

# Icahn School of Medicine at Mount Sinai

**DENNIS S. CHARNEY, M.D.**

**Dean**

October 1, 2015

# Growth in Faculty

The full-time faculty has grown by 56% since creation of the Mount Sinai Health System in 2013:

Full Time Faculty Counts				
Year	2013	2014	2015	Increase 2013-2015
Count	2,042	2,753	3,178	+1,136

❖ **889** physicians and scientists at Mount Sinai Beth Israel, Mount Sinai Roosevelt, Mount Sinai St. Luke's, New York Eye and Ear at Mount Sinai are now on the ISMMS full-time faculty.

## ❖ Continued faculty growth is expected in 2016:

- ❖ Hundreds of additional member hospital physicians will join Mount Sinai Doctors Faculty Practice
- ❖ Faculty recruitment for all locations will continue

# New Appointments

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## Deans:

Dean for Academic Development & Enrichment  
Dean for Translational Biomedical Research

Lakshmi Devi, PhD  
Rosalind Wright, MD

## System Chairs:

Neurology  
Orthopedics  
Preventive Medicine

Barbara G. Vickrey, MD  
Leesa Galatz, MD  
Robert Wright, MD

## Institute Directors:

Clinical Diabetes  
CONDUITS  
Global Health  
Personalized Medicine  
Primary Care Institute  
Systems Biomedicine  
Translational Epidemiology

Ronald Tamler, MD  
Rosalind Wright, MD  
Prabhjot Singh, MD  
Judy Cho, MD  
Roy Cohen, MD  
Ravi Iyengar, PhD  
Emanuela Taioli, MD PhD

# Quality

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## Best Doctors in NY

241 Doctors in New York's Magazine's list (includes doctors in MSHS)

An additional 34 physicians from affiliated hospitals were also on the list

The 275 doctors represent 21% of the 1,282 on the list

8 specialties within the MSHS were ranked in the Top 25

## NIH Funding Rank

Funding increased from 2014 by >7% from \$247M to \$265M in 2015

## AAMC Rank

U.S. Medical Schools (AAMC) 2015 #2 Research Dollars/Principal Investigator

## Major Awards/Grants:

- Tisch Cancer Center is now NIH-NCI Designated Cancer Center
- NIH Clinical Translational Science Award (CTSA) for Institutes for Translational Sciences

ISSMS received **2015 Higher Education Excellence in Diversity (HEED) Award** from *INSIGHT Into Diversity* magazine-the oldest and largest diversity-focused publication in Higher Education

# MD Students-Matriculating Class of 2015

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- Number of Complete Applications 4,860
- Number of Interviews 771
- Size of Class 140
- MD/PhD 13
- Early Assurance 33
- Women 52%
- Under-represented in Medicine 19%
- Median MCAT 35
- Median GPA 3.82
- Number of Undergraduate Schools 58

## MD/PhD Students-Matriculating Class of 2015

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- Number of Complete Applications 326
- Size of Class 13
- Women 23%
- URM 13%
- Median MCAT 37
- Median GPA 3.90
- Number of Undergraduate Schools 11

# Medical Education Notable Accomplishments

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- Year 3 of the curriculum redesign rollout
- Google Life Sciences partnership
- Deloitte Partnership
- Recruited inaugural class of Primary Care Scholars Program
  
- The Arnold P. Gold Foundation adapted and expanded a compassionate care program created by ISMMS students into a national program:
  
- ISMMS students created EHHap, an app to improve care, flow of information and training in EHHOP (app is being adopted in other departments as well)
  
- Launched task force on addressing bias and racism in the school and the health system

## Recognition Awards:

**Gary Butts, MD** chosen by City and State Reports to receive a *Corporate Social Responsibility Award* for his efforts to diversify the healthcare workforce

# Graduate Medical Education – MSHS Integration

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## Health System-wide programs in:

- Dermatology (1<sup>st</sup> program to be merged)
- Interventional Radiology
- Urology
- Plastic Surgery (Integrated)
- Child and Adolescent Psychiatry
- Sleep Medicine
- Hospice and palliative medicine
- Neuroradiology (MSBI/MSSLR)
- Clinical cardiac electrophysiology (MSBI/MSSLR)
- Neurosurgery

## Pending applications in:

- Geriatric Medicine
- Hematology and Oncology (MSBI/MSSLR)

## Highlights:

- Integrated programs have required rotations at each of our Manhattan campuses
- A delegated Credentialing system created to allow residents to rotate anywhere in the system

**Due to these changes 500 residents based at one of our system hospitals were permitted to rotate to another system hospital**



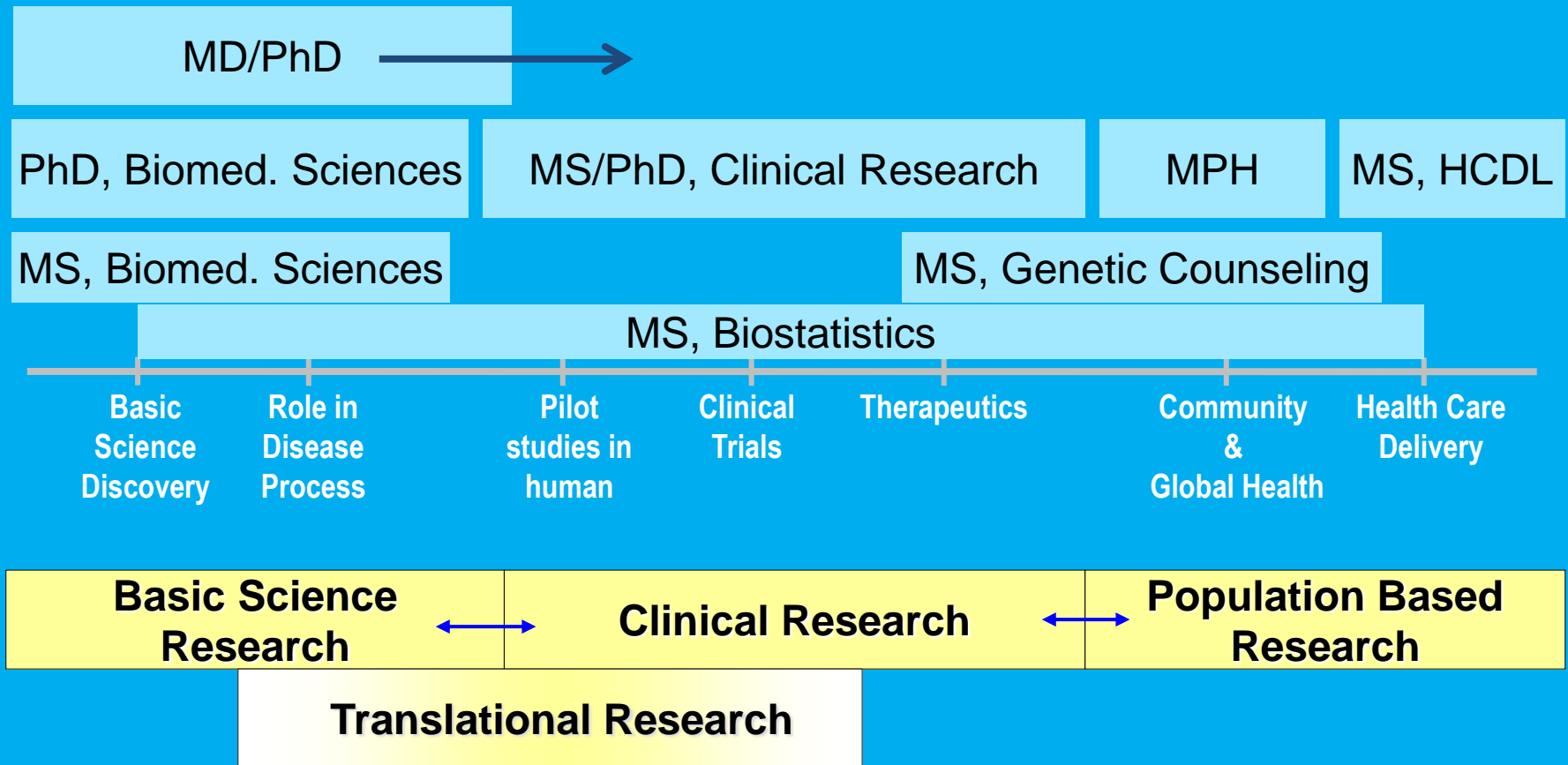
# PhD Students-Matriculating Class of 2015

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- Number of Complete Applications 453
- Size of Class 44
- Women 70%
- URM 24%
- Median GRE 318
- Median GPA 3.55
- Number of Undergraduate Schools 38

# Graduate School of Biomedical Sciences

## Education Throughout the Translational Continuum



# Graduate School Notable Accomplishments

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- New Grad School Core sequence specifically for the MD/PhD students
- Recruited first full class of PhD in Design, Technology & Entrepreneurship (DTE)
  - KiiLN, launched by post-docs taking the course the first year it was offered, won the first Growth Accelerator Fund Competition awarded by the US Small Business Administration –winners announced at the White House.
- Expansion of MS Programs – now 7 programs:
  - MSHCL\* reached its target class of 25 matriculants in its 2<sup>nd</sup> year
    - Will also launch a second cohort of 30 students from China.
  - The new MS in Biostatistics admitted its first class
  - The MS in Biomedical Informatics has been approved by the state and will be launched in the Fall, 2016.
- Affiliations with Apple, IBM, JPMorgan to offer internship opportunities, thesis work and training
- Expansion of non-academic liaisons and career counseling for PhD graduates
  - Opportunities in Pharma, Biotech etc
- Process of establishing guiding principles consistent with NAS to enhance the experience of >650 post-docs

\*MS in Health Care Leadership

# Graduate School

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John Morrison, PhD leaving Mount Sinai after 25 years at Mount Sinai and 9 years as Dean of Basic Sciences and The Graduate School of Biomedical Sciences at Icahn School of Medicine at Mount Sinai.

Notable accomplishments:

- Redesigned the PhD tracks to align with Institutes and Strategic Plan
- Full integration of Graduate School into the parallel efforts of the institution in Translational Sciences and Innovation:
  - Enlarged Masters degree programs from 1 to 7
  - Launched opportunities for innovation with new courses in Design, Technology and Entrepreneurship with prestigious prizes
  - Developed opportunities with industry and partnerships with IBM, Apple, JP Morgan and RPI
- Incorporated the Masters programs into the academic and administrative fabric of the Graduate School
- Improved the academic credentials of PhD and MD/PhD classes while increasing diversity

ISMMS Dean has formed a Search Committee to recruit a new Dean of Basic Sciences and The Graduate School of Biomedical Sciences

# 2014 Research Funding

## # 2: Sponsored Programs Direct Expenditures/PI

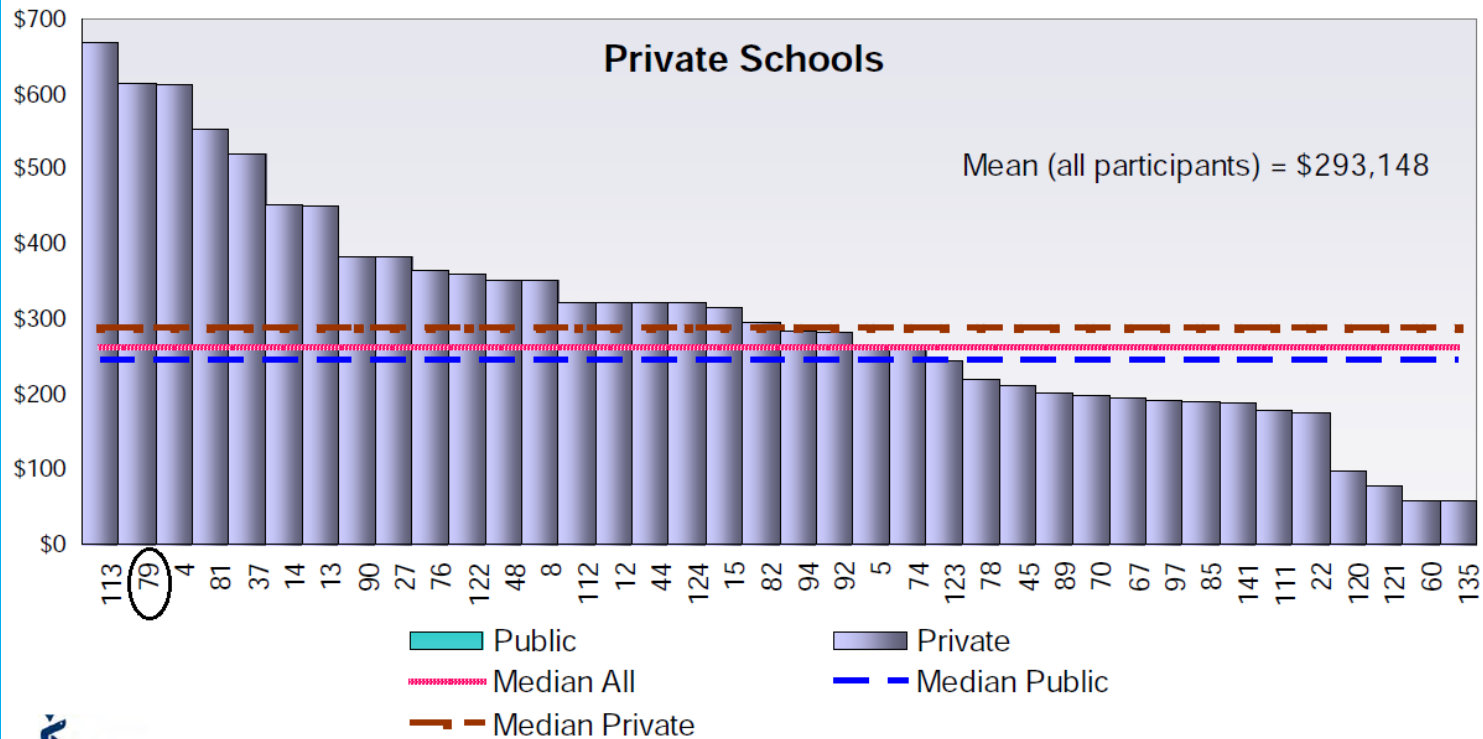
Purpose: Assesses research productivity of faculty engaged in research

**Higher Number is Favorable**

Formula: Sponsored Programs Direct Expenditures

# PIs Associated with Sponsored Programs Expenditures

(In Thousands)

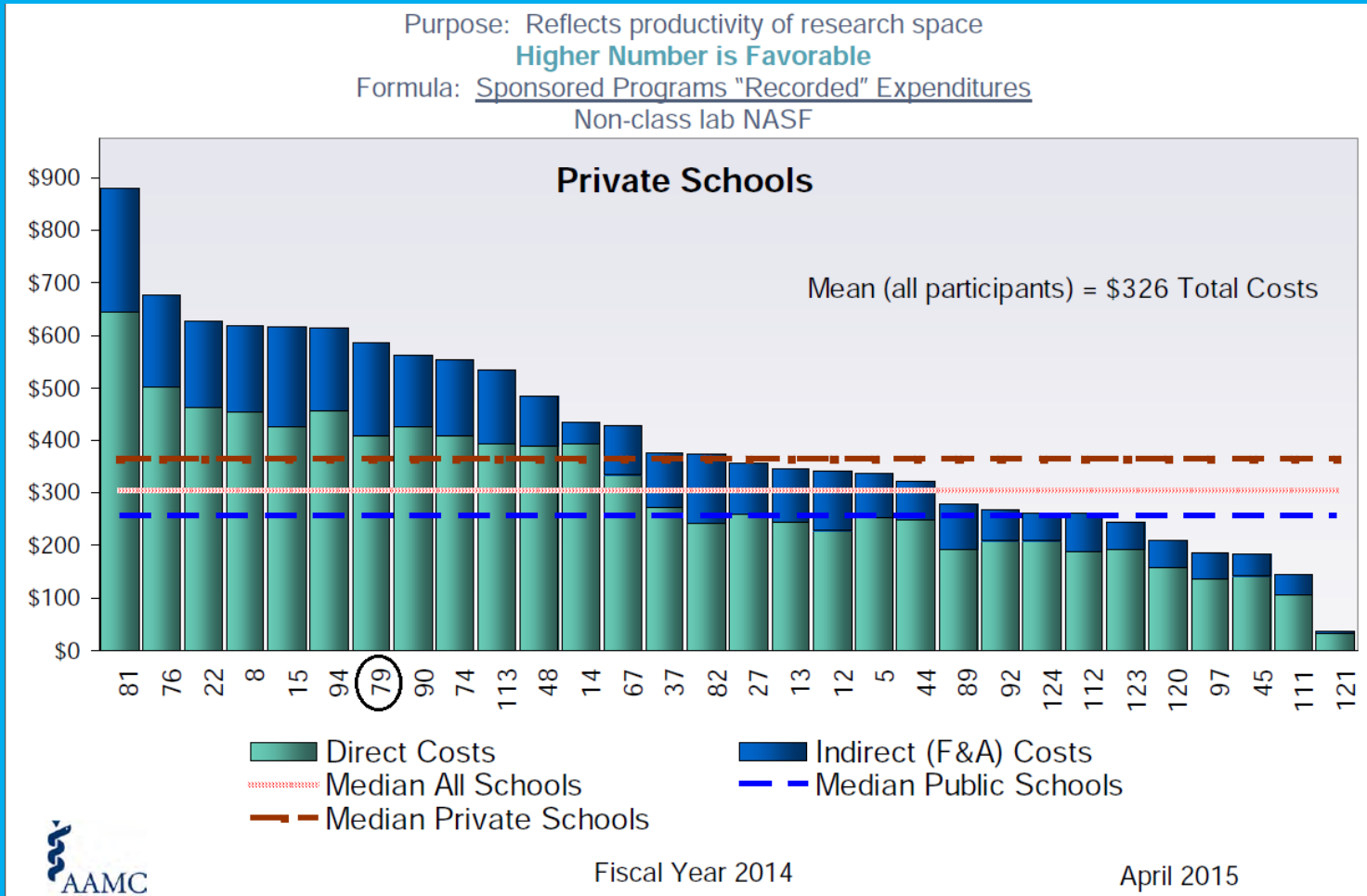


Fiscal Year 2014

April 2015

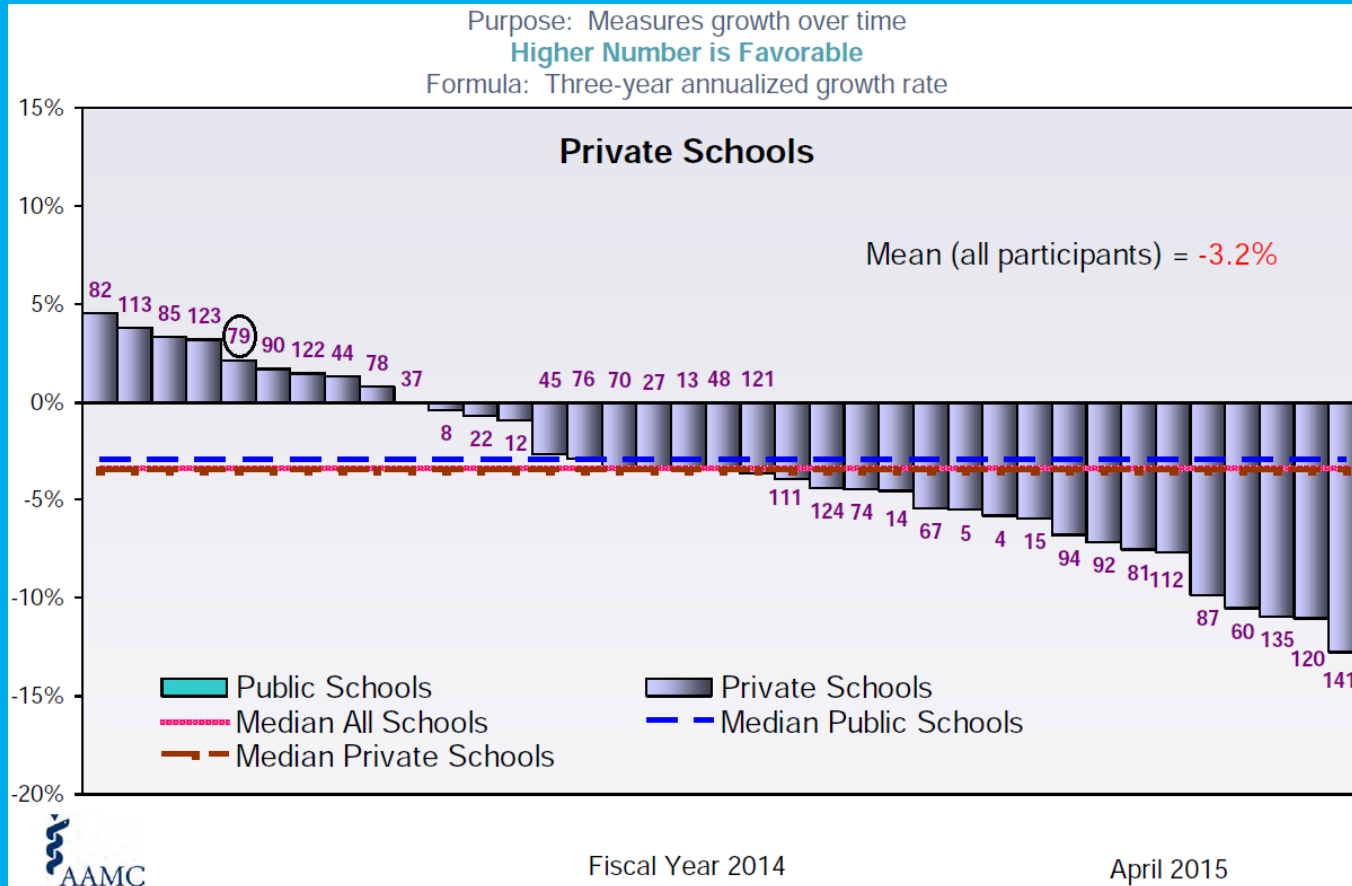
# 2014 Research Funding

# 7: Sponsored Programs Expenditures/Net Assignable Square Feet  
 Hess space almost filled; density increased from #12 to #7



# 2014 Research Funding

## # 5 – Growth of Sponsored Programs from all sources



Major awards: CTSA (\$5.25M), NCI-Cancer Center(\$1.695M), CHEAR (\$19.4M) & NYSTEM (8.8M)

# ISMMS-RPI Affiliation

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## Research:

- 7 co-Funded Collaborative seed projects (300k\$) resulting in grants and publication
- Additional research collaborations on:
  - Artificial Pancreas,
  - Machine learning & semantics (K grant scholars) in emergency medicine,
  - 3D printing of multiscale vasculature,
  - ObGyn sensor technologies
  - Spine research (orthopedics)

## **Grants**

CHEAR Center for Data Sciences- Children's Health Exposure Analysis Resource (CHEAR): Data Repository, Analysis and Science Center (U2C)

- PI's :
  - Dr S. Teitelbaum, Dr P. Kovatch (Mount Sinai)
  - Dr. D. McGuiness (RPI)

Award value 11M\$

NY state high performance computing consortium

- Training grant (U54) Gaming Theory & training



# Arnhold Global Health Institute

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**New Director: Prabhjot Singh, MD**

## Vision and Goals:

Study the impact of environmental/external factors on individual's lives and the optimal way to address them.

Recommend policy changes that address the impact of major external factors like rapid urbanization, access to healthcare, growing inequity and climate change.

Find inter-relationships through field studies, data collection and analysis

- Partner with groups like UN to conduct field studies in places like Ghana and India
- Collect study data from multiple sources and countries
- Partner with firms like Google on data analysis
- Hire data scientists to create models and develop scenarios

Design effective, scalable care models across MSHS with focus on primary care and high need patients

# Institute for Translational Epidemiology (ITE)

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**New Director: Emanuela Taioli, PhD**

## Vision & Goals:

- Expand the portfolio in Training, education, and health inequalities, and make it an integral part of the research portfolio.
- Integrate genetic and genomic data with social and environmental factors and large clinical databases to predict individual disease risk, response to treatment, and prognosis.
- Create Concentration Areas within ITE:
  - Chronic Disease Epidemiology
  - Infectious Disease Epidemiology
  - Mental Health
  - Occupational Epidemiology
  - Epidemiologic Methods
  - Life Course Epidemiology
  - Molecular and Genetic Epidemiology

# Mount Sinai Innovation Partner (MSIP)

<b>Performance Metrics</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Faculty, Staff and Trainees Engaged:	<b>325</b>	<b>394</b>	<b>519</b>
Gross Licensing Proceeds in \$millions:	<b>76*</b>	<b>41</b>	<b>47</b>
Revenue Generating License Agreements:	<b>77</b>	<b>72</b>	<b>97</b>
Industry Research Funding in \$millions:	<b>5.6</b>	<b>38.5</b>	<b>20.1</b>
New Inventions (IP Disclosures):	<b>69</b>	<b>104</b>	<b>121</b>
New Patents Filed:	<b>161</b>	<b>147</b>	<b>155</b>
New Licenses & Options:	<b>38</b>	<b>45</b>	<b>52</b>
Collaborative & Sponsored Research Agreements:	<b>49</b>	<b>79</b>	<b>99</b>
Enabling Agreements (MTAs, CDAs, IIAs):	<b>695</b>	<b>1101</b>	<b>1224</b>
Active Equity Holdings in Spinouts:	<b>7</b>	<b>9</b>	<b>6</b>

\*Includes large litigation settlement with licensee Shire

# 2015 Faculty Development Initiatives

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## Lakshmi Devi, PhD – Dean for Academic Development and Enrichment

### FOSTERING MENTORING

- Addition of Associate Dean of Academic Development: Elizabeth Howell, MD, MPH

### PROMOTING COLLABORATION

- Faculty Idea Prize: Awarded to two junior faculty investigators

### BUILDING NEW LEADERS

- Seminars and workshops: leading research teams, mentoring graduate students

### WELCOMING NEW FACULTY

- Networking lunches and informational breakfasts

New family-friendly policy:

Academic Clock Flexibility Added to Investigator Track

# Research Integration with MSHS

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Integrated research administration structure to support research across the Mount Sinai Health System (MSHS). Co-location with ISMMS colleagues.

- Reliance Agreement established that allows IRBs at each MSHS site to recognize each other's approved research projects.
- All research and service projects submitted through the School and all other MSHS sites now comply with Mount Sinai's FCOIR policy

## Standardized policies and processes :

- Grants and Contracts
- Policies for animal research
- All animal procurement for the MSHS has been centralized through the Center for Comparative Medicine and Surgery (CCMS).
- All animal research protocols at ISMMS are now submitted through Ideate, and human subject protocols will be incorporated into this new unified system in Q4 2015.
- ORS centralized the process for registering studies on [ClinicalTrials.gov](http://ClinicalTrials.gov)
- Reliance Agreement established that allows the ISMMS Biosafety Committee to review and oversee all research
- The existing patents and related intellectual property (IP) at each MSHS site have been catalogued and consolidated. Mount Sinai Innovation Partners

# Mount Sinai Doctors Faculty Practice Accomplishments 2015

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- Growth
  - 10.2% in 2014
  - 7% through 2015 June YTD
- Operating Margin
  - 1.4% in 2014
  - 2.2% in 2015 YTD July
- Contribution Margin
  - 80.1% in 2014
  - 79.8% in 2015 YTD July
- New Sites
  - GP 1 Center
  - 59<sup>th</sup> Street Men's Health
- Urgent Care Growth
  - Columbus Avenue: 38 Average Visits/Day
  - Opened New Sites: Inwood, Brooklyn Heights, Hewlett

# Integration of the Faculty Practice Plan

## Timeline

Complete		2015		January 2016		Date TBD	
Department	Count	Department	Count	Department	Count	Department	Count
Ob/Gyn	68	Radiation Oncology	10	BI Anesthesiology	41	ENT	12
SLR Anesthesiology	25	UMPA Phase 1	30	BI Medicine	116	NYEEI	36
Emergency Med	127			BI Urology	6		
Radiology	48			Cardiology	55		
Primary Care	123			CHH	15		
Pediatrics	59			Cardiovascular Surgery	2		
				Dermatology	12		
				Medical Oncology	16		
				MSQ ED	21		
				Neurology	44		
				Neurosurgery	11		
				Orthopedics	22		
				Pathology	23		
				Psychiatry	87		
				Rehab Medicine	7		
				Surgery	53		
				Thoracic Surgery	2		
				UMPA Phase 2	79		
<b>Total</b>	<b>450</b>	<b>Total</b>	<b>40</b>	<b>Total</b>	<b>612</b>	<b>Total</b>	<b>48</b>

# Mount Sinai Doctors Faculty Practice

## Ongoing Initiatives

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- Faculty Practice Integration
  - ~450 providers BSLR integrated to date, 500+ providers integrating as of January 1, 2016
- Clinical Program Development and Oversight
  - Urgent Care
    - Future Sites: BI Phillips Ambulatory, BI Brooklyn, Queens West
    - City MD Affiliation
  - Beth Israel Medical Groups, West Park, West Care
  - Brooklyn Heights and Hewlett (WestMed Transition)
  - East 85<sup>th</sup> Street Multispecialty opening November 2015
- Patient Satisfaction
  - Survey tools rolled-out to Health System's ambulatory sites
- Centralized Billing Office
  - Currently 18 Departments, adding over 900 physicians with integration
- Centralized Call Center
  - Currently 13 Departments/Groups, 13 new by Q3 2016
  - Moving to new site at 555 West 57<sup>th</sup> Street



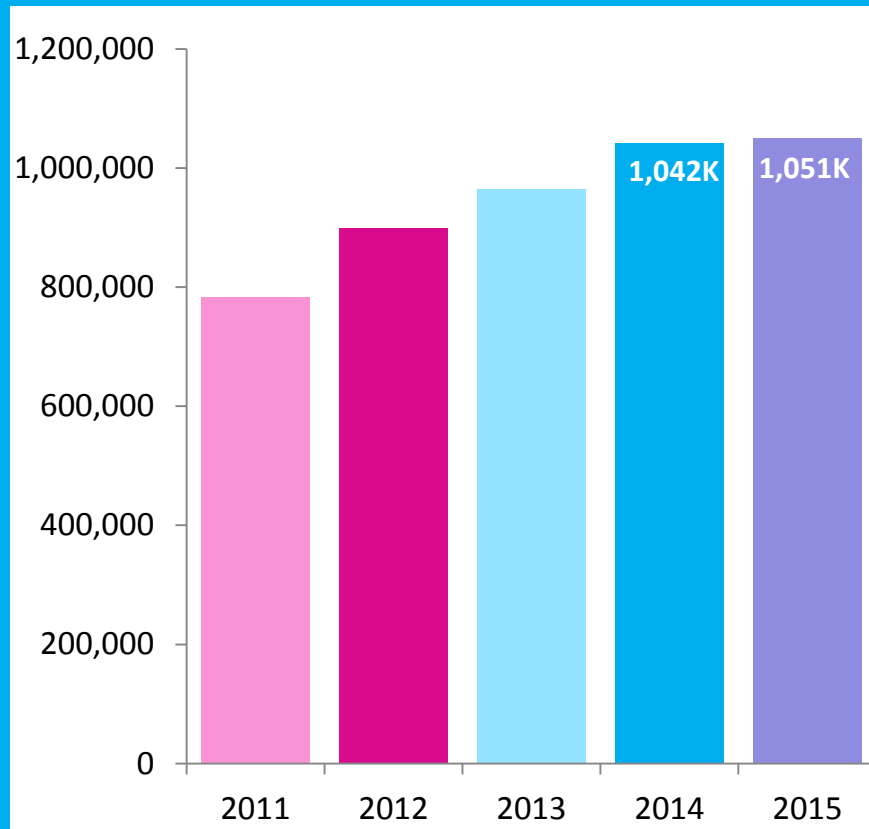
# Mount Sinai Doctors Faculty Practice Space Initiatives

Department	New sq ft	# of Physicians	Project Status
Spine Center	12,500	13	Complete
CAM IBD Center	5,000	19	Complete
GP 1 Cardiovascular Center	20,000	40	Complete
Diabetes/Bariatric Surgery	12,500	21	Complete
Tower 5 Respiratory Center	10,000	TBD	In Process
Inwood Urgent Care	4,000	5	Complete
Brooklyn Heights	66,000	31	In Process
236 E 85 <sup>th</sup> Street	47,500	45	In Process

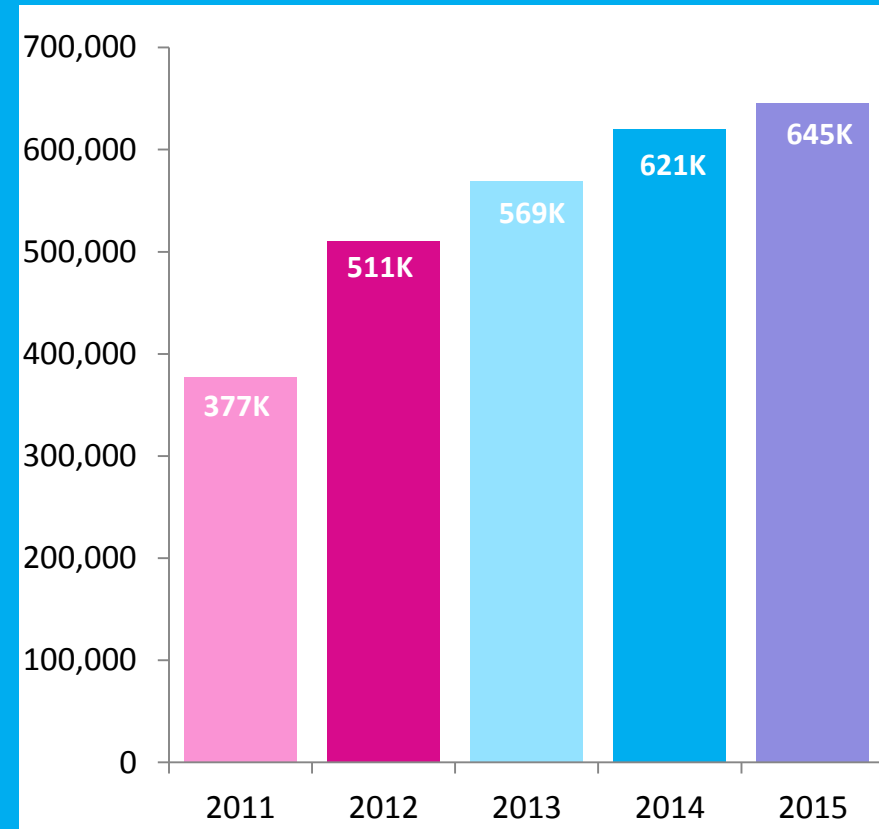
# Mount Sinai Doctors Faculty Practice

## Current Positioning: FP Clinical Activity

### Ambulatory Encounters 2011 – 2015



### Outpatient Visits 2011 – 2015



\*2015 Annualized based on June YTD

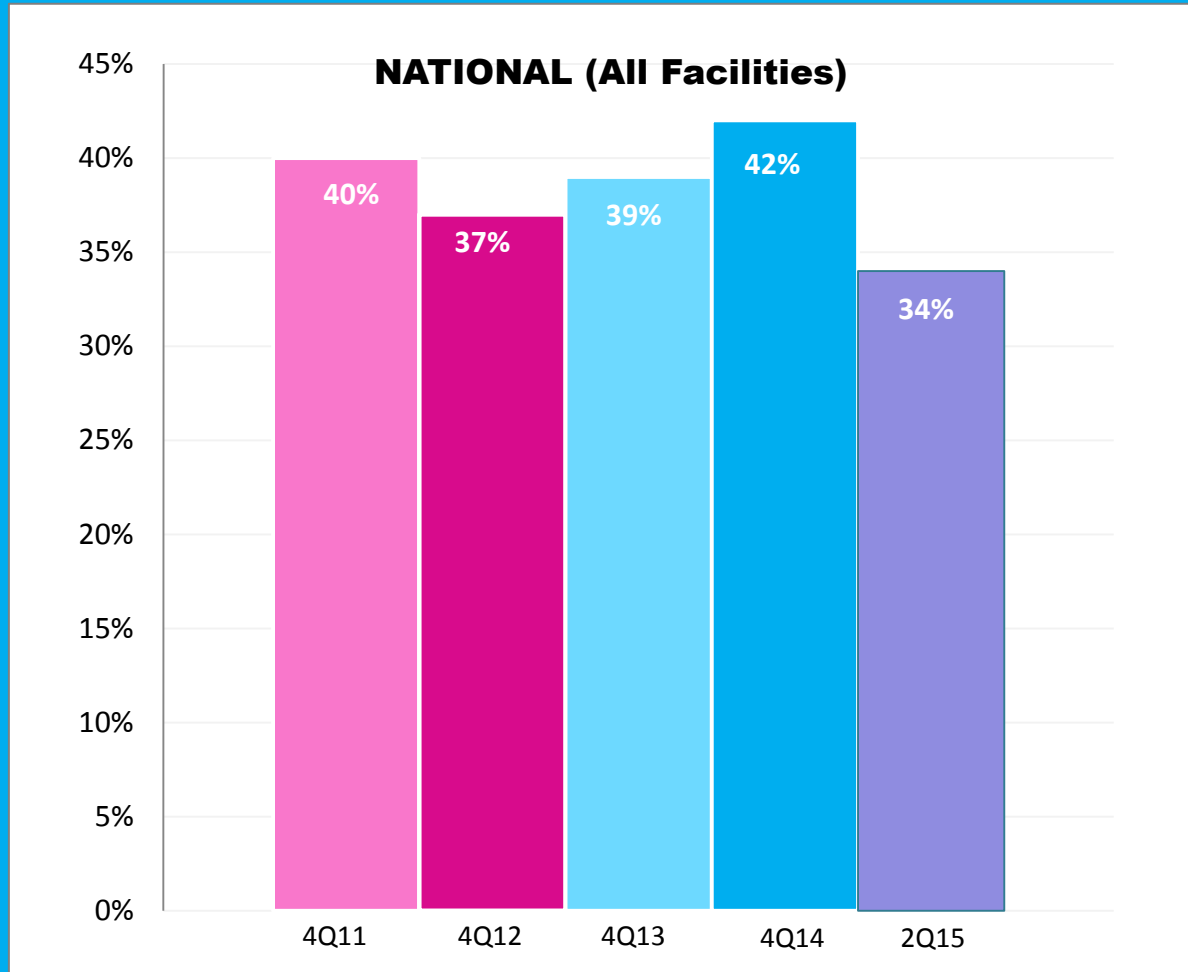
**SINA**innovations

Leading a New Era of Discovery

# Mount Sinai Doctors Faculty Practice

## Current Positioning: FP Patient Satisfaction

### Press Ganey Percentile Ranking – Overall Satisfaction



# Mount Sinai Doctors Faculty Practice

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## Improving Patient Satisfaction

### Guiding Principles:

- Create a warm and welcoming environment.
- Initiate communication and anticipate needs.
- Communicate with care, concern, and respect.
- Ease navigation and access.
- Regularly use patient feedback to inform improvement efforts.
- Reward and recognize publicly those behaviors that support our values; coach and counsel in private.

### Ongoing Activities:

- Improve Patient Access
- Improve Patient Flow
- Increase Transparency
- Sharing of best practices across MSDFP
- Improve Communications Skills for Physicians
- Align incentives for Physicians for Patient Experience (ongoing in a number of Departments)

*Every physician's patient satisfaction scores will be shared with other physicians and departments*

# Mount Sinai Doctors Faculty Practice

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## Phillips Ambulatory Care Center (PACC) /Mount Sinai Doctors South

### PACC INITIATIVES:

- Full EPIC Rollout--Fall 2016 completion
- MSD-FP Call Center--Fall 2015 start
- PACC Lobby Renovation--Late 2015 start
- Operations Analysis
- Staff Training
- Revenue Cycle Improvements

### PACC STRATEGIC GROWTH PLAN:

- Integration of Faculty into MSD-FP
- Active Clinician Recruitment
- Ambulatory Program Growth
  - Ambulatory Surgery
  - Infusion (Cancer/Non-Cancer)
  - Interventional Radiology
  - Endoscopy
  - Imaging/MRI
  - Increased Marketing

# Mount Sinai Health System-Healthcare Trends

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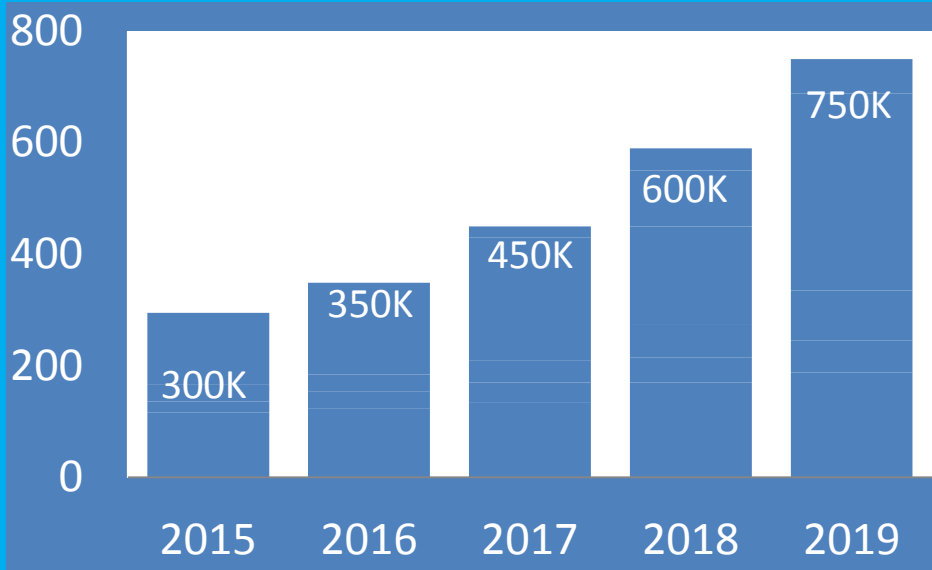
- **Transparency**: patients, payers and regulators will have increasing access to healthcare performance data at the system, entity and physician level:
  - Quality
  - Safety
  - Service
  - Access
  - Cost
- Payment will be based on these performance domains and
- Payment will be for managing populations rather than for managing episodes of care

In response,

*Health System must evolve to produce the safest care, the best outcomes, the highest satisfaction, and the best value of any health system or provider in the New York Metropolitan area*

## Where Mount Sinai Health System is going....

By the end of 2019, the Mount Sinai Health System will have over 750,000 lives under a value-based contract



Can Mount Sinai be better? The answer is a resounding yes. In fact, we could! The most serious. Mount Sinai's number one mission is to keep people out of the hospital. We're focused on population health management, as opposed to the traditional fee-for-service medicine. So instead of receiving care that's isolated and intermittent, patients receive care that's continuous and coordinated, much of it outside of the traditional hospital setting.

That's the tremendous emphasis on wellness programs designed to help people stop smoking, lose weight and battle obesity, lower their blood pressure and reduce the risk of a heart attack. By being as proactive as possible, patients can better maintain their health and avoid disease.

Our Mobile Acute Care Team will treat patients at home who would otherwise require a hospital admission for certain conditions. The core team involves physicians, nurse practitioners, registered nurses, social workers, community paramedics, care coaches, physical therapists, occupational therapists, speech therapists, and home health aides.

Meanwhile, Mount Sinai's Preventable Admissions Care Team provides transitional care services to patients at high risk for readmission. After a comprehensive bedside assessment, social workers partner with patients, family caregivers and healthcare providers to identify known risks such as problems with medication management and provide continuing support after discharge.

It's a sweeping change in the way that health care is delivered. And with the new system comes a new way to measure success: The number of empty beds.

1-800-MOUNT-SINAI  
mountsinaihealth.org



**IF OUR BEDS ARE FILLED, IT MEANS WE'VE FAILED.**



## Significant progress over the first 2 years of the merger

- Recruitment and development of population health leaders and infrastructure
- Growth in population health analytics
- New relationships with government and commercial payers as well as with unions and employers
- Improvements in quality, safety and service...



# Population Health – New Leadership

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## **Niyum Gandhi - Chief Population Health Officer:**

- Leading the development and execution of the Health System's transition from a primarily FFS model to one inclusive of risk-based population health
- Focused on aligning Mount Sinai's clinical and economic transformations towards population health

## **Andy Snyder, MD - Chief Clinical Integration Officer:**

- Overseeing the clinical aspects of Mount Sinai's population health and value-based care transformation.
- Focused on building the clinically integrated network and driving effective performance across that network.

## **Jeff Farber - SVP and CMO for Population Health:**

- Leading clinical mode design, practice transformation, and ambulatory clinical improvement within population health
- Overseeing ambulatory care management and its integration with patient's care teams.

## **Ed Lucy - Chief Administrative and Contracting Officer for Mount Sinai Health Partners:**

- Managing contracting and payer relationships across the Health System and clinically integrated network.
- Developing novel reimbursement and contracting models to support the Health System's economic transition.

# Financial Results

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The School continues to meet its overall goal of positive financial operating results.

## Financial Operating Results:

	<u>Results</u>
2015 (Budget)	Plan is at least breakeven results
2014	\$ 85
2013	\$ 77
2012	\$ 7,481*
2011	\$ 116

\* Includes benefit from one time licensing settlement

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

# Financial Challenges to Continued Success

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- Financial challenges for both Clinical and Research Programs continue:
  - Clinical reimbursement constraints, particularly for out of network reimbursement.
  - Federal Budget issues
    - NIH Funding is flat in Federal fiscal year 2015
    - More competition for fewer grants awards
- Full integration of Member Hospital clinical operations on 1/1/16.
- Growth in research grants is necessary to help pay the annual operating costs (\$32 million) of HCSM Building.
- Support for the full cost of Medical Education and Graduate School operations.
- Capital Project Funding for existing school buildings.
- Philanthropy support for Strategic Initiatives.
- Revenue Diversification.

# Action Plan to Meet Financial Challenges

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- Continue successful Financial Goals
  - School's financial operating results must be positive using only the 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.
  - Significant financial improvement in MSSL, MSR and MSBI integrated faculty practices (Faculty productivity, Incentive based compensation models, Cost effective operations).
  - Continued growth in federal grants.
  - Growth of Masters Programs.
  - School Bond refinancing helps to support capital projects funding for Annenberg
  - Research and Clinical performance continue to be guided by metrics.

# Action Plan to Meet Financial Challenges

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- 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.

# Action Plan to Meet Financial Challenges

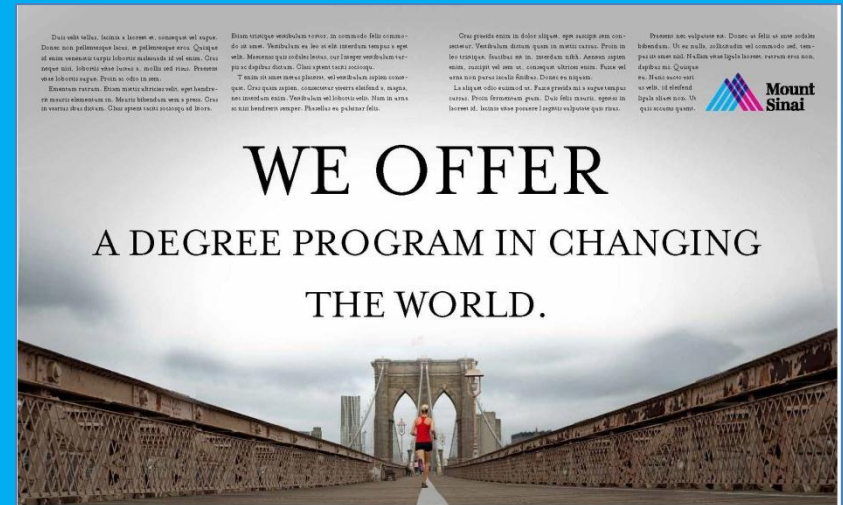
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- Effective Space Utilization:
  - Administrative services consolidated at 42<sup>nd</sup> Street.
  - Maintain research density (grants/sq.ft.).
  - 85<sup>th</sup> Street faculty practice initiative.
  - Efficient use of Member Hospital clinical practice space.
- Clinical and Research Growth from:
  - New recruits,
  - Faculty productivity,
  - Efficient, cost effective operations,
  - Enhanced Core facilities,
  - Diagnostic testing investment (Sema 4 (Genomics), Precise MD).
- Philanthropy support for Strategic Initiatives
- Continued Financial Discipline is Imperative:
  - Business Plans.
  - Return on Investment.
  - Successful 2016 Budget process.
  - Continuous monitoring of financial results with timely corrective actions, if necessary.

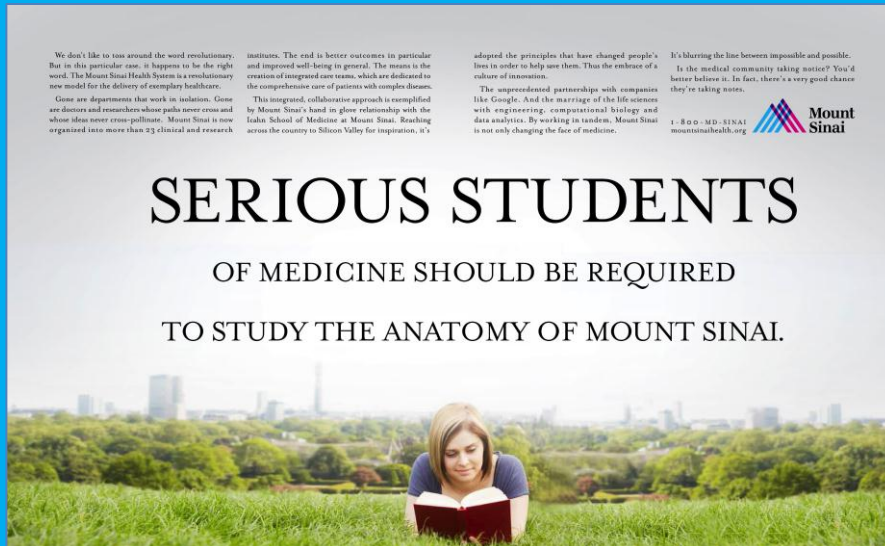
# Major Marketing Initiative-print ads

Major new Mount Sinai advertising campaign focusing on reputational excellence and our expanded presence throughout the New York region.

- ▶ Includes three ads focusing on ISMMS, emphasizing innovation, leadership and entrepreneurship.
- ▶ Digital and social media promotion complement the print campaign.




**WE OFFER  
A DEGREE PROGRAM IN CHANGING  
THE WORLD.**



**SERIOUS STUDENTS  
OF MEDICINE SHOULD BE REQUIRED  
TO STUDY THE ANATOMY OF MOUNT SINAI.**

We don't like to run around the word revolutionary. But in this particular case, it happens to be the right word. The Mount Sinai Health System is a revolutionary new model for the delivery of exemplary healthcare. One are departments that work in isolation. Gone are doctors and researchers whose paths never cross and whose ideas never cross-pollinate. Mount Sinai is now organized into more than 23 clinical and research institutes. The end is better outcomes in particular and improved well-being in general. The means is the creation of integrated care teams, which are dedicated to the comprehensive care of patients with complex disease. This integrated, collaborative approach is exemplified by Mount Sinai's hand in glove relationship with the Icahn School of Medicine at Mount Sinai. Reaching across the country to Silicon Valley for inspiration, it's adapted the principles that have changed people's lives in order to help our own. Thus the embrace of a culture of innovation. The unprecedented partnerships with companies like Google. And the marriage of the life sciences with engineering, computational biology and data analytics. By working in tandem, Mount Sinai is not only changing the face of medicine. It's blurring the line between impossible and possible. In the medical community asking matters? You'd better believe it. In fact, there's a very good chance they're taking notes.

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mountsinaihealth.org




**SILICON VALLEY  
IS SO INNOVATIVE, WE'VE ADOPTED THEIR PRINCIPLES AND  
RECRUITED THEIR PRINCIPALS.**

A medical school looking to Silicon Valley for inspiration? Well, yes. But this is not just any medical school. It's the Icahn School of Medicine at Mount Sinai, with leaders who had the vision to see that the principles that changed people's lives could be used to help our them. Almost overnight, academic medicine's traditional, old-school approach was no longer viable. A new model was essential — a model exemplified by such companies in Silicon Valley. So three thousand miles to the east, in New York City, we created a culture of innovation that emphasizes creativity, disruptive thinking, entrepreneurship and collaboration. To say it's a radical departure is something of an understatement. Yes, two plus two still equals four. But rather than going step by step, the goal is to make bold, conceptual leaps. Inspiration is a virtue. Failure is an integral part of success, and no journey is as exhilarating as going out on a limb. Naturally, we hired some of Silicon Valley's key players: mathematicians, engineers, and computer and data scientists. In that same spirit, we actively recruit multi-talented, multi-faceted students who are primed to challenge convention and change the world of medicine. So let's give credit where credit is due. In order to rewrite the book on medicine, we took a page out of Silicon Valley's book.

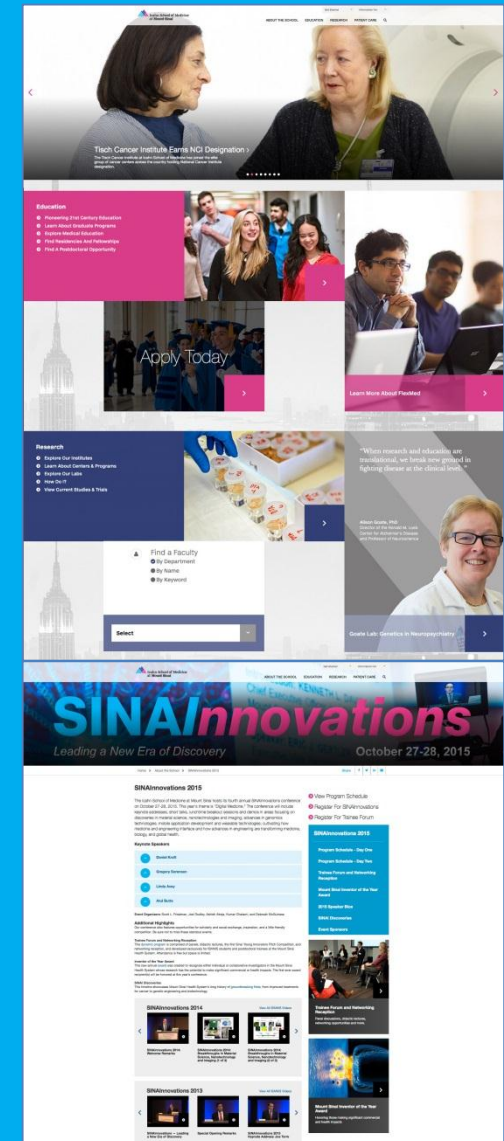
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mountsinai.org/health



# Digital Marketing - New ISMMS Website

In 2015, we embarked on a transformational project to build a new state-of-the-art website that is easier to use and features more compelling editorial content and photos. The new site is optimized for mobile devices, incorporates Social Media feeds that update automatically, offers markedly improved self-service, and includes a host of unique features such as an online events calendar.

- ▶ The new site is being launched in phases, continuing through the end of 2016.
- ▶ To date, we have launched a number of sections, including a dramatic homepage, main landing pages for all major areas (Education, Research, About the School, and Patient Care), Medical Education, and a new digital home for SINAInnovations.
- ▶ **Select preliminary metrics for the new website (Q3 2015 vs Q3 2014):**
  - Web traffic increased 11 percent
  - 59 percent of traffic is new visitors
  - Visits to the new mobile-friendly site from mobile devices/tablets increased 215 percent



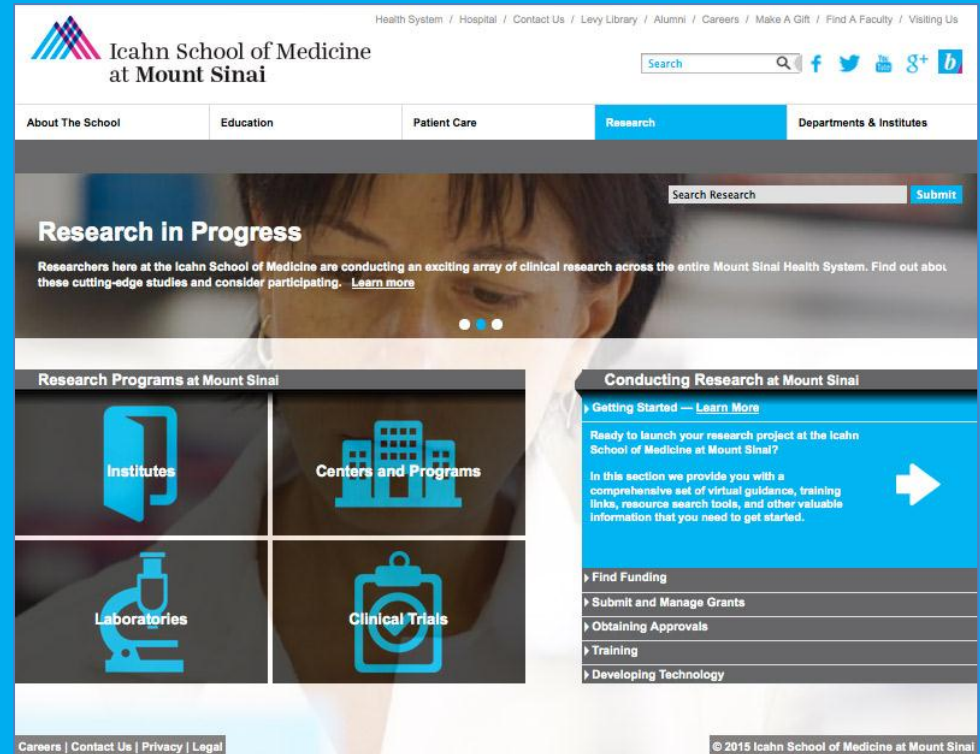


# Digital Marketing – New Research Portal

We built and launched a Research Portal to help investigators beginning research to find funding, submit and manage grants and sponsored projects, obtain necessary approvals, commercialize discoveries, and get access to required training.

## Features/Highlights:

- ▶ Intuitive, easy to navigate, sleek design. Responds to the needs of our investigators, research staff, and trainees.
- ▶ The Research Portal averages more than 1,500 visits per month.



# Digital Marketing-New Laboratory Websites

To meet the growing needs of our research community, we developed and launched a new digital platform that allows principal investigators to quickly and efficiently update and maintain their websites.

- ▶ These robust sites contribute to our ongoing, collective efforts to publicize the exciting and innovative research at ISMMS.
- ▶ To date, we have developed nearly 150 templates and launched more than 30 unique sites.



Icahn School of Medicine at Mount Sinai

icahn.mssm.edu / Medicine Matters Blog

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Cho Laboratory

The Cho Lab

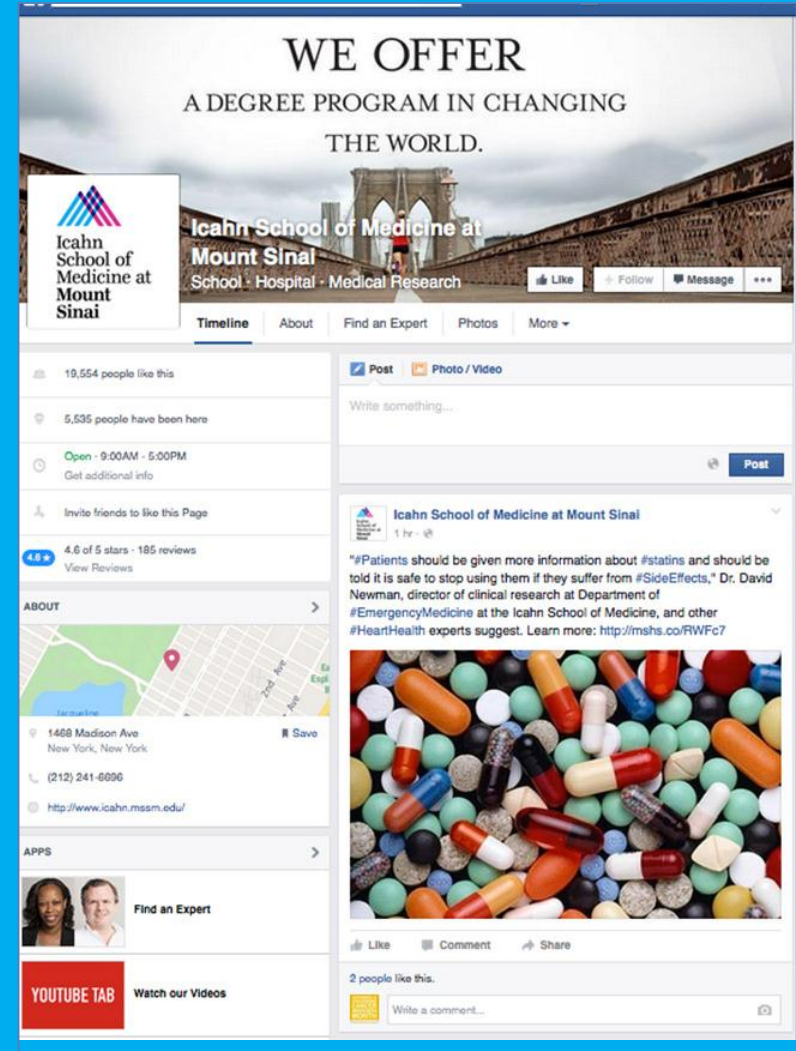
The Cho Lab investigates the genetic and immunologic factors associated with Crohn's Disease and Ulcerative Colitis, collectively known as Inflammatory Bowel Diseases (IBD). We are part of the Department of Genetics and Genomic Sciences, at the Icahn School of Medicine at Mount Sinai, NY.

A major focus of our research is understanding the prevalence of IBD in the Ashkenazi Jewish population. We are working on further identifying rare disease associated variants in Ashkenazi Jewish population by Exome Chip technology as well as the biological function of those identified genes. Dr. Cho's research has contributed to defining the pathophysiologic mechanisms of IBD by identifying associations to NOD2, IL23R, and 163 loci to IBD. With new findings our research is evolving to now looking at the function of lipid mediators and their related cytokines in innate immune cells, and the full transcriptome of enteroids, the intestinal epithelial stem cells.

Furthermore, we investigate the relationship between environmental factors and IBD by examining how hosts (humans) interact with gut microbes and how the interaction may lead to IBD susceptibility and/or maintain IBD pathogenesis. By dissecting the relationship between IBD genetics, immune response, and microbes, we would have a better chance to develop treatment for blocking pro-inflammatory proteins, inflammatory pathways, or immune cell entry into intestine. The integration of our research with the clinical research for IBD has great potential for the future of IBD treatment.

# Digital Marketing – Social Media

- ▶ The ISMMS Facebook page has experienced rapid growth in 2015, reaching a "10,000 Like" milestone in April.
  - On track to surpass 20,000 likes by the end of the year.
- ▶ 45 percent increase in ISMMS YouTube views and Twitter followers.
- ▶ Graduate School Facebook Advertising Campaign generated 33,876 visitors to the Graduate school website, more than five times the number in 2014.



Doximity is a free, online network that functions as a LinkedIn for physicians.

- Includes more than 60 percent of U.S. doctors as registered, verified members. It is the largest online community of physicians in the U.S allows physicians to:
  - Stay connected with colleagues and classmates & earn CME credits
  - Use their iPhone, iPad, Android device, or computer to securely connect and collaborate with other doctors about patient treatment, identify appropriate experts for patient referrals, and manage their career.
  - Rate residency programs and vote in the annual U.S. News & World Report ranking.
- ISMMS has encouraged all current faculty to join and vote in annual surveys
- ISMMS Alumni Office is working with department chairs for residency alumni to participate in ranking using the Residency Navigator Tool on [doximity.com](http://doximity.com).



Home > About the School > SINAInnovations 2015

Share < f t in e

## SINAInnovations 2015

The Icahn School of Medicine at Mount Sinai hosts its fourth annual SINAInnovations conference on October 27-28, 2015. This year's theme is "Digital Medicine." The conference will include keynote addresses, short talks, lunchtime breakout sessions and demos in areas focusing on discoveries in material science, nanotechnologies and imaging; advances in genomics technologies; mobile application development and wearable technologies; cultivating how medicine and engineering interface and how advances in engineering are transforming medicine, biology, and global health.

### Keynote Speakers

^ Daniel Kraft

^ Gregory Sorensen

^ Linda Avey

^ Atul Butte

Event Organizers: Scott L. Friedman, Joel Dudlev, Ashish Atreia, Kumar Chatami, and Debroah McGuiness

- ▶ View Program Schedule
- ▶ Register For SINAInnovations
- ▶ Register For Trainee Forum

### SINAInnovations 2015

Program Schedule - Day One

Program Schedule - Day Two

Trainee Forum and Networking  
Reception

Mount Sinai Inventor of the Year  
Award

2015 Speaker Bios

<http://icahn.mssm.edu/about/sinainnovations>

# 2016 – Develop a new Strategic Plan for ISMMS

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Review of 2006 Strategic Plan and analysis of goals vs outcomes

- Implementation challenges & lessons learned

Objective assessment of educational, clinical and research missions:

- Medical and Graduate School education programs
- Residency and Fellowship programs
- Quality of Clinical programs and related patient satisfaction
- Institute and Department research programs

Recommend future investments in order to continue to build:

- Most competitive MD, PhD, Masters and Residency/Fellowship programs
- Highest quality patient care with excellent patient satisfaction
- Research programs leading to innovations and medical breakthroughs

# 2016 – A Strategic Plan for the Next Decade

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The new strategic plan needs to be **forward-looking** and **challenging**

It will be hard and require a great deal of effort from all

It will need philanthropy to enable strategic investments



*"We choose to go to the Moon in this decade and do the other things, not because they are easy, but because they are hard."*

John F. Kennedy  
Rice University  
September 12, 1962