



Icahn School
of Medicine at
**Mount
Sinai**

Icahn School of Medicine at Mount Sinai

DENNIS S. CHARNEY, M.D.
Dean

October 17, 2019



Icahn School
of Medicine at
**Mount
Sinai**

Research Accomplishments

AAMC Rank

U.S. Medical Schools (AAMC) 2018 #3 Research Dollars/Principal Investigator

U.S. Medical Schools (AAMC) 2018 #7 Research Expenditures/sf*

Research Quality

NIH funding at the highest level at \$393M – a 13% increase over prior year

Ranked #12 in NIH funding as of October 8, 2019

Innovation

Dennis Charney admitted as Fellow of National Academy of Inventors

Adolfo Garcia Sastre, PhD elected to the National Academy of Sciences

Albert Siu, MD, MSPH elected to National Academy of Medicine

Start-ups using technology developed by Sinai researchers, eg RenalytixAI, HiberCell

Ketamine approved for treatment-resistant depression

(AAMC changed their methodology to include only Direct Expenses-this impacts Sinai due to higher Indirect rate)

New Appointments

Dean

Carol Horowitz, MD, MPH

Rhoda Sperling, MD

Dean for Gender Equity in Science and Medicine

Dean for Industry Engagement and Conflicts of Interest

Department Chair/Institute Director

Sarah Millar, PhD

Louis R. Pasquale, MD, FARVO

Director of Black Family Stem Cell Institute

Director of Mount Sinai/NYEE Eye and Vision
Research Institute

Mount Sinai Doctors Faculty Practice

Anne Dickerson, MBA

Mathew Rosamond, MBA

Vice President of Administration and Planning

Chief Operating Officer

New Appointments

Senior Associate Deans:

Caryn Tiger

Senior Associate Dean for Faculty, Staff & Trainee Relations

Associate Deans:

Alexis Colvin, MD

Associate Dean for Alumni Affairs

MD Students-Matriculating Class of 2019

- **Number of Complete Applications** 5,151
- **Number of Interviews** 760
- **Size of Class (incl 3 Institutional Partners)** 140
- **MD/PhD** 12
- **Early Assurance** 49
- **Women** 52%
- **Underrepresented in Medicine/Science** 20%
- **Median MCAT** 518
- **Median GPA** 3.82
- **Number of Undergraduate Schools** 58

MD/PhD Students-Matriculating Class of 2019

- **Number of Complete Applications** 342
- **Number of Interviews (including 4 Flex Med)** 132
- **Size of Class** 12
- **Women** 42%
- **Underrepresented in Medicine/Science** 33%
- **Median MCAT** 518
- **Median GPA** 3.78
- **Number of Undergraduate Schools** 9

2019 Flex Med Admissions (Matriculate 2021)

• Number of Complete Applications	829
• Number of Interviews	138
• Number of Offers Accepted	50
• Identified as MD/PhD (potential)	24%
• Women	46%
• Underrepresented in Medicine	30%
• Median SAT Verbal	760
• Median SAT Math	760
• Median SAT Critical Reading	750
• Median ACT	34
• Median GPA	3.9
• Number of Undergraduate Schools	25

Medical Education

LCME Accreditation

- Upcoming re-accreditation site visit by the *Liaison Committee on Medical Education (LCME)*, October 27-29
 - Over two years of preparation by the Department of Medical Education and stakeholders from every constituent group
 - Hundreds of students, staff, trainees and faculty will participate in the site visit

Enhanced Scholarship Initiative

- With leadership and philanthropic support from the Board of Trustees, the **Enhanced Scholarship Initiative** was announced in April 2019
- The ESI represents a principled and practical approach to addressing the important issue of medical school debt for our students

Medical Education

New Policies on Unprofessional Conduct

- New policies developed to address mistreatment and/or other unprofessional behaviors directed at Students and Trainees
- The Committee on Student/Trainee Learning Environment
- Central portal to report mistreatment as well as exemplary behaviors
- Quarterly reports to the ISMMS community

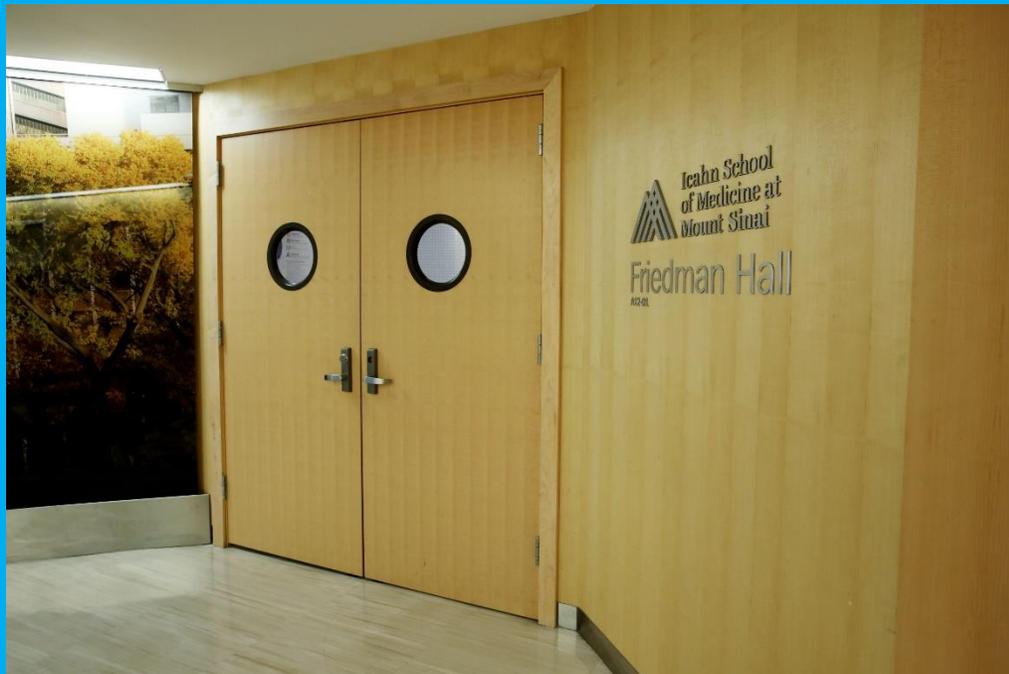
Medical Education

New Recruits or New Titles

- Dr. Tara Cunningham: Senior Associate Dean of Student Affairs (hired after a national search)
- Stephanie Autenrieth: Associate Dean for Enrollment Services
- Shashi Anand: Associate Dean of UME Affairs
- Rainier Soriano: Associate Dean of Curriculum and Clinical Competence
- Robert Fallar: Associate Dean of Assessment and Evaluation
- Director of Career Planning Services (TBA)

Medical Education

Annenberg 12-01 lecture hall has been named Friedman Hall in honor of Richard Friedman, co-chair of the Board of Trustees, and his family's generous support of ISMMS

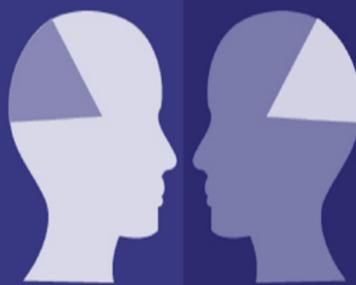


Medical Education

The lobby of Aron Hall has been transformed into a Center for Learning and Development. The Center includes student academic and wellness advising, mental health, other support services, expanded study and quiet space.



Diversity Initiative



Racism and Bias

A Change Now Initiative

changenow.icaahn.mssm.edu

Celebrating
50
years
1968-2018



Icahn School
of Medicine at
Mount
Sinai

VISION

To become a health system and health professions school with the most diverse workforce, providing health care and education that is free of racism and bias.

Graduate Medical Education

**ISMMS remains the largest sponsor in the US
(>2,500 residents and clinical fellows in 14 hospitals) since 2014.**

**Sponsorship of 6 accredited programs at South Nassau
Communities Hospital (SNCH) assumed on 7/1/19**

New Accredited Programs in 2019

- Pediatric critical care medicine (MSH)
- Transitional year (SNCH)
- New merged Ophthalmology residency
(NYEEI – largest in US)

Graduate Medical Education-Recognition



ACGME David C. Leach Award

One of six annual awards (out of 12,000 programs)
(for residents and faculty teams)

Anne Hart, MD;

Icahn School of Medicine at Mount Sinai, New York, New York; Psychiatry
Team members:

Deborah Marin, MD; Asher Simon, MD; Jordyn Feingold, MD

ACGME Parker Palmer Courage to Teach Award



4th ISMMS recipient since 2017
(only 9-10/year awarded nationally)

Douglas Fredrick, MD
Program Director and Vice Chair
Ophthalmology



Graduate Medical Education

U.S. Residency Program Reputation Ranking (Doximity) 2019
ISMMS Programs Nationally Ranked Among Top 25

Program Name	Institution	RANK 2019-2020
Dermatology	MSH	4/142
Nuclear Medicine	MSH	11/38
Otolaryngology	MSH	12/122
Phys Med/Rehab	MSH	12/90
Psychiatry	MSH	12/257
Emergency Medicine	MSH	19/246
Ophthalmology	NYEE	19/123
Medicine	MSH	22/544
Radiology Diagnostic	MSH	24/194
Radiology Diagnostic	MSSLW	25/194
Neurology	MSH	25/159

Graduate Medical Education

20 MSHS residents on the Editorial Board



PhD Students-Matriculating Class of 2019

Biomedical Sciences and Neuroscience

- **Number of Complete Applications** 800
- **Number of Interviews** 172
- **Size of Class** 44
- **Women** 70%
- **Underrepresented in Medicine/Science** 16%
- **Median GPA (Undergrad and Grad)** 3.75
- **Number of Undergraduate Schools** 39

Master's Students-Matriculating Class of 2019

- Master of Science in Public Health: 60 (plus 7 Certificates)
- Master of Science in Biomedical Sciences: 42
- Master of Science in Clinical Research: 27 (plus 10 PhD and 6 Certificates)
- Master of Science in Healthcare Delivery Leadership: 19
- Master of Science in Genetics Counseling: 12
- Master of Science in Biostatistics: 10
- Master of Science in Biomedical Data Science: 5

Graduate School Notable Accomplishments

- Continued to expand the graduate curriculum in response to an increasing demand for knowledge and skills in data science and entrepreneurship training.
-
- Opened up dozens of new graduate course offerings in the Albert Nerken School of Engineering for Mount Sinai students through partnership with Cooper Union. Several joint faculty pilot research projects also underway.
- Granted accreditation by NYSED for a new Master in Healthcare Administration Program (launching in 2020).
- Joined the “Coalition for Next Generation Life Science”, and through that, more than three dozen institutions that have committed to publicly releasing data on graduate education and training outcomes to better advise prospective PhD and postdoctoral candidates as they make choices about their ultimate training and career paths.

Graduate School Notable Accomplishments

- Held the first Sinai PRO (Postdoctoral Research Opportunities) symposium aimed at developing recruitment pipelines for postdocs from underrepresented groups in science.
- Launched a number of wellness programs aimed at helping graduate and postdoctoral trainees navigate challenges and expectations, as well as equip them with evidence-based strategies for managing stress.
- Instituted ‘Unconscious bias’ and ‘Mentoring the Mentor’ training for all PhD in Biomedical Science and Neuroscience applicant screeners and members of the admissions committee, including leadership.



KEYSTONE FOR INCUBATING INNOVATION IN LIFE SCIENCES NETWORK

ISMMS-KIILN POSTDOCTORAL ENTREPRENEURSHIP AWARD

This *newly established* award will become an annual prize to honor postdoctoral entrepreneurs.

Established in 2019 through a generous gift from the co-founders of KiiLN (five former ISMMS postdocs), this award will recognize postdoctoral fellows who co-found or lead companies to address unmet needs in life sciences including but not limited to Basic Science, Translational Science, and Clinical Care Delivery.

The award is designed to highlight entrepreneurial endeavors of ISMMS postdoctoral fellows who take their discoveries beyond the bench by creating diagnostics, devices, therapeutic products, etc.



Mentorship

- *Mentoring and Professional Well-Being*
10th Annual Faculty Development Symposium focus
- *Mentoring the Mentor Program* – Training workshops for senior faculty

Collaborations

- *Inaugural Sinai Showcase Lecture* – celebrates remarkable achievements of our distinguished faculty
- *Faculty Idea Prize* – recognizes innovative research ideas developed through collaborations.

Our Team:

Lakshmi A. Devi, PhD, Dean

Elizabeth Howell, MD, MPP, Associate Dean

Corinne Johnson, MPH, Program Coordinator

Leadership

- *LEAD Academy* – Leadership training course for Sinai Faculty in collaboration with CTSA
- *Success at Sinai: Getting Promoted* – Workshop on getting curriculum vitae ready for promotion

New Initiatives

- *Strengthen mentoring practices* through enhanced institution-wide partnerships
- *Collaborate with Mentoring Leaders* to resolve program challenges and learn successful strategies
- *Help Scientists Face Adversity through Resilience and Self Care* – Presentation by Dr. Sharon Milgram, Director of NIH Office for Intramural Training and Education

Office of Diversity and Inclusion (ODI)

- MSHS ranked #1 among health systems and hospitals and #19 overall of 500 companies on Forbes' 2019 "Best Employers for Diversity" List.
- All MSHS hospitals were acknowledged by HEI (Health Equity Index) for excellence in LGBT patient care in 2019.
- In 2019, ODI established ODI/MedEdAdministrator Fellows Program Partnership aimed at diversifying the workforce in academic administration.
- The Faculty Diversity Council and GME Diversity Council continue to focus on recruitment, retention and advancement of women and URIM faculty and house-staff.
 - As of September 2019, 6 departments have established Vice Chairs for Diversity and 19 departments, institutes and centers have established or are in process of launching a departmental/institute Diversity Committee.

Gary Butts, MD: Dean

Ann-Gel S. Palermo, MPH, DrPh: Associate, Dean

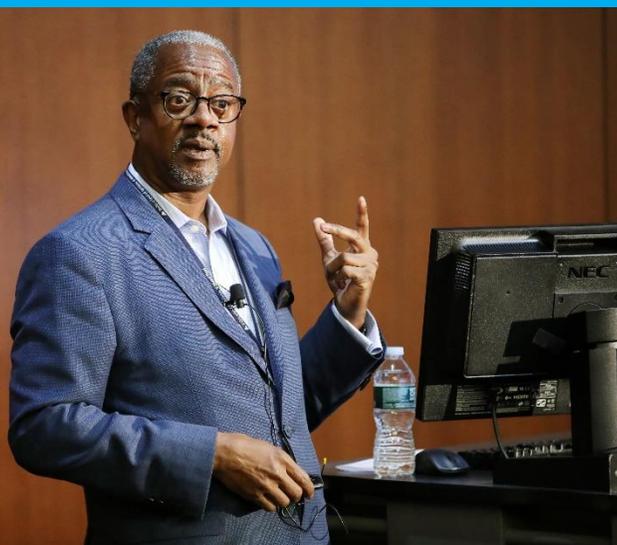
Barbara Warren, Psy.D: Director

Pamel Y. Abner MPA: Chief Administrative Officer

Office of Diversity and Inclusion

- In 2019, a New Diversity Statement was adopted for the school: <https://icahn.mssm.edu/files/ISMMS/Assets/About%20the%20School/Diversity/D.E.I.%20Statement%204.30.19.FINAL.pdf>
- Gary Butts, MD is currently Region 1 Chair and member of Board of Trustees for National Medical Association (NMA)
- Ann-Gel Palermo, DrPH was appointed the National Chair of AAMC's Group on Student Affairs Committee on Student Diversity Affairs.
- Various ODI initiatives:
 - ODI NERA (North East Regional Alliance) MedPREP entered its 11th year in 2019.
 - ODI CEYE had a total of 325 youth participating in the 2018-2019 AY cycle.
 - ODI VEPSUM (Visiting Electives Program for Students Underrepresented in Medicine) program has 16 clinical departments participating in the program this cycle of which 8 financially sponsor VEPSUM students.

Office of Diversity and Inclusion



On October 14th, ODI is launching:

Diversity Innovation Hub,

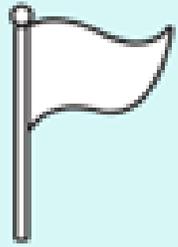
- a unique academic healthcare system hub dedicated to eliminating health and health care disparities through entrepreneurship and community engagement

The mission is to initiate, accelerate, and launch innovative solutions to address social determinants of health, while focusing on inclusion of women and ethnic minorities in this space.

A Pitch Day will follow on **November 1st**



Office of Gender Equity in Science & Medicine

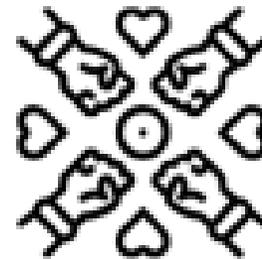


AIM: Enhance our systems, policies and climate so all faculty & trainees are valued and have the opportunity to succeed regardless of gender.

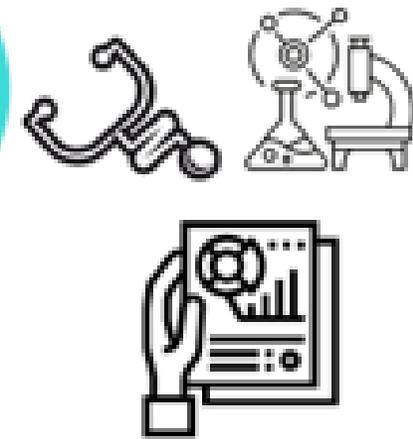
All
campuses



All
genders &
backgrounds



All
faculty &
trainees



Office of Gender Equity in Science & Medicine



Compensation Equity

- Review data with chairs (Difference or disparity?)
- Improve systems; reevaluate



Recruitment & Retention

- Revise Dean's Search Committee Policy
- Distinguished Scholar Award



Family Friendly Policies

- Lactation rooms
- Backup care



Gender Bias & Mistreatment

- Build & promote resources
- Conduct trainings



Mentorship, Leadership & Sponsorship

- Diverse panels & educational programs

Compensation equity:

- Data being collected for every department to identify any disparities by gender or URiM to discuss with Chairs
- This will be an annual review to ensure that there are no unconscious inequities

Recruitment:

- Developed guidelines Dean's Search Committees that will serve as a model. They cover:
 - Committee composition
 - Protocols for job posting
 - Uniform interview process
 - Requirement for members to go through implicit bias training

Retention:

- Launched the Distinguished Scholars Award
- Offers funding to assistant professors with caregiving responsibilities and independent research careers, to support them as they integrate their caretaking responsibilities with their careers.

Family Friendly Policies:

- Improved lactation accommodations on campus
- Exploring back-up child and elder care when regular care is unavailable

Gender Bias and Mistreatment:

Training on:

- Safe and brave spaces
- Responding to and avoiding micro-aggressions
 - Developing a pocket guide to combat microaggression
- Moving from bystander to upstander
- Conflict resolution.

Leadership:

As of January 1, 2020, ISMMS will neither organize nor host non-diverse panels

Office of Well-Being and Resilience (OWBR)

- Office has partnered with system-wide group efforts that address well-being
 - Coordinated efforts for faculty, students and trainees
 - Convened Critical Incident Response Team and drafted protocol
 - Established OWBR communications framework including website and newsletters
 - Established Facility Dog Care for Clinical Teams program in collaboration with the Child Life Paws and Play Program
- Planned Launch of Mental Health Awareness Campaign – October 2019
- Well-Being Program Development conference on Oct 2-3 onsite with 61 participants from 45 institutions representing 21 states
- Senior Associate Dean for OWBR has represented Mount Sinai at a number of professional forums
- **Recognition:**
 - Received AMA Joy in Medicine Recognition Award
 - >10 National Media Outlets have reported on efforts of OWBR

Jonathan Ripp, MD: Senior Associate Dean
Lauren Piccoralo, MD, MPH: Associate Dean
Basil Hanss, PhD: Associate Dean
Alicia Hurtado, MD: Associate Dean
Saadia Akhtar, MD: Associate Dean
Anu Anandaraja, MD, MPH: Director
Craig Katz, MD: Advisor
Sharissa Rivera: Program Coordinator

Office of Well-Being and Resilience (OWBR)

Faculty-Level Achievements

- Faculty wide survey complete – response rate of 45-55%, nearly 1,900 respondents from all departments and all sites; Data analyzed and shared with departments
- Faculty Wellbeing Champions have been designated in most clinical and a few nonclinical departments
- New initiatives developed by OWBR:
 - Institutional-Level plan to address faculty wellbeing
 - InBasket management committee to engage practices aiming to streamline workflows around messages to physicians
 - A “menu” of “individual-level” evidence-based well-being programming funded by OWBR

Faculty-Level Goals

- Develop a *Leadership Training Workshop* for high to mid-level leaders
- Partner with OADE to provide training and guidance for *departmental mentorship programs*
- Planned Efforts to reduce the burden of EPIC Documentation and InBasket messaging
- Expand access to and *awareness of FPA Psychiatry services as well as other alternative mental health services for faculty*
- Annual or biannual ***Mental Health Awareness campaign (October and May)***
- Continue exploring the creation of an onsite ***Gym/Exercise Facility*** with showers

Office of Well-Being and Resilience (OWBR)

Medical Student Achievements

- Improvements in availability of mental health services for students .
- Increase in Wellbeing programming and interventions for our medical students
- Increase Wellness Advisor visibility by incorporating them into other med school programming.

Medical Student Goals

- Conduct a Medical Student Well-Being Survey to identify the major drivers and barriers of well-being at the UME level
- Develop interventions and strategies based off Medical Student Well-being survey results
- Increase support for students with special needs such as economically disadvantaged, first generation, and DACA students
- Expand and develop mental health screening tools with goal of connecting students with a trained mental health professional once a student screens positive
- Culture change: We will continue to challenge the medical culture of invincibility/perfectionism and help-seeking rejection

GME Achievements

- Select GME training programs received funding and have rolled out interventions specifically directed at unloading clerical intensity nearing the end of their grant periods
- GME Well-being Champions Program- Cohort #2 has rolled out
- OWBR Presentations and Focus Group Discussions at ISMMS training programs
- Mindfulness Trainings, Narrative Medicine and Facilitated Discussion Groups all ongoing
- Student Trainee Mental Health Program expansion at MSH
- Student Trainee Mental Health Program availability at MSSLWBI
- Adapted and launched GME PEERS program

GME Goals

- Follow-up Resident-level Burnout Survey planned – initial survey completed in 2018 GME Well-being Champions Program- Cohort #3 roll-out
- OWBR Presentations and Focus Group Discussions at ISMMS training programs PEERS Program Peer-mentorship
- Positive Psychology Curriculum to adapted from UME to GME
- Facility Dog intervention to roll out
- Massage Therapy to roll out
- Narrative Medicine, Facilitated Discussion and Mindfulness Training to continue

Office of Well-Being and Resilience (OWBR)

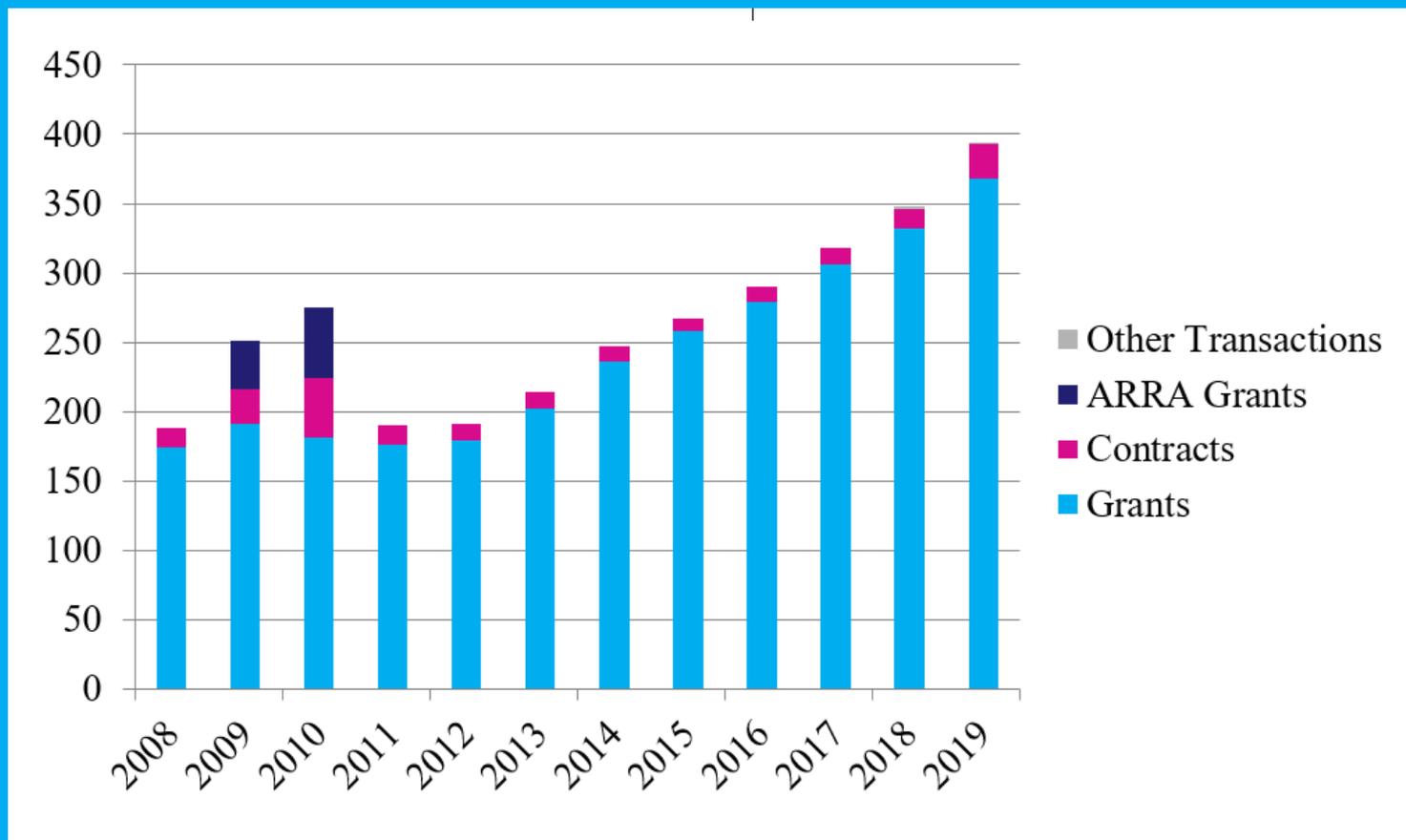
Graduate Student Achievements

- Worked with Med Ed and Grad Ed on implementation of new mistreatment policy and process
- Developed a Resources workshop during orientation
- Created tighter bond between postdoc and graduate student communities
- Instituted THAW (Trainee Health and Wellness) workshop series “Thriving in Academia”. Workshops included “How to Choose a Lab”, “How to deal with Challenging Mentors” and “Surviving Burnout”, “Sina(i messed up)”
- Adapted and implemented PEERS curriculum for PhD and MD/PhD students
- Piloted monthly “Mindfulness Meetup” for postdoc - this discussion group with postdocs is facilitated by a clinical social worker.

Graduate Student Goals

- Work on additional mechanisms of identifying poor mentors
- Develop an extracurricular skills workshops to enhance students’ management of research environment (e.g., Project Management, etc)
- Develop PEERS curriculum for postdoctoral fellows
- Adapt “Mindfulness Meetup” for graduate students
- Incorporate Mental Health First Aid training for training area leadership teams to help them direct students to the right resources.

NIH Funding 2008-2019



Department NIH Funding Rank-2018: [Source: Blue Ridge 2018 Data]

Basic:

Genetics	#5
Microbiology	#3
Neurosciences	#1
Pharmacology	#4

Clinical:

Emergency Medicine	# 4
Internal Medicine	#13
Neurology	#10
Pediatrics	#11
Psychiatry	# 6

2018 MSIP Metrics

- Faculty Engagement: 717
- Material Transfer Agreements: 1,068
- Research Contracts: 166
- New Patent Applications: 209
(Includes filed provisionals, PCT, US, European,
and other foreign national phase applications and filings)
- Confidential disclosures: 311
- Technology disclosures: 128
- Licenses & Options: 60

Mount Sinai Innovation Partners (MSIP)

Mount Sinai i3 Asset Accelerator

- Fund to advance commercially relevant Mount Sinai assets
 - ~\$1.5 M has been committed to 9 projects in areas including infectious disease, oncology, orthopedics, pathology, and clinical decision support for IBD.
 - 1 project advanced as a seed funded startup
 - 2 are developing into well-funded new ventures
 - 1 is in discussions with a large pharma for follow on support
- Active roster of 28 external experts advising on proposals, including health and life science venture capitalists, experienced entrepreneurs and corporate operators, and subject matter experts
- Fund is additionally supported by philanthropy

Mount Sinai Innovation Partner (MSIP)

Notable commercial innovations-Spin-out technologies:

- **Hibercell** –a new startup developing therapeutics focused on preventing cancer relapse and metastasis
- **RenalytixAI** – AI startup launched with EKF diagnostics to advance diagnostic and prognostic tools to identify patients at risk for fast progressing kidney disease
- **Trained therapeutics** – developing nanobiologics to modulate the immune system’s response for two applications currently, combatting cancer and increasing organ transplant survival
- **Seed-funded startup** creating a digital health platform for professional education, diagnosis and therapy for patients with Inflammatory Bowel Disease
- **Startup-bound team** progressing prognostics and patient risk-stratification for prostate cancer using computational pathology
- **Licensed an oncolytic virus** to a large pharmaceutical company with potential to treat solid tumors
- **Licensed** a method of treatment for the use of Janssen’s SPRAVATO (esketamine) for patients suffering from treatment-resistant depression

SINAInnovations –6 days of exciting programs

1st Diversity Innovation Hub(DIH)

DIVERSITY INNOVATION HUB

A MOUNT SINAI VENTURE

SINAInnovations Careers & Connections 2019



October 15 at 2:30pm

CAREERS AND CONNECTIONS 2019

Leon and Norma Hess Center for Science and Medicine
1470 Madison Avenue New York NY

Join Waitlist

6th Networking Event

4th Health Hackathon

Mount Sinai Health Hackathon
Creating Novel Technology Solutions for Healthcare

Artificial Intelligence

Expanding the Limits of Human Performance

October 11-13, 2019
Davis Conference Center



5th Innovation Awards Ceremony

8th SINAInnovations Conference

SINAInnovations
Leading a New Era of Discovery

Artificial Intelligence

October 15-16, 2019

For more information visit our website:
icahn.mssm.edu/about/sinainnovations

Mount Sinai Health Hackathon



168 registered - 137 started - 119 completed – 19 Teams – 3 Finalists

SINAIinnovations Awards – Recognizing Innovation Excellence



Mount Sinai Doctors Faculty Practice Overview 2019



Revenue Growth

- **Expected largest revenue year ever** for Faculty Practice
 - Annualized 2019 at almost \$1.1B---an increase of 7% over 2018
- **Positive to budget** on the Upper East Side, Downtown and West Side campuses, and in almost every Clinical Department

Leadership Changes

- **Leadership consolidation** in Faculty Practice with Richard Nagengast, Anne Dickerson, David Mendelson, Michelle Bekman, Amy Nelson and Alan Adler taking on expanded roles
- Matthew Rosamond start as COO in October 2019

Expanded Use of Epic

- All providers are using the Epic EMR and the majority will be on Epic Scheduling & Billing by mid-2020
- Over 230 providers using M*Modal **voice recognition** to improve their workflows and efficiency of EPIC EMR

Commitment to Caring for our Patients, Our Colleagues, and Ourselves

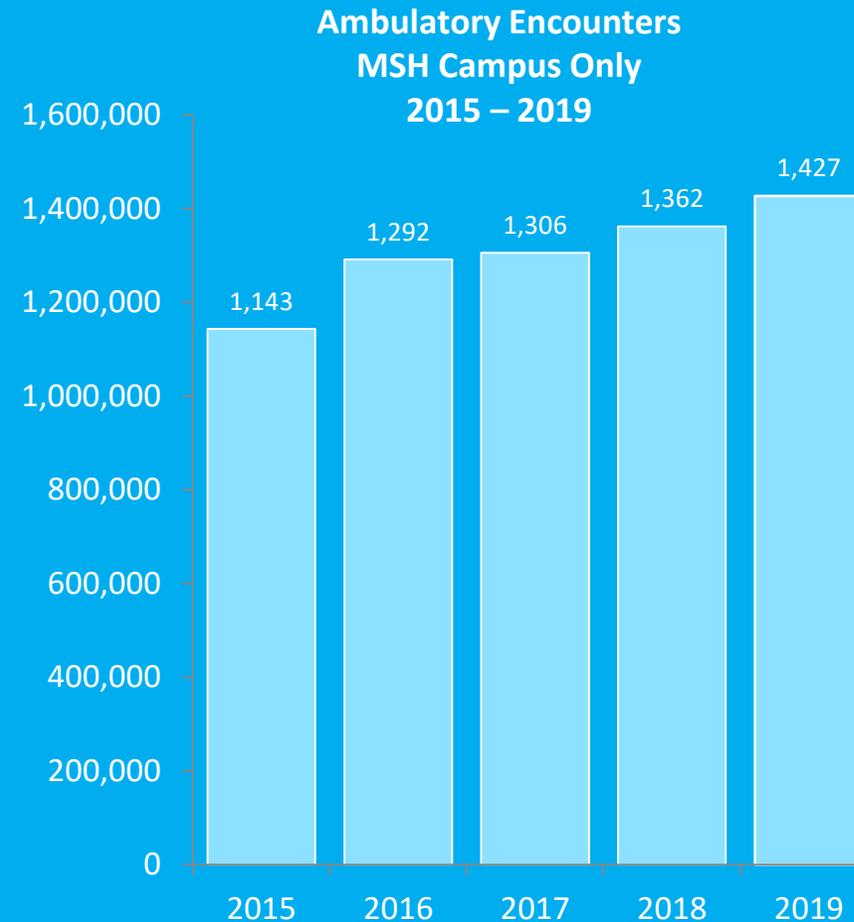
- Multiple efforts to improve the **wellness** of Faculty Practice physicians *and the user friendliness* of our EMR
- Over 1,500 ambulatory employees have completed a daylong **C2C Retreat** focused on training, collaboration and wellness

Facilities

- Future plans for **facility upgrades to 5 East 98th Street** and a new outpatient facility at **19 East 98th Street**

Mount Sinai Doctors Faculty Practice Growth in 2019

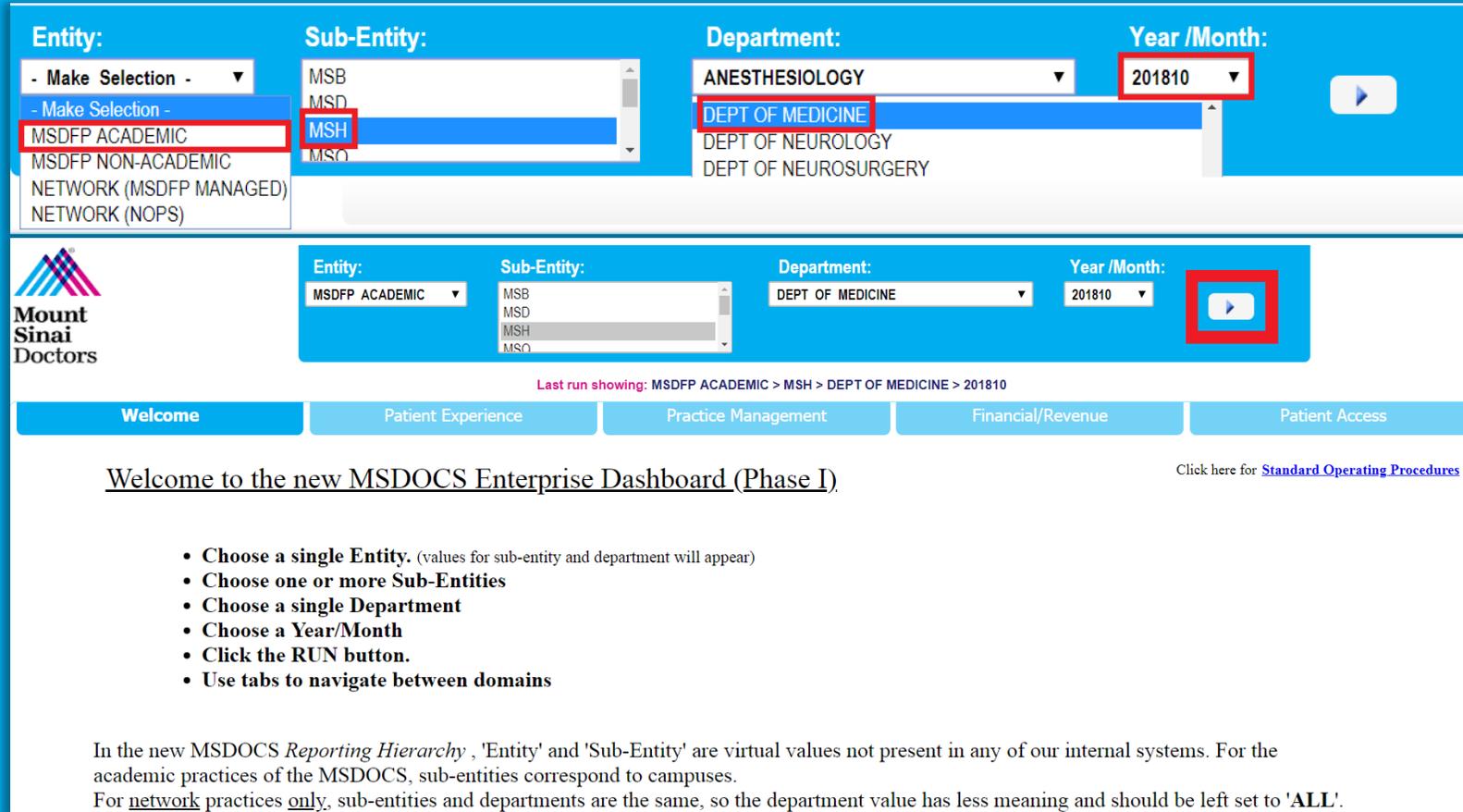
- **Expected largest revenue year ever** for Faculty Practice
- **Positive to budget** on the Upper Eastside, Downtown, and Westside campuses and in almost every Department
- Visit and encounter volume up year over year across multiple sites



Mount Sinai Doctors Faculty Practice Performance Management

MSDOCS Enterprise Dashboard

- Implemented system-wide dashboard with operational metrics for patient experience, practice management, finance, revenue cycle and access



The screenshot displays the MSDOCS Enterprise Dashboard interface. At the top, there are four filter sections: 'Entity:' with a dropdown menu showing options like 'MSDFP ACADEMIC' and 'MSDFP NON-ACADEMIC'; 'Sub-Entity:' with a list including 'MSB', 'MSD', 'MSH', and 'MSO'; 'Department:' with a dropdown showing 'ANESTHESIOLOGY', 'DEPT OF MEDICINE', 'DEPT OF NEUROLOGY', and 'DEPT OF NEUROSURGERY'; and 'Year /Month:' with a dropdown set to '201810'. A blue 'RUN' button is visible to the right of the filters. Below the filters is the Mount Sinai Doctors logo and a smaller version of the filter interface. A status bar indicates 'Last run showing: MSDFP ACADEMIC > MSH > DEPT OF MEDICINE > 201810'. A navigation bar contains tabs for 'Welcome', 'Patient Experience', 'Practice Management', 'Financial/Revenue', and 'Patient Access'. The main content area features a welcome message: 'Welcome to the new MSDOCS Enterprise Dashboard (Phase I)', a link to 'Standard Operating Procedures', and a list of instructions for using the dashboard. At the bottom, a paragraph explains the 'Reporting Hierarchy' and how to handle 'network' practices.

Entity: - Make Selection -
- Make Selection -
MSDFP ACADEMIC
MSDFP NON-ACADEMIC
NETWORK (MSDFP MANAGED)
NETWORK (NOPS)

Sub-Entity: MSB
MSD
MSH
MSO

Department: ANESTHESIOLOGY
DEPT OF MEDICINE
DEPT OF NEUROLOGY
DEPT OF NEUROSURGERY

Year /Month: 201810

Mount Sinai Doctors

Entity: MSDFP ACADEMIC
Sub-Entity: MSB
MSD
MSH
MSO
Department: DEPT OF MEDICINE
Year /Month: 201810

Last run showing: MSDFP ACADEMIC > MSH > DEPT OF MEDICINE > 201810

Welcome | Patient Experience | Practice Management | Financial/Revenue | Patient Access

Welcome to the new MSDOCS Enterprise Dashboard (Phase I) [Click here for Standard Operating Procedures](#)

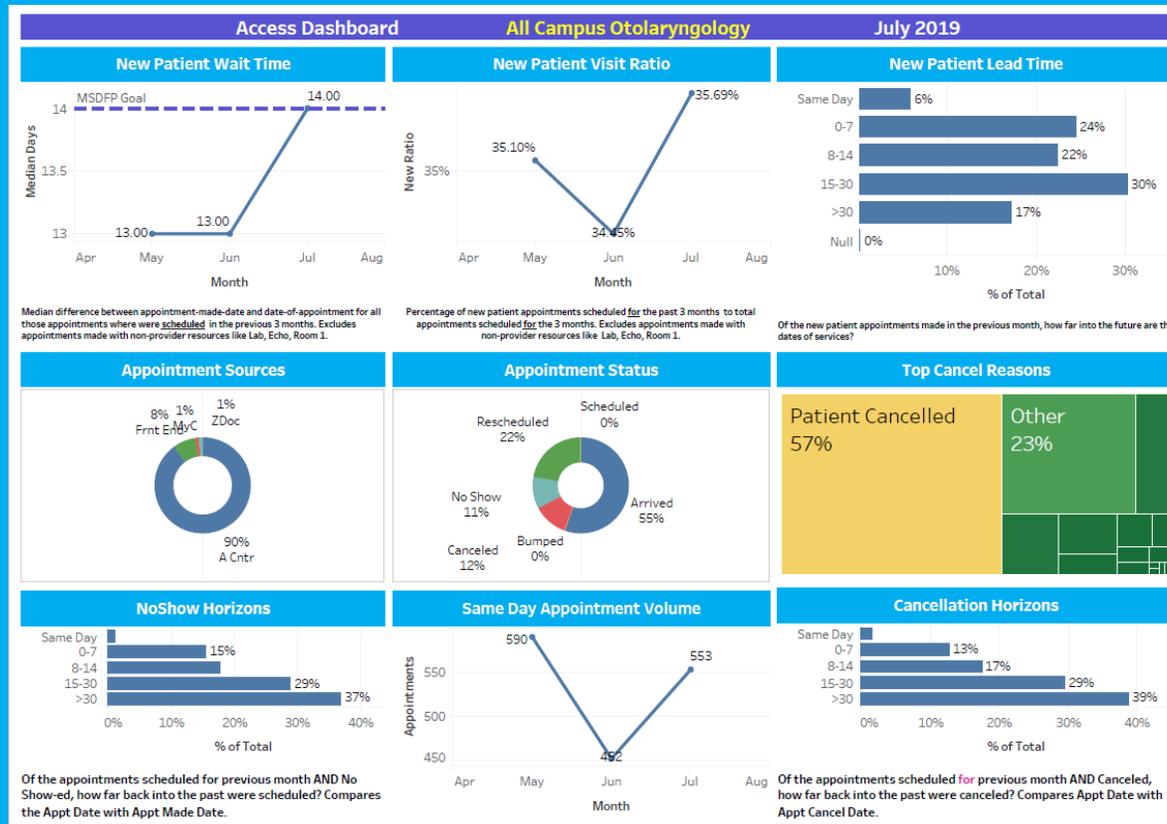
- Choose a **single Entity**. (values for sub-entity and department will appear)
- Choose **one or more Sub-Entities**
- Choose a **single Department**
- Choose a **Year/Month**
- Click the **RUN** button.
- Use **tabs** to navigate between domains

In the new MSDOCS *Reporting Hierarchy*, 'Entity' and 'Sub-Entity' are virtual values not present in any of our internal systems. For the academic practices of the MSDOCS, sub-entities correspond to campuses.
For network practices only, sub-entities and departments are the same, so the department value has less meaning and should be left set to 'ALL'.

Mount Sinai Doctors Faculty Practice Performance Management

Access Dashboard

- Utilizes standard access metrics and definitions published nationally
- Expansion of the Access Dashboard system-wide
 - By end of 2019, 311 of 334 practices will have access to a dashboard
 - By end of 2020, all 334 practices complete



Mount Sinai Doctors Faculty Practice Access Center

Access Center 2019 Accomplishments

- Upgrading phone system to Cisco technology. New features include:
 - Courtesy call back
 - Post call surveys
 - Single system call recording
 - Work force manager
- Robust Quality Assurance and Access Optimization programs
- Texting for appointment reminders, med refills, and MyChart signups

Access Center Ongoing Work

- Expansion of Access Center Departments
- Implementing Patient Coordinator Career Pathway to improve employee satisfaction and retention
- Expanded use of robotics
- Hosting National Patient Access Symposium in May 2020

Access Center Growth	2016	2017	2018	2019 Projected
# of Calls/Year	2,138,157	2,673,503	3,654,630	4,413,676
Total Agents	165	194	275	325
Total Home Agents	2	27	44	55

Mount Sinai Doctors Faculty Practice Access

Do-It-Yourself Scheduling

- Increasing patient interactions with do-it-yourself scheduling (Zocdoc, MyChart, Epic Open Scheduling)
- Piloting text-to-schedule option with 85th Street Primary Care & ObGyn locations

Zocdoc Growth	2016	2017	2018	2019 Projected
Total Providers	465	613	900	1,100
Total Bookings <i>50% new patients</i>	104,756	122,129	133,759	178,848

MyChart Growth	2016	2017	2018	2019 Projected
Total Bookings	2,281	13,705	17,798	39,836

Telehealth

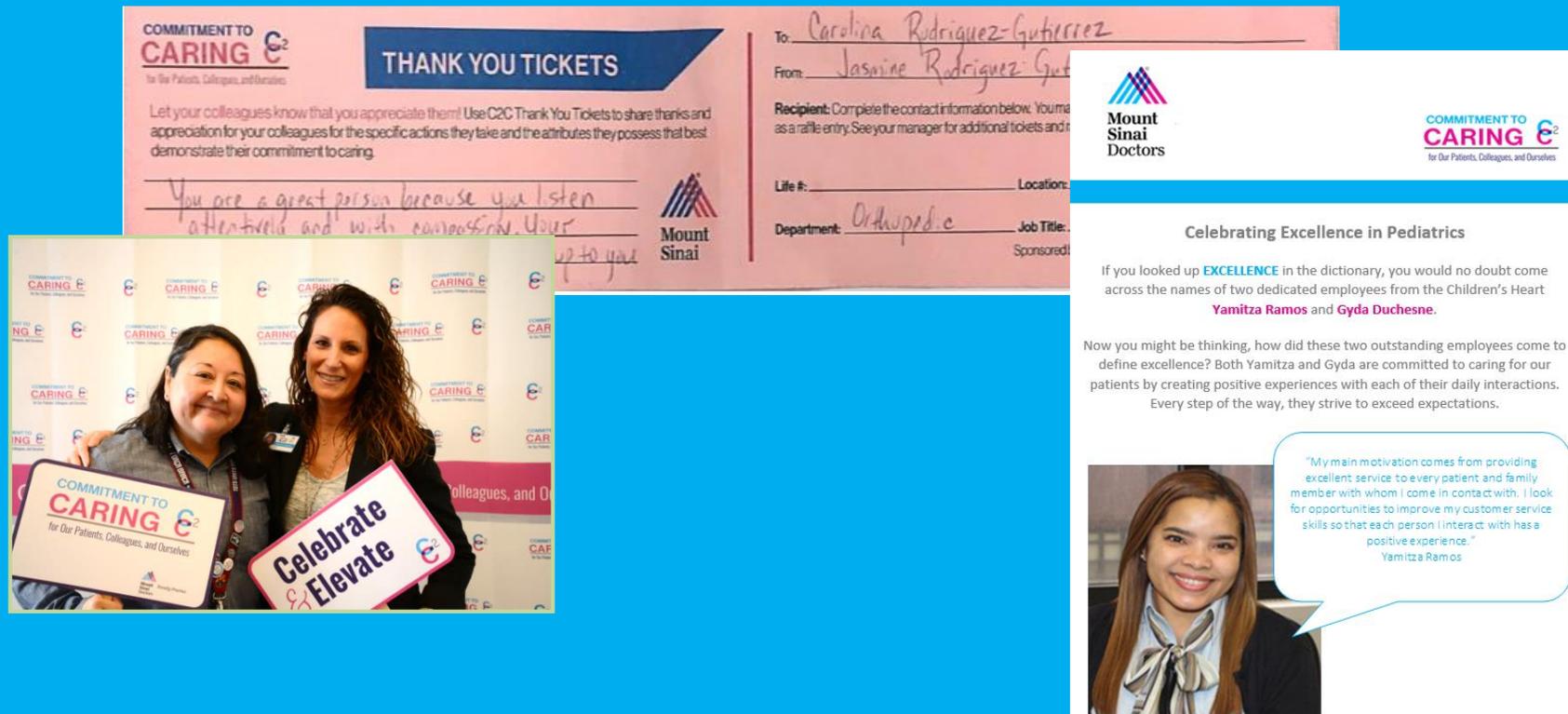
- Available for established patients within certain specialty departments
- Patient can schedule with front end staff or self schedule in MyChart

MyChart Video Visit Growth	2018	2019 Projected
Participating Providers <i>Providers who have completed at least 1 video visit</i>	22	82
Total Bookings	397	1,200

Mount Sinai Doctors Faculty Practice Commitment to Caring

Commitment to Caring Accomplishments and Ongoing Work

- Homegrown program designed to enhance patient experience, employee engagement and physician wellness
- Shared common purpose and standards created across all ambulatory sites
- Over 1,500 leaders and staff trained in primary scope of MSH-based MSDFP, MSDD, Access Center and CBO
- Expansion in late 2019 and Q1 2020 to MSH-based clinics, MSW and MSSL



COMMITMENT TO CARING
For Our Patients, Colleagues, and Ourselves

THANK YOU TICKETS

Let your colleagues know that you appreciate them! Use C2C Thank You Tickets to share thanks and appreciation for your colleagues for the specific actions they take and the attributes they possess that best demonstrate their commitment to caring.

To: *Carolina Rodriguez-Gutierrez*
From: *Jasmine Rodriguez-Gutierrez*
Recipient: Complete the contact information below. You may use this as a raffle entry. See your manager for additional tickets and rules.
Life #: _____ Location: _____
Department: *Orthopedic* Job Title: _____
Sponsored by: _____

You are a great person because you listen attentively and with compassion. Your support is up to you!

COMMITMENT TO CARING
For Our Patients, Colleagues, and Ourselves

Celebrate Excellence in Pediatrics

If you looked up **EXCELLENCE** in the dictionary, you would no doubt come across the names of two dedicated employees from the Children's Heart: **Yamitza Ramos** and **Gyda Duchesne**.

Now you might be thinking, how did these two outstanding employees come to define excellence? Both Yamitza and Gyda are committed to caring for our patients by creating positive experiences with each of their daily interactions. Every step of the way, they strive to exceed expectations.

*"My main motivation comes from providing excellent service to every patient and family member with whom I come in contact with. I look for opportunities to improve my customer service skills so that each person I interact with has a positive experience."
Yamitza Ramos*

Mount Sinai Doctors Faculty Practice Clinical Program Development

Urgent Care

- Ongoing growth of Urgent Care programs at sites in Dumbo, Brooklyn Heights, Union Square, Upper West Side and Inwood

Urgent Care Growth	2016	2017	2018	2019 Projected
Visit Volume	32,209	32,553	39,079	40,985

Multispecialty Programs

- Developing plans for new outpatient facility at **19 East 98th Street**
- Plans underway for **facility upgrades to 5 East 98th Street**
- Ongoing moves and renovations at MSW Brodsky, MSSL Clark, MSD Union Square and 98th Street



Financial Results

The School's goal for 2019 is close to breakeven operating results.

Financial Operating Results (000's):

	<u>Results</u>
2019	Close to breakeven
2018	\$ (14,252)
2017	\$ (1,883) *
2016	\$ (14,062)
2015	\$ (12,894)
2014	\$ 85

* Includes one-time benefit from School's share of Laboratory business sale

Research and FPA growth are major contributors to the School's financial success

Continuing Challenges to Financial Success

Challenge	Action Plan
<ul style="list-style-type: none">• Unexpended Grant Backlog exceeds \$394 million	<ul style="list-style-type: none">• Monthly monitoring of grant spending with Department follow-up.
<ul style="list-style-type: none">• Research and Clinical Space Constraints	<ul style="list-style-type: none">• New multi-purpose building being considered• Offsite space leases
<ul style="list-style-type: none">• Member Hospital Finances	<ul style="list-style-type: none">• Continue to improve Physician productivity• Improve payor mix
<ul style="list-style-type: none">• Timing of Campaign Philanthropy vs Strategic Plan Spending	<ul style="list-style-type: none">• Gain better alignment through the annual budget process.
<ul style="list-style-type: none">• Grow Royalty/Licensing Income and Startup Companies	<ul style="list-style-type: none">• MSIP works closely with faculty• Accelerator fund opportunities

Action Plan Financial Policies and Goals

- Action Plan follows successful Financial Policies and Goals:
 - School's financial operating results must be according to budget using only the 4.5% endowment spending rate investment income.
 - Department's must consistently achieve positive financial results.
 - Clinical Depts minimum 2.5% margin.
 - Basic Sciences, Research Institutes achieve budget targets.
 - Incentive plans encourage revenue and margin growth.
- Principles of Department Compensation Models consistently followed:
 - 100% of compensation tied to performance
 - Compensation must be covered by Teaching, Research and Clinical Revenue
 - Quality, productivity and outcomes goals integrated
 - Performance goals for each physician with regular reviews of actual results
 - Productivity Standards.
- Business plans for all clinical and research initiatives.
- Continuous monitoring of financial results with timely corrective actions
- Realize Financial Opportunities

Action Plan to Meet Financial Challenges

- Last year's State of School Presentation included a Financial Action Plan to realize opportunities and meet financial challenges.
- Excellent progress on Action Plan
 - 2018 Budget results achieved.
 - Federal Grants Growth, 7.3% to \$393.0 million
 - FPA Growth, 5.6% to \$972.8 million
 - Member Hospital FPA Finances are improving
 - Private Gifts, Grants and Contracts Growth, 17.8% to \$286.9 million
 - MSIP Initiatives – significant success.
 - Maintained Investment grade rating with Rating Agencies (S&P – A-, Moodys A3)
- Still work to be done - Financial Challenges continue in 2019

Guiding Principles

1. Take advantage of the size and excellence of the Mount Sinai Health System.
2. Establish unrivaled excellence in medical and graduate education.
3. Anticipate and fund new areas of research that will result in discovery of novel approaches to disease diagnosis and treatment.
4. Invest further in current areas of excellence.
5. Power an “Engine of Discovery” to create more IP, more collaborations with Industry, and more Mount Sinai companies.

Strategic Plan

Measures of Success for the Strategic Plan:

1. Outstanding publications.
2. Increased NIH funding / Higher NIH Ranking.
3. More IP, more collaborations with industry, more Sinai companies formed.
4. **MOST IMPORTANT:** Discoveries that make the Mount Sinai Health System the nation's best, and improve the lives of our patients, both locally and around the world.

New Research Initiatives

Creation of several new Centers or Institutes:

- Hasso Plattner Institute for Digital Health at Mount Sinai
(Directed by Erwin Bottinger)
- Biomedical Engineering and Imaging Institute at Mount Sinai
(Directed by Zahi Fayad)
- Institute for Transformative Clinical Trials
(Directed by Annetine Gelijns)
- Center for Artificial Intelligence and Human Health
(Director TBH)
- Center for Genomic Health
(Directed by Eimear Kenny and Noura S. Abul-Husn)
- Alper Neural Stem Cell Center
(Directed by Kristen Brennand)
- Lipschultz Center for Cognitive Neuroscience
(Directed by Mark Baxter)

Strategic Plan Update

Research:

- NIH funding at an all-time high – \$/PI as well as \$/sf have increased each year
- New initiatives in opening new frontiers in research – with new recruits
- Award of prestigious competitive grants from NIH and DARPA
- Very successful year for Mount Sinai Innovation Partners

Education:

- Innovative initiatives to diversify have started to yield results in both Medical and Graduate education
- Largest GME program with 12 ranked in Top 25
- Graduate School expanded curriculum and launch of several new Masters degrees

Clinical:

- Most successful year in history of Faculty Practice
- Significant increase in number of calls and providers
- Expansion of services and practices across the MSHS

Growth in all 3 sectors has resulted in significant space crunch

- Further growth and profitability impeded by lack of space
 - Explore opportunities to increase space to prevent slowdown of momentum

Strategic Plan Proposal



Lease 50,000 sf of wet lab space at 619, West 54th Street

Boldly Expanding the Frontier of Science and Medicine



Strategic Plan Proposal

New Building on Madison & 98th



This will be an iconic building

A Gateway to the campus

2/3 for expansion of Faculty
Practice

1/3 for Center for AI

Strategic Plan - Proposal

Renovation of 3 East 101st Street



Functions to be housed:

Administrative

Clinical

Dry Lab Research

FIRST COMPREHENSIVE CAPITAL CAMPAIGN FOR HEALTH SYSTEM

\$2.0 B
2017 - 2024

RAISED TO DATE (AS OF OCT. 14, 2019)

\$615.6 M
31% GOAL ACHIEVED

NEW MSHS DONORS DURING CAMPAIGN (AS OF OCT. 14, 2019)

10,546 GIVING \$55.7 M
REPRESENTING FIRST-TIME GIFTS

\$615.6 M

\$2.0 B
BY 2024

- **Increase revenue** through personalized, expert cultivation;
- Target **strategic transformational opportunities** to high-net worth individuals;
- **Deepen partnerships** with faculty and administrators to identify funding needs and report out impact; and,
- Augment **digital fundraising efforts** to acquire and engage donors.

Thank You Peter May

You have been an insightful leader dedicated to help Sinai achieve its full potential

- You helped us overcome the struggles of the early 2000's to emerge a stronger institution
- You expected our School to be nothing less than one of the best in the country
- You understood what it takes to be a world-class research and educational enterprise
- You championed our efforts to recruit exceptional faculty in translational research



Under your leadership, we went from Good to Great:

- We transformed the School's organizational structure to be more innovative and entrepreneurial
- We established world-class multi-disciplinary Institutes
 - dedicated to finding innovative solutions to healthcare challenges
- We recruited hundreds of exceptional new faculty in all areas-research, clinical and education
- We invested in new technology to support big data revolution and genetics and genomics to help cure diseases
- We created new companies that are translating scientific discoveries to therapies
- We invested in state of the art facilities that have significantly expanded our research & clinical space

We will miss your inspirational leadership and wisdom

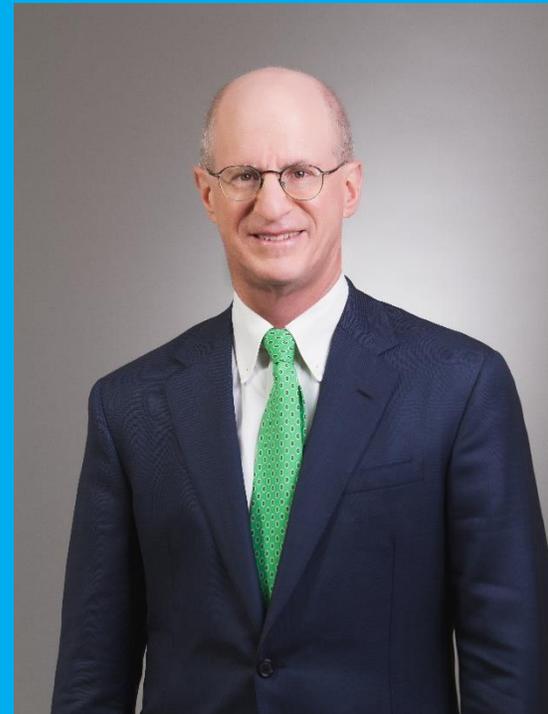
Looking to the Future

We welcome our new Co-Chairs of the Board of Trustees
- Richard Friedman and James Tisch

We look forward to partnering with you to make Sinai an even ***GREATER*** institution with outstanding research, education and clinical programs that benefit patients and humanity.



Richard Friedman



James Tisch



Icahn School
of Medicine at
**Mount
Sinai**