

# ANNUAL IMPACT REPORT 2021



Icahn  
School of  
Medicine at  
Mount  
Sinai

*Arnhold Institute  
for Global Health*

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# From The Chair And Director

Dear colleagues,

Despite the continued COVID-19 pandemic, 2021 opened new opportunities for us to innovate and engage in our core global health mission — and we have much to celebrate.

Our department grew to include 9 primary faculty, 22 secondary faculty, and 2 adjunct faculty. We held a virtual partnership summit, hosted partners in New York City, and visited our partners in Eldoret, Kenya, Navrongo, Ghana, Dhulikhel, Nepal and Queens, New York. Our offices reopened for more in-person work and, despite the continued pandemic challenges, we are hopeful 2022 will bring even more opportunities for in-person events and activities.

Notably, our programs, partnerships, and research ensured:

- **15,000 Kenyan adolescents living with HIV** received care at the Rafiki Clinic and through our adolescent-friendly clinical care programs in 400+ public health clinics across western Kenya
- **21 doulas** from the Queens community who speak 10 different languages were recruited and trained. In 2022, they will support improved birth outcomes for 110+ birthing persons and their babies
- **43 community health workers** provided frontline care to **over 30,000 households** in rural Nepal
- **50+ peer-reviewed publications** added to the evidence base helping improve care and shape global health policy

All of these accomplishments were thanks to the hard work and talents of our partners, supporters and growing team. Our growing impact reflects the careful steps being taken to build better partnerships, innovate, and scale evidence-based care models that improve health. As we all know in global health, the broader impact of our actions develops over years and even decades. Whether it is an investment in government capacity building, in building and strengthening a community health workforce, educating the next generation of healthcare leaders or ensuring that adolescents have the opportunity to grow up and live full lives—our work is improving the health of the world's most vulnerable.

The challenges that confront and confound us often feel insurmountable—but as I reflect on our successes over the last year, I am filled with hope and inspiration. The partnerships we are building hold tremendous promise for addressing inequality in global health, building centers for big ideas and innovation that will drive the improvement of health for decades to come, and perhaps fulfill the promise of healthcare for all. We will accomplish even more this year because we are not alone in our efforts.

I wish you a healthy, safe and joyous 2022!

Warmly,



Dr. Rachel Vreeman, MD, MS  
Chair, Department of Global Health  
Director, Arnhold Institute for Global Health





# Our Vision

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*Better global partnerships  
building a healthier world for all.*

.....



# Our Mission

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Mount Sinai's Arnhold Institute for Global Health seeks to build deeper, more effective, and innovative global academic partnerships. Through stronger partnerships, we can build stronger, resilient health systems that provide quality care to our world's most vulnerable people.

We do this by unlocking the diverse pool of knowledge, expertise, and resources found in our academic and health system partners to strengthen healthcare delivery systems that are then able to understand, adapt, and grow to meet the health needs of the communities and populations our partners serve. We work across our tripartite mission to **deliver high quality care**, to **educate healthcare providers**, and **improve care through research**.

.....



# Our Values



*Integrity*



*Impact*



*Justice*



# 2021 ACCOMPLISHMENTS

# CARE



**15,000** Kenyan adolescents living with HIV receive care at the Rafiki Clinic, with adolescent-friendly clinical care occurring across **400** Kenya Ministry of Health clinics

.....



Recruited and trained **21** doulas who will support a diverse community with **10** different languages and provide care for **110+** birthing persons and their babies in Queens before, during and after delivery for 1 year

.....



**43** community health workers in rural Nepal serving over **30,000** households

.....



Designed intervention and recruited **8** nurses and **16** volunteers to screen and treat hypertension and depression at **4** rural clinics in Ghana that will serve **500+** patients over the next year



# Ending the HIV Epidemic for the World's Children

World AIDS Day is an important event for the Arnhold Institute for Global Health, given our focus on adolescent HIV. To read a personal op-ed about the first patient Dr. Rachel Vreeman lost to HIV, check out this op-ed, ["Losing Faith: Reflecting on 40 years of the HIV pandemic"](https://www.statnews.com/2021/12/01/losing-faith-hiv-pandemic/) ([statnews.com](https://www.statnews.com))

The 2021 World AIDS Day theme was "End Inequalities. End AIDS". For this year's World AIDS Day, we hosted a special virtual event, "Ending the HIV Epidemic for the World's Children"



**ENDING THE HIV EPIDEMIC FOR THE WORLD'S CHILDREN**

WORLD AIDS DAY

DECEMBER 1, 2021

12:30-1 PM ET  
Adolescent Health Initiative in Kenya

1-2 PM ET  
Dialogue on Adolescents Living with HIV in Western Kenya

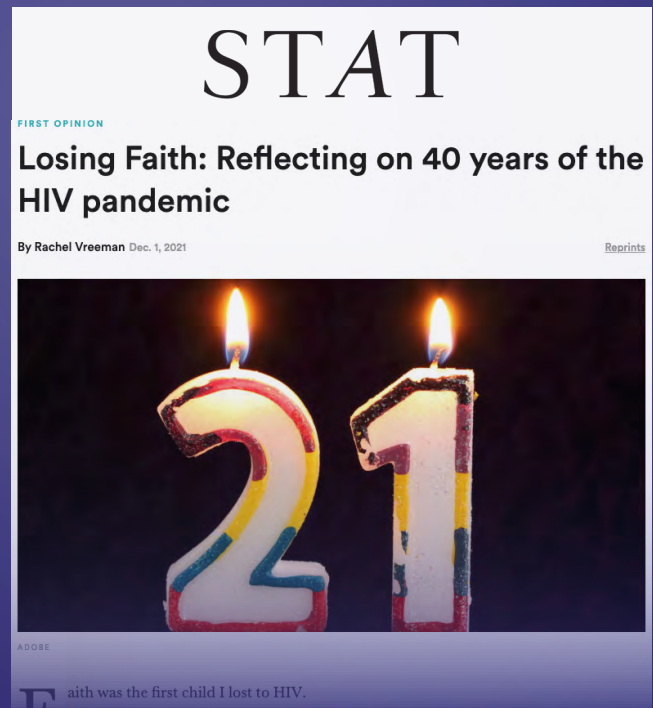
Linda-Gail Bekker, MBChB, PhD  
Desmond Tutu Health Foundation

Rachel Vreeman, MD, MS  
Arnhold Institute for Global Health  
Icahn School of Medicine at Mount Sinai

**REGISTER**

<https://bit.ly/3of4zHY>

Mount Sinai



with esteemed infectious disease researcher, Dr. Linda-Gail Bekker and shared more about the additional challenges the pandemic has posed for adolescents living with HIV in Sub-Saharan Africa. If you would like to donate to help the adolescents access psychosocial support, please see how here:

<http://giving.mountsinai.org/goto/AMPATH>.

To learn more, watch this video:

[Improving Care and Services for Adolescents with HIV in Kenya - YouTube](#)

# Spotlight on Women's Community Health

Krupa Harishankar, MD

has a longstanding commitment to working with justice-involved women as an advocate, researcher, and clinician in partnership with community-based organizations and Correctional Health Services on Rikers Island. Since joining the department in August 2021, she has created telehealth visits for incarcerated pregnant people in order to build continuity of care with Elmhurst Hospital, initiated case conferences between the Rikers and Elmhurst care teams to improve the quality of medical care, and developed additional partnerships with re-entry organizations that can provide holistic community resources. She plans to further collaborate with the Women and Justice Project to focus on access to birth support tailored to the specific needs of incarcerated pregnant people, which the team plans to further explore next year. We look forward to deepening this important work in 2022.





# EDUCATION



9

trainees in 2021 education program

.....



Director of Global Health Education appointed

.....



4

global partnership visits

## Welcome to Dr. Diana Lee

**Global health education** remains a central part of our mission and mandate. In order to accelerate and strengthen our ability to provide meaningful global health training opportunities at Mount Sinai, we embarked on an effort with our partners in the School of Public Health to recruit a new Director of Global Health Education. After a competitive recruitment process, we were delighted to welcome Dr. Diana Lee to this important role.

Dr. Lee has launched a comprehensive assessment of global health education across Mount Sinai, meeting with key partners and visiting our partners in Ghana and Nepal to explore opportunities for bilateral education exchanges. This will help inform the future of global health education at Mount Sinai, build on the remote learning opportunities developed during the pandemic, and prepare for a safe return to in-person experiences with our global partnerships.



*“It has been an inspiring 6 months as the Director of Global Health Education for the Arnhold Institute for Global Health at Mount Sinai! From meeting learners excited to engage in global health to learning about the wide breadth of global health activities across the Mount Sinai Health System to imagining with our partners the opportunities for collaborative educational initiatives, I am convinced that we have what it takes to build and strengthen health systems locally and globally through education intertwined with care and research. In this next year, I look forward to connecting educational stakeholders from Mount Sinai and our partnerships, facilitating the in-person and/or remote exchange of knowledge and expertise, and exploring innovative ways to connect the educational efforts across our partnerships.”*

As the Director of Global Health Education, Dr. Lee leads and expands opportunities for bilateral education exchanges within Mount Sinai’s strategic global health partnerships in Ghana, Kenya, Nepal, and New York. She partners with departments and programs across Mount Sinai to ensure the success of global health medical education. Aligned with the Institute’s strategic goals, she will support our efforts to

promote justice and equity in our global health education programs and partnerships and advance the larger goal of decolonizing global health.

Dr. Lee graduated from Princeton University with a bachelor’s degree in chemistry, received her medical degree from the University of Michigan Medical School, and completed her pediatric residency at Yale-New Haven Hospital.



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*“This summer I was able to work on a project titled Adapting the Community-Based Health Planning and Services (CHPS) Program to Screen and Treat Depression and Cardiovascular Disease. It was a remote Global Health Summer experience with research being conducted in Navrongo, Ghana. I was passionate about being a part of this research because I was born in Ghana and I thought it would be an amazing opportunity to contribute to the research being done to improve health outcomes in my home country. The summer experience opened my eyes to the challenges in delivering and receiving healthcare services and resources in a rural part of the country. I am happy that the work I did this summer will assist in creating interventions that will provide needed support for the people.”*

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Anita Ofosu-Appiah  
MPH Candidate '22



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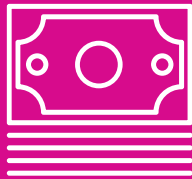
*“I am so grateful for my summer research experience at the Arnhold Institute for Global Health. I was fortunate enough to work with Dr. Rachel Vreeman, Roxanne Martin, and Ashley Chory on their project titled: ‘HABARI’ Leveraging digital health education strategies to improve knowledge and mitigate COVID-19 pandemic impact for Kenyan adolescents living with HIV. This was a valuable opportunity to learn more about HIV care in the context of COVID-19, and to conduct a systematic literature review examining how digital interventions can be used to improve ART adherence among youth living with HIV in sub-Saharan Africa. As a culmination of my summer work, I presented our systematic review findings at the International Workshop on HIV & Adolescence 2021.”*

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Kevin Griffiee  
MD/MPH Candidate '24



# RESEARCH



**\$1.3m**

in new extramural grant funds awarded in 2021



**50+**

peer-reviewed publications



**24+**

active global health research protocols



**2**

career development awards to support junior global health faculty into establishing their research portfolios



**4**

pilot awards of \$25,000 each were competitively awarded to launch novel New York City research efforts



## Two Junior Faculty Received Career Development Awards

**Aaron Baum, PhD** and **Anya Romanoff, MD** both received early investigator career development awards in 2021. These awards provide significant support and mentorship to help young researchers develop strong funded research programs and are an important milestone in the development of a research career in global health.



As part of his NIH funded career development award, **Dr. Baum** will seek to estimate the causal effect of improving patients' geographic access to care on utilization of primary and pulmonary care and on quality of care among veterans in the United States.



**Dr. Romanoff** received the American Society of Clinical Oncology (ASCO) Global Oncology Young Investigator Award. Her research will assess compliance with resource-stratified breast cancer guidelines in Nigeria, identify healthcare provider barriers to guideline-concordant care in this setting, and develop standardized quality metrics for breast cancer care applicable to resource-limited settings. The results of this research will be used to develop tailored breast cancer quality improvement initiatives in Nigeria, with potential relevance elsewhere in Sub-Saharan Africa.

## CURE-19 Pilot Projects

The COVID-19 Unit for Research at Elmhurst (CURE-19) translates data, experiences and lessons from clinicians at NYC Health + Hospitals Elmhurst and Queens into research that addresses the COVID-19 pandemic and root causes of health disparities in New York City.

With support from the Icahn School of Medicine, the Arnhold Institute for Global Health in collaboration with our partners at Elmhurst and Queens Hospitals launched a competitive pilot grant program to support

and expand clinically relevant research collaborations among our partners in New York. This initiative provided funding for four \$25,000 pilot projects over the next year and will provide a total of \$500,000 in pilot funding for collaborative research over the next 4 years. This first round of pilot projects focus on assessing drivers of health disparities, utilizing community health workers to expand vaccine access, the impact of COVID-19 on newborns and what factors drive increased opioid risk during the pandemic.

### Press Release

Mount Sinai's Arnhold Institute for Global Health and NYC Health + Hospitals Announce Inaugural Winners of CURE-19 Research Grants and Pilot Projects

Will support new COVID-19 research over the next five years. Winners will each receive \$25,000 to assist their work.



*“Elmhurst is thrilled to collaborate with our colleagues at Mount Sinai to further understand the relationship between COVID-19 and community, clinical, and socio-economic variables.”*

Helen Arteaga, MPH  
CEO, NYC Health + Hospitals/Elmhurst

Pilot Title	Principal Investigator
Exploring COVID-19 Inequities: A Geospatial Analysis of Disparities in Clinical Outcomes and Vaccination Rates	Saadiyah Bilal, MD, MPH
Community Healthcare Workers Promoting Equity in Vaccine Access and Trust during the COVID-19 pandemic (CHWs PREVENT COVID)	Kristin Oliver, MD, MSH
Transfer of passive immunity against SARS-CoV-2 to newborns after maternal COVID-19 vaccination in a diverse multiethnic community	Uday Patil, MD
Determinants of Opioid Overdose Risk in the COVID-19 Era	Siri Shastry, MD



## Meet Our Faculty

The Arnhold Institute for Global Health faculty has grown significantly over the past two years. In 2021, we grew our faculty to include a total of 9 primary faculty, 22 secondary faculty and 2 adjunct faculty. Our primary faculty have a wide range of research interests spanning non-communicable diseases, community health, maternal and child health and behavior change,

such as decreasing stigma and smoking cessation.

Our secondary and adjunct faculty represent a diversity of clinical and research specialties. They have expertise in emergency medicine, neonatal health, adolescents, community health and mental health, to name a few. The opportunity to collaborate, learn from and support each other has greatly enriched our work.

### Faculty Publication Highlights

Review > [J Glob Health](#). 2021 Feb 15;11:04010. doi: 10.7189/jogh.11.04010.

#### Compensation models for community health workers: Comparison of legal frameworks across five countries

> [Ann Intern Med](#). 2021 Jun;174(6):875-878. doi: 10.7326/M20-6257. Epub 2021 Jan 19.

#### Primary Care Physicians and Spending on Low-Value Care

Editorial > [JCO Glob Oncol](#). 2021 Aug;7:1327-1328. doi: 10.1200/GO.21.00161.

#### Yes! To Scaling Up Cervical Cancer Screening With Self-Collection: But the Cost of HPV Screening Must Be Reduced

> [Ann Glob Health](#). 2021 Nov 30;87(1):121. doi: 10.5334/aogh.3379. eCollection 2021.

#### Constructing a Nurse-led Cardiovascular Disease Intervention in Rural Ghana: A Qualitative Analysis



**Madeleine Ballard, PhD**  
Assistant Professor  
Global Health



**Aaron Baum, PhD**  
Assistant Professor  
Global health



**Ann Marie Beddoe, MD MPH**  
Associate Professor  
Global Health, OBGYN



**David J Heller, MD**  
Assistant Professor  
Global Health, Internal Medicine

> [Pediatrics](#). 2021 Feb;147(2):e20192711. doi: 10.1542/peds.2019-2711. Epub 2021 Jan 6.

## Implementation of a Standardized Approach to Improve the Pediatric Discharge Medication Process



**Diana Lee, MD**  
Assistant Professor  
Global Health, Pediatrics

> [Ann Glob Health](#). 2021 Jul 30;87(1):74. doi: 10.5334/aogh.3327. eCollection 2021.

## Prevalence of Hepatitis B and C Among Healthcare Workers in a Tertiary Care Center in Monrovia Liberia



**Whitney Lieb, MD**  
Assistant Professor  
Global Health, OBGYN,  
Population Health Science and  
Policy, Medical Education

> [BMC Psychol](#). 2021 Apr 1;9(1):52. doi: 10.1186/s40359-021-00557-y.

## Cross-cultural adaptation of motivational interviewing for use in rural Nepal



**Duncan Maru, MD, PhD**  
Associate Professor  
Global Health, Pediatrics,  
Internal Medicine

> [J Urban Health](#). 2021 Dec;98(6):711-726. doi: 10.1007/s11524-021-00584-5. Epub 2021 Nov 22.

## Utilization of Maternal Health Care Among Immigrant Mothers in New York City, 2016-2018



**Sheela Maru, MD**  
Assistant Professor  
Global Health, OBGYN

> [Oncologist](#). 2021 Sep;26(9):e1589-e1598. doi: 10.1002/onco.13814. Epub 2021 Jun 1.

## Opportunities for Improvement in the Administration of Neoadjuvant Chemotherapy for T4 Breast Cancer: A Comparison of the U.S. and Nigeria



**Anya Romanoff, MD**  
Assistant Professor  
Global Health

> [J Int AIDS Soc](#). 2021 Jun;24(6):e25759. doi: 10.1002/jia2.25759.

## Are we there yet? 40 years of successes and challenges for children and adolescents living with HIV



**Rachel Vreeman, MD, MS**  
Professor, Global Health, Pediatrics  
Chair, Global Health  
Director, AIGH

**Observational Study** > [Trop Med Int Health](#). 2021 Jun;26(6):680-686. doi: 10.1111/tmi.13564. Epub 2021 Mar 16.

## Impact of a collaborative childhood anaemia intervention programme in Peru



**Rachel Whitney, MD**  
Assistant Professor  
Global Health, Emergency  
Medicine, Pediatrics



# Update on the Anti-Racism Task Force

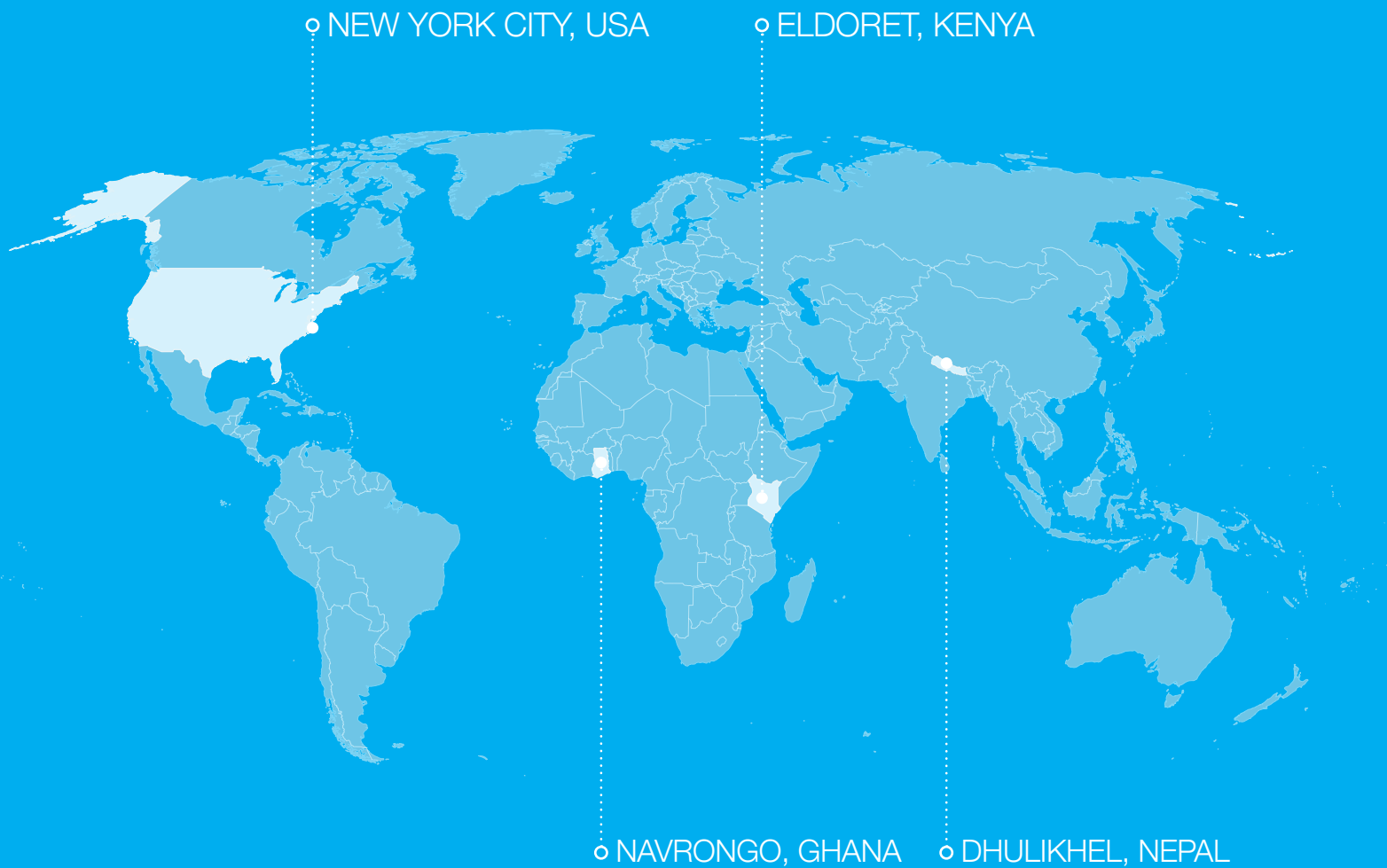
The Anti-Racism Task Force has made strides in its aim to dismantle racist initiatives, improve knowledge and understanding of Black culture, increase the number of Black leaders and faculty within the department, cultivate humility and enhance communication. In 2021, a comprehensive assessment and implementation plan was developed to help the Department and AIGH become anti-racist. This effort is now being operationalized with all staff and faculty playing a role.

Under this plan, efforts began to recruit and retain more diverse faculty, staff, and students to our global health programs. This included changing the way we structure faculty and staff job descriptions to better appeal to underrepresented talent, emphasizing the department's commitment to diversity, equity, and inclusion. We have revamped our approach to marketing vacant positions targeting recruitments through new networks like the job boards for Historically Black Colleges and Universities and professional associations specifically organized by underrepresented groups as well as other non-traditional outlets.

The Task Force spent considerable time planning initiatives that are set to launch in 2022. These initiatives include a departmental training aimed at awareness and elimination of unconscious bias in the interviewing process, a quarterly lit review on decolonizing healthcare, and a training program in collaboration with the Center of Racism in Practice to help employees and students identify and respond to micro aggressions.

# STRATEGIC GLOBAL PARTNERSHIPS

*We are investing in 4 strategic partnerships to improve care for the world's most vulnerable people in Ghana, Kenya, Nepal, and New York.*





## Global Partnership Update

Over the course of 2021, we at the Arnhold Institute for Global Health spent time visiting with all of our global partnerships. These in-person meetings, long delayed by the COVID pandemic, were critical to re-connecting, developing partnerships and charting the future trajectories of our collaborative engagements.

The COVID-19 pandemic required new and innovative approaches to developing and maintaining our global health partnerships remotely. Learning from our new virtual world of work, we developed some new approaches to engaging in meaningful partnership development remotely in 2021. Key among these innovations was our Nepal Partnership Summit where we convened more than 70 senior global leaders to lend their expertise to our plans to replicate the AMPATH partnership model with Dhulikhel Teaching Hospital and Kathmandu University School of Medical Sciences in Nepal. This event helped lay the groundwork for a successful partnership visit in December 2021 and a plan to expand the partnership in 2022.





## Ghana Partnership Leads

*“Our research in Navrongo has always focused on bringing primary and preventive care to the doorstep of the people of Ghana.*

*Working together with Dr. Heller and the Arnhold Institute, we are now expanding this care to include chronic disease control for those who need it most.”*



**Raymond Arborigo, PhD**

Navrongo Health Research Centre



**David Heller, MD**

Arnhold Institute for Global Health

*“My collaboration with Dr. Arborigo is the foundation of this program - but we’re also building an institutional partnership centered on values of equity and long-term commitment. We hope to build an integrated care model for multiple chronic conditions which can help vulnerable populations worldwide.”*

# We envision better global partnerships that build a healthier world for all.

Mount Sinai's Arnhold Institute for Global Health seeks to build deeper, more effective, and innovative global academic partnerships. Our partnerships with local academic medical centers and health systems serve as the platforms for innovation, where solutions to global health problems are developed, evaluated and launched on a path for governments to take those innovations to scale for broad health impact. Through stronger partnerships we can build stronger, resilient health systems that provide quality care to our world's most vulnerable people.

We do this by unlocking the diverse pool of knowledge, expertise, and resources found in our academic and health system partners to strengthen healthcare delivery systems that are able to understand, adapt, and grow to meet the health needs of the communities and populations our partners serve. We work across our tripartite mission to deliver high quality care, to educate healthcare providers, and improve care through research.



# Who We Serve

Our focus is on improving the health of the world's most vulnerable people. Each of our partnerships include a primary health system and academic partner committed to providing care to communities that are the most in need in Ghana, Kenya, Nepal, and New York. Each of our partnerships include health system partners that provide care to catchment areas of 1 million or more people. In total, our partner network is responsible for caring for more than 12.5 million people worldwide. Our patient populations encompass both rural and urban patients many of whom survive on less than \$2 per day.

Together with our health system and academic partners, we work to improve population health by empowering individuals and communities to be able to access affordable healthcare where they live. We work to improve population health by empowering individuals and communities to be able to access affordable healthcare where they live.

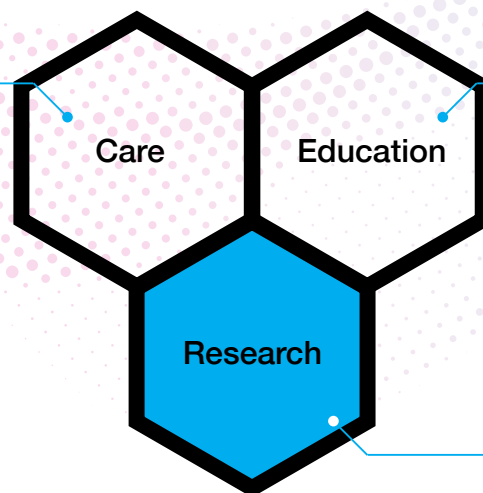
*“Lead with care; then do more.”*



# Why Academic Medical Partnerships?

We believe that global academic medical partnerships can leverage their unique strengths to advance care, education, and research.

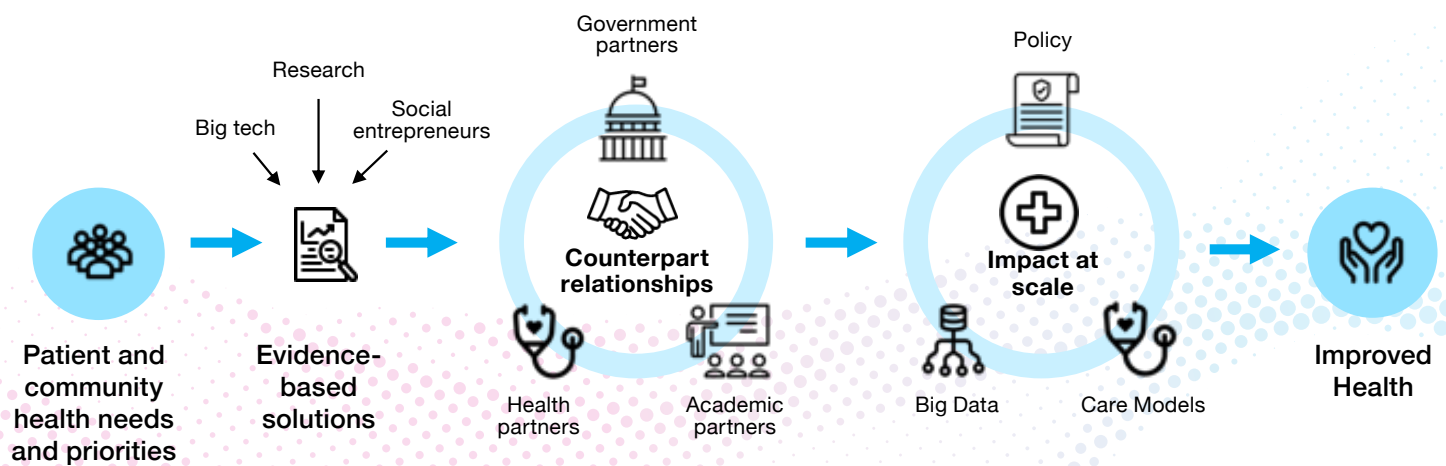
Deliver comprehensive and preventative **CARE** through a sustainable health system that reduces disparities.



**EDUCATE** medical students, residents, community health workers, and more to shape tomorrow's health leaders – and mutually strengthen institutions.

Generate evidence and push for **RESEARCH** breakthroughs in health, policy, and justice for people all over the world.

# Our Partnership Model



In our model of partnership, we start with the needs and priorities of the community and partner with academic medical centers, health systems, and government partners to build deep equitable partnerships capable of delivering high quality care, training the next generation of care givers and health innovators, and developing and scaling health innovations with positive global impact on people's health. Rooted in strong individual counterpart relationships, our model builds deep institutional relationships that strengthen capacity, provide mutual benefit, are equitable, and resilient.



This report represents a sampling of our accomplishments  
in 2021. If you would like to learn more, please contact us at  
**[arnholdinstitute@mssm.edu](mailto:arnholdinstitute@mssm.edu)**





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