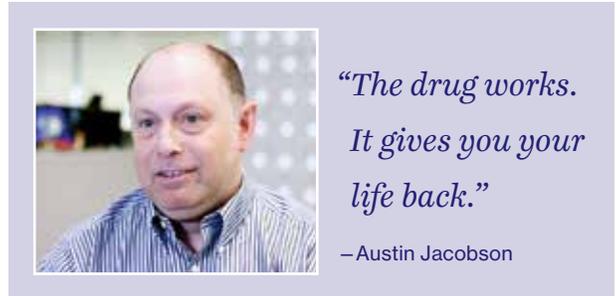
# Breakthrough Eczema Drug Based on Mount Sinai Research

The U.S. Food and Drug Administration has approved a new biologic drug that is based on seminal research by Emma Guttman-Yassky, MD, PhD, Professor of Dermatology, and Medicine (Clinical Immunology), at the Icahn School of Medicine at Mount Sinai. The drug, dupilumab, was approved in March 2017—fast-tracked because it is a “breakthrough therapy” for adult patients with uncontrolled eczema. “It brings hope to patients who have tried everything,” Dr. Guttman-Yassky says.

One of them is her patient Austin Jacobson, a Manhattan lawyer. “Living with eczema is like having poison ivy from head to toe,” Mr. Jacobson says. “You can’t sleep because you’re itching so badly. It affects every single aspect of your life.” Mr. Jacobson took part in a trial of the drug, which is injected every two weeks, and still uses it now. He says he felt relief from

itching “two hours after taking the first injection.”

At least 31 million Americans are affected by some form of eczema. The most common type is atopic dermatitis, caused by a combination of genetic, immune, and environmental factors. Dupilumab, sold by Regeneron Pharmaceuticals as Dupixent, is an antibody that binds to a protein, IL-4 receptor alfa, inhibiting the inflammatory response that leads to eczema’s rashes and itching. Dr. Guttman-Yassky’s laboratory was the first to map the immune pathways underlying eczema, including those targeted by dupilumab. Her team is among those testing more new therapies, including a drug made by Pfizer Inc. that targets a different immune molecule, interleukin 22 or IL-22.



Mr. Jacobson says his skin, which had been “100 percent” covered with a scaly, flaking rash, is now largely clear. “The drug works,” he says of dupilumab. “It gives you your life back.”

*Dr. Guttman-Yassky has received research funding from Regeneron, and drug and research support from Pfizer, and is working with most companies developing treatments for atopic dermatitis/eczema.*

# Transgender Center Celebrates its First Year

Patients, caregivers, family, friends, and elected officials recently gathered to celebrate the one-year anniversary of the Center for Transgender Medicine and Surgery. “What is CTMS? CTMS is a reflection of the vision of the Mount Sinai Health System,” David L. Reich, MD, President and Chief Operating Officer, The Mount Sinai Hospital, said at the event, on Monday, April 10, at Mount Sinai Beth Israel. “We see ourselves as champions of social justice, and one aspect of social justice is providing the highest quality, seamless, coordinated, and culturally sensitive care to the transgender community.”

The outpatient location of the Center, at 275 Seventh Avenue at the Institute for Advanced Medicine, offers care that incorporates primary, transition, and behavioral-health services. The Center completed its first surgical procedure at Mount Sinai Beth Israel in March 2016, and has since performed more than 200 procedures, including vaginoplasty, phalloplasty, metoidioplasty, facial feminization, chest-wall reconstructions, hysterectomy, and orchiectomy. CTMS is the first such center in New York, and among



Barbara Barnett, MD, Chief Medical Officer, Mount Sinai Beth Israel, center left, and David L. Reich, MD, center right, flanked by two strong allies of the transgender community, New York City Councilwoman Rosie Mendez and New York State Assemblyman Richard N. Gottfried.

the pioneers in the nation. Health care services are delivered in a welcoming and affirmative environment devoted to the well-being of transgender patients.

“We are all proud of what we have accomplished, and are enthusiastic about what the future holds for us,” Dr. Reich said. This summer, the Center will welcome its first fellows—one in transgender surgery and another in psychiatry—and an experienced reconstructive urologist, in further pursuit of Mount Sinai’s core missions of clinical care, education, and research.



Mahogany Phillips with Leonie Taylor, RN, a Senior Nurse Manager at Mount Sinai Beth Israel.

Mahogany Phillips, who reunited with friends and caregivers at the event, says that while growing up, she felt like “just a regular girl” and had surgery at Mount Sinai in September 2016 and March 2017. “For me it was important to make me comfortable in my own body and to see myself, whole, in the mirror,” she says.

## ➤ Honoring Mount Sinai's Volunteers *(continued from page 1)*

Kenneth L. Davis, MD, President and Chief Executive Officer, Mount Sinai Health System, thanked all volunteers, but also singled out their efforts with PACT, the Preventable Admissions Care Team, which was created to reduce 30-day hospital readmissions and Emergency Department visits—a program now considered a national model. “Volunteers became the backbone of this program to keep people well and out of the hospital, and their contributions make a difference between Mount Sinai being a good Health System, and a great Health System,” said Dr. Davis.



Mount Sinai leaders at the breakfast included from left: Kenneth L. Davis, MD; Cynthia Levy, Director, Volunteer Services; David L. Reich, MD; Claudia Colgan; and Peter W. May.



Dennis S. Charney, MD, with Jeong Yun (John) Yang, left, a first-year student at the Icahn School of Medicine at Mount Sinai and a volunteer with Chemo Companions, and Keon Mahmoudi, who will enter the School of Medicine in the fall of 2017 and volunteers in the Neurosurgery Intensive Care Unit at The Mount Sinai Hospital.

One table of guests—including first-year medical students—were among the volunteers applauded by Dennis S. Charney, MD, Anne and Joel Ehrenkranz Dean, Icahn School of Medicine at Mount Sinai, and President for Academic Affairs, Mount Sinai Health System. “At the beginning of 2017, more than 200 volunteers, including high school, college, and post-baccalaureate students interested in health care careers were assisting in basic science laboratories, and 150 volunteers were helping with clinical research projects,” he said. “The volunteers become part of our family.” Dr. Charney also noted that Mount Sinai students have a supportive role in Chemo Companions, a program that pairs them with

patients undergoing chemotherapy at The Tisch Cancer Institute.

“Our unique programs provide insight into a wide range of areas and lead many of our volunteers into social work, nursing, and other patient-centered health careers,” said Claudia Colgan, Vice President, Hospital Operations, The Mount Sinai Hospital. David L. Reich, MD, President and Chief Operating Officer, The Mount Sinai Hospital, talked about the innovative ideas that volunteers introduce to Mount Sinai and also noted the compassion that they bring. “The human kindness that our volunteers show to patients is invaluable,” said Dr. Reich, “and every day, this contributes to patient healing.”

### A COMMITMENT TO VOLUNTEER

More than 1,200 volunteers at The Mount Sinai Hospital devote their time and energy to supporting numerous inpatient and ambulatory programs, laboratories, and offices. “We are proud of our dedicated volunteers who play a vital role in supporting Mount Sinai’s mission,” says Cynthia Levy, Director, Department of Volunteer Services.

Volunteers in Mount Sinai’s CARE (Care and Respect for Elders in Emergencies) Program, for example, provide much needed support to elderly patients in the Emergency Department.

In addition, 22 carefully selected and trained volunteers in Mount Sinai Health Partners’ (MSHP) Care Management Program help prevent hospital readmissions among patients who would otherwise be at high risk for returning to the hospital within 30 days and incurring unnecessary costs, as well as increasing their susceptibility to hospital-borne infections. The MSHP Care Management Program includes the Preventable Admissions Care Team (PACT) initiative. “Their efforts assist the staff in clinically assessing and enrolling patients,” says Volunteer Coordinator Emily Weinger.

Volunteers also provide assistance in the Hospital Delirium Program, where they use nonmedical interventions that provide patients with cognitive stimulation and help improve patient outcomes by making detailed observations and providing medical staff with valuable feedback.

For Jean Claude and Marie-Claire Noel, volunteering at Mount Sinai is a



Volunteer Marie-Claire Noel



Wesley Johnson volunteers with Mount Sinai’s Ambassador and CARE programs.

commitment the married couple has been keeping for a combined total of 29 years. Mrs. Noel is a volunteer in the Child Life Program and Creative Arts Therapy Department of the Kravis Children’s Hospital at Mount Sinai, where she puts patients and their families at ease during a stressful time in their lives. Every week, she provides inventive activities—playing board games and making origami sailboats and flowers out of pipe cleaners—that comfort children and adolescents of all ages.

More than 10 years ago, Mr. Noel spearheaded the Patient Liaison Program at the Derald H. Ruttenberg Treatment Center of The Tisch Cancer Institute, where he continues to serve as a volunteer. Through the Program, volunteers meet with new patients to provide support and information about the Ruttenberg Center’s services. Mr. Noel also has been a member of the Patient and Family Advisory Committee since its inception, working with patients, caregivers, and administrators from cancer centers throughout the Mount Sinai Health System to improve the overall patient experience.

## Around the Health System



### Marching in Support of Science

“Scientists have to speak out and protect our earth, our patients, and our work,” Scott L. Friedman, MD, Dean for Therapeutic Discovery and Chief of the Division of Liver Diseases, Icahn School of Medicine at Mount Sinai, said while participating in the recent March for Science in New York City. “We all have a stake in this.” The nonpartisan celebration of science and scientific research, held on Earth Day, had its central event in Washington, D.C., which was attended by nearly 30 Mount Sinai participants. A total of 400 Mount Sinai faculty and staff joined the more than 50,000 people who marched in New York City. Among them was Jill Dvornik, Senior Associate Researcher, Pharmacological Sciences, and co-chair of the March for Science NYC, who said the event also aimed to create an educational scientific dialogue with the community. “Most of our speakers were ordinary citizens who have done extraordinary things in science. You do not have to wear a lab coat to be involved and engaged. That is the best way to protect publicly funded science.”

Holding the banner, from left: Josefa M. Sullivan, PhD candidate, Neuroscience; Tamjeed Sikder, Senior Associate Researcher, Neuroscience; and Victor H. Leyva-Grado, PhD, Instructor, Microbiology. Above, from left: Marta Filizola, PhD, Dean, Graduate School of Biomedical Sciences; Miriam Merad, MD, PhD, Director, Immunology Institute; Margaret H. Baron, MD, PhD, Senior Associate Dean for Education, and Director, MD-PhD Program; Barbara Murphy, MD, Chair, Department of Medicine, Mount Sinai Health System, and Dean for Clinical Integration and Population Health; and Benjamin K. Chen, MD, PhD, the Irene and Dr. Arthur M. Fishberg Professor of Medicine.



### A Run for Fun and Heart Health

For the fourth year, Mount Sinai Heart staff and their families joined in a festive 5k run around the reservoir in Central Park. The event, on Saturday, April 22, was organized by Annapoorna S. Kini, MD, Zena and Michael A. Wiener Professor of Medicine (Cardiology), Icahn School of Medicine at Mount Sinai, and Director, Cardiac Catheterization Laboratory at The Mount Sinai Hospital, center, in white headband. “We are all busy, but even 20 minutes of cardio a day is helpful,” says Dr. Kini. “Incorporate movement by taking the stairs or walking more.” Dr. Kini also encourages staff throughout the Health System to participate in International Yoga Day on Wednesday, June 21.

### Vivid Art by Stroke and Brain Injury Patients

In honor of Brain Injury Awareness Month in March, the Recreation Therapy Service team with the Mount Sinai Rehabilitation Center held its second annual “Shedding Light on a Hidden Injury” art exhibition. At the event, the Guggenheim Pavilion displayed art created by stroke and traumatic brain injury (TBI) patients. Among the works were masks depicting the emotional toll of TBI and collaborative paintings like the one that Belita Jones, at right, made with a fellow patient, Rendy Kowal, and a professional artist. The Center also collaborated with a virtual reality company, Jump Into the Light, on an activity that allowed participants to use the Google Tilt Brush to draw colorful 3-D shapes in a virtual landscape.



## Do You Have Five Minutes?

### Take an Employee Survey on Internal Communications

**The Department of Marketing & Communications**—to help improve the way it communicates news—is conducting a survey about the variety of channels used for internal communications within the Mount Sinai Health System, including *Inside Mount Sinai* (digital and print), broadcast emails, and more. All faculty and staff are encouraged to participate by filling out the survey—it should take five minutes or less to complete—at the following link: <https://www.surveymonkey.com/r/X8JFDX5>.

**Responses will be accepted until Friday, May 26.**

## Free Blood Pressure Screening

Join Mount Sinai Heart and the Cerebrovascular Center as they co-host a free blood pressure screening in May—designated by the National Heart, Lung and Blood Institute as National High Blood Pressure Education Month, and the American Heart Association/American Stroke Association as American Stroke Month. Walk through inflatable educational exhibits of the heart and brain to learn more about the causes of heart disease and stroke, and pick up literature on heart and brain health, nutrition, smoking-cessation programs, exercise, and more.

**The Mount Sinai Hospital  
Friday, May 19  
Guggenheim Pavilion Atrium  
11 am – 3 pm**

*For more information about the screenings, please call 212-241-6146.*

## Mount Sinai Transformation update

For the most recent updates on Mount Sinai's downtown transformation, please go to:

<http://www.mountsinaihealth.org/locations/downtown>

## Lace Up!

### 2017 Wall Street Run and Heart Walk: May 18

Each year, Mount Sinai Heart works closely with the American Heart Association to increase awareness and reduce cardiovascular disease around the world by participating in the Wall Street Run and Heart Walk, one of the largest heart walks in the country. The Mount Sinai Health System will have 21 teams and 277 participants in this year's event, an effort that aims to raise \$55,000. Registration is now closed, but those interested in supporting a Mount Sinai team may make a contribution at [www.heartwalknyc.org/mountsinai](http://www.heartwalknyc.org/mountsinai).

**Thursday, May 18**

**5 – 8 pm**

**6:45 pm** (starting time)

**Brookfield Place**

**230 Vesey Street** (formerly the

World Financial Center)



### 2017 New York AIDS Walk: May 21

The annual 10k fundraising event benefits GMHC and various other organizations in the tri-state area that provide services in HIV/AIDS prevention, care, and advocacy. Mount Sinai Health System faculty, staff, students, and friends interested in participating can visit <https://ny.aidswalk.net> and sign up with the Mount Sinai Health System team (#3158). Or, email the Health System's team leader, Emma Kaywin, at [emma.kaywin@mountsinai.org](mailto:emma.kaywin@mountsinai.org).

**Sunday, May 21**

**8:30 am** (sign-in)

**Central Park**



#### INSIDE MOUNT SINAI

Marketing & Communications  
Carrie Gottlieb, *Executive Editor*  
Marilyn Balamaci, *Executive Editor*  
Vanessa Gordon, *Editor*  
Leslie Kirschenbaum, *Design*

#### SUBMISSIONS

Box 1475  
[inside@mssm.edu](mailto:inside@mssm.edu)

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