



**Mount
Sinai**

inside

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Strengthening a Culture of Safety at Mount Sinai

Mount Sinai Roosevelt recently attracted a standing-room-only crowd to its first Safety Summit, setting the tone for a culture of safety throughout the Mount Sinai Health System.

“The most important goal is patient and staff safety, and it is amazing to see the energy and commitment by so many of our faculty and staff,” Mount Sinai Roosevelt President Evan L. Flatow, MD, told the attendees, comprised of clinical and nonclinical staff. Dr. Flatow said that “a single staff member can be a powerful advocate for patient safety,” but developing a culture of safety requires teamwork.

During the event, Safety Champion Awards were presented to 21 nurses, physicians, support staff, and technicians who were recognized for their commitment to a variety of initiatives focused on medication and surgery, reducing patient falls and sepsis, and staff safety.



Evan L. Flatow, MD, and Tracy Breen, MD

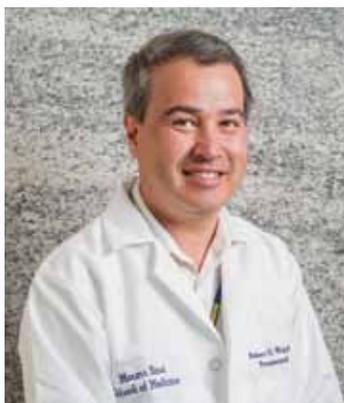
Tracy Breen, MD, Chief Medical Officer, Mount Sinai Roosevelt, told the audience: “This is a wonderful opportunity to see how hospital staff from different departments are striving to continually improve the safe delivery of care to our patients. Hearing what our safety champions accomplished is a very powerful experience.”

These achievements were spotlighted in presentations by hospital leaders:

- **Irina Usherenko**, PharmD, Director of Pharmacy, Mount Sinai Roosevelt, highlighted the activities of 13 system-wide Pharmacy Quality Leadership Council groups working to ensure that insulin, chemotherapy drugs, opioids, and pediatric medications continue to be safely dispensed. She also discussed how her department counsels patients on high-risk medications, including opioids, anticoagulants, and antibiotics.
- **Wendy O’Brien**, Director of Patient Care Services, Mount Sinai Roosevelt, discussed

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A Focus on the Environmental Impact on Health



Robert O. Wright, MD, MPH

For the past 20 years, the nation’s vast scientific resources have been spent unraveling the human genome. This emphasis now includes the genome’s environmental equivalent—the exposome—as well. At the Mount Sinai Health System, research into the exposome is being led by Robert O. Wright, MD, MPH, Ethel H. Wise Professor of Community Medicine, and the newly named Chair of Preventive Medicine, Icahn School of Medicine at Mount Sinai.

“The exposome represents a broad recognition that the genome alone doesn’t predict your health very well. We need to understand why some people who have a genotype for a particular disease never get

the disease, while others do,” says Dr. Wright, a nationally known pediatrician, epigeneticist, and environmental epidemiologist. “We all know that there is more to health than our genes. The missing link is the environment. Once we are able to measure the totality of our exposures to chemicals, air pollution, nutritional factors, and psychosocial stressors, then we can develop better treatments and better advise people on how to lower their risk for disease. We can also study how the environment interacts with our genome, which will help explain the observed variability in genetic risk. What we sometimes think of as bad luck is really the environmental risk factor we didn’t measure.”

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Expert in Global Health Joins Mount Sinai

Prabhjot Singh, MD, PhD, an expert in the design of community health systems for underserved populations in the United States and abroad, has joined Icahn School of Medicine at Mount Sinai as Director of The Arnhold Global Health Institute, and Vice Chair of Population Health in the Samuel Bronfman Department of Medicine.

In his dual roles, Dr. Singh will help the Icahn School of Medicine and the Mount Sinai Health System align global and domestic health activities, and integrate advances in domestic population health with economic principles, biomedical advances, and systems science.

The Arnhold Global Health Institute was created in 2014 to provide education and research into global health issues, and promote collaboration among Mount Sinai's physicians, scientists, and trainees with their colleagues around the world.

Dr. Singh—who will serve as the Institute's first Director—says Mount Sinai's extensive technological and scientific resources will enable the Institute to help solve health crises in areas of the world that are data-poor.

"Parasitic diseases like malaria and hookworm are often hyper-local, and thanks

to rapid diagnostic tests, we can begin to map symptoms and disease patterns to better understand where we need to target our resources," says Dr. Singh. "Once that big data perspective has brought us to the right general area, we need to listen closely to people in order to know how to adapt technologies and co-create care models to their specific needs."

On-site information-gathering will be carried out by medical students, residents, and faculty of The Arnhold Global Health Institute, who will be engaged in "real-life problem solving," says Dr. Singh. In 2011, he chaired the One Million Community Health Workers Campaign, a partnership supported by the United Nations that is dedicated to training and mobilizing lay workers to deliver health care to the rural poor. "It's really exciting for students to be in a learning environment that's focused on doing something positive in the world," he adds.

During his residency training at Icahn School of Medicine, Dr. Singh and his wife Manmeet Kaur created a program known as City Health Works, which was modeled after



Prabhjot Singh, MD, PhD

programs that Dr. Singh helped build in struggling villages in sub-Saharan Africa. City Health Works hires and trains a network of community-based health coaches in East and Central Harlem, who are overseen by clinical professionals. The coaches work closely with patients to help them manage their chronic health conditions such as asthma, diabetes, and depression.

"We've built an extraordinary team of physicians and coaches who have become an integral part of the Mount Sinai primary care system," he says. "Our goal is to pioneer a scalable care model that's neighborhood based. The impressive patient outcomes City Health Works is beginning to post bring that vision closer to reality."

Prior to joining Mount Sinai, Dr. Singh served as Director of Systems Design at the Earth Institute, and Assistant Professor of International and Public Affairs, both at Columbia University. He received his MD from Weill Cornell Medical College and his PhD in Neural and Genetic Systems at Rockefeller University.

Researchers Receive Robin Chemers Neustein Award

Leticia Tordesillas, PhD, and Elizabeth Heller, PhD, are the recipients of the 2015 Robin Chemers Neustein Postdoctoral Fellowship Award, which was created to encourage and support female research scientists at Icahn School of Medicine at Mount Sinai.

Dr. Tordesillas works in the laboratory of Cecilia Berin, PhD, Associate Professor of Pediatrics. Her research is focused on how to establish immune tolerance to foods for the treatment of food allergy. In particular, she is studying how regulatory T cells induced by epicutaneous immunotherapy are generated and suppress anaphylaxis.

Dr. Heller works in the laboratory of



Leticia Tordesillas, PhD



Elizabeth Heller, PhD

Eric J. Nestler, MD, PhD, Nash Family Professor and Chair of the Fishberg Department of Neuroscience, and Director of The Friedman Brain Institute. Her research focuses on epigenetic remodeling—the molecular changes that occur at specific

genes—in the context of drugs of abuse and stress. Dr. Heller found that a specific epigenetic remodeling factor delivered to the reward region of the brain is sufficient to reverse the effects of drug and stress exposure, demonstrating the potential therapeutic efficacy of epigenetic regulation in combating neuropsychiatric disease.

Drs. Tordesillas and Heller will each receive an award of \$25,000 to continue their research endeavors. The award was established in 2010 through a generous gift from Robin Chemers Neustein, a former member of Mount Sinai's Boards of Trustees.

› Strengthening a Culture of Safety at Mount Sinai *(continued from page 1)*

how the hospital has adopted best-practice models for patient falls, with the goal of reducing the 2015 rate of falls by 39 percent. Ms. O'Brien also discussed how the Fall Reduction Program evaluates and identifies opportunities for improvement by focusing on organizational culture, staff buy-in, interprofessional collaboration, and individual accountability.

- **Karen McKenna, MS, RN, Clinical Quality Nurse Coordinator, Mount Sinai Roosevelt and Mount Sinai St. Luke's,** explained the importance of early identification and management of patients with sepsis, a clinical syndrome that complicates infections and can result in patient death. New York State requires that all hospitals have protocols in place to identify and manage sepsis patients. Mount Sinai Roosevelt has outstanding rankings among New York State hospitals for adherence to Timely Antibiotic Administration, Blood Cultures Prior to Antibiotics, Lactic Acid Level Obtained, and Crystalloid Administration. "When we identify sepsis early and manage it appropriately, we prevent patients progressing from sepsis to septic shock, and save lives," said Ms. McKenna.

- **Leah Borenstein, RN, MPA, Director of Perioperative Services at Mount Sinai Roosevelt and Mount Sinai St. Luke's,** described how the hospitals have created a comprehensive educational and quality improvement process to ensure the safety



From left: Sandra Myerson, MBA, MS, BSN, RN; Judy Miranda, DNP(C), RN, Chief Nursing Officer, Mount Sinai Roosevelt; Evan L. Flatow, MD; Tracy Breen, MD; Eva Johansson, Vice President, Quality Initiatives, Mount Sinai Roosevelt; Jeremy Boal, MD; and Marc Napp, MD, Senior Vice President for Medical Affairs and Deputy Chief Medical Officer, Mount Sinai Health System.

“The most important goal is patient and staff safety, and it is amazing to see the energy and commitment by so many of our faculty and staff.”

—Evan L. Flatow, MD

of surgical procedures. “Operating room observations were monitored so that immediate teaching moments could take place, if necessary. Team building among all staff has been enhanced, ensuring the continuous delivery of safe, quality, patient-focused care during surgery,” she said.

Dr. Breen concluded the Safety Summit with a discussion on employee/staff safety initiatives, pointing out that both hospitals have employee accident rates that are well below the national average.

Safety Summit attendees included Jeremy Boal, MD, Executive Vice President and Chief Medical Officer, Mount Sinai Health System; and Sandra Myerson, MBA, MS, BSN, RN, Senior Vice President, Chief Patient Experience Officer, The Joseph F. Cullman, Jr. Institute for Patient Experience.

“We are constantly designing better processes and programs to make our Health System safer,” said Dr. Boal. “Ultimately, it comes down to building a culture of safety—where each and every one of us makes it our personal and professional mission.”

Ms. Myerson added, “Only when we consistently provide safe care will we be able to also provide an exceptional patient experience.”

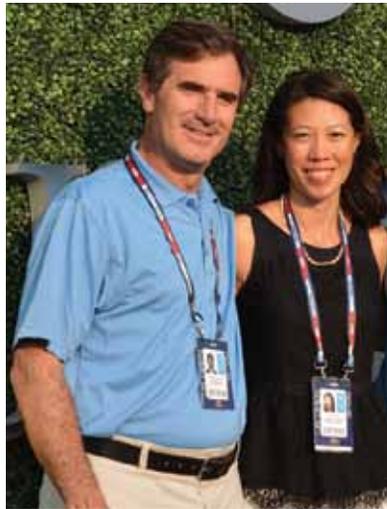


Saluting Safety Champions

During the Safety Summit, 21 nurses, physicians, support staff, and technicians were recognized with Safety Champion Awards. Among them was John Benson, RN, who received two awards. Celebrating with Mr. Benson is Judy Miranda, DNP(C), RN.

Mount Sinai Provides Medical Care at the US Open

Mount Sinai physicians, led by top orthopaedists and radiologists, were courtside at the US Open to help diagnose and treat the professional athletes in need of medical attention during the recent tournament held in Flushing Meadows, Queens. Physicians also were interviewed for their expertise in injury prevention and other topics of interest to the professional—and amateur—athlete, all efforts that showcased Mount Sinai's position as the official medical services provider for the tennis tournament, the United States Tennis Association (USTA), and the US Davis Cup and US Fed Cup teams.



James Gladstone, MD, and Alexis Chiang Colvin, MD



Mount Sinai radiologists at the US Open, from left: Darren Fitzpatrick, MD, Director of Musculoskeletal Imaging Procedures; Carlos L. Benitez, MD, Director of Musculoskeletal Imaging, Mount Sinai Roosevelt and Mount Sinai St. Luke's; Alex Maderazo, MD, Director of Musculoskeletal Radiology, The Mount Sinai Hospital; and Alexander Kagen, MD, Site Chair, Department of Radiology, Mount Sinai Roosevelt and Mount Sinai St. Luke's.

“The USTA and Mount Sinai share the common goals of promoting tennis as healthy exercise, preventing injury, and ensuring that injured athletes receive the highest quality of treatment at the US Open and year round,” says Alexis Chiang Colvin, MD, who serves as chief medical officer of the USTA, the team physician for the US Fed Cup team, and a

physician at the US Open. Dr. Colvin is Associate Professor of Sports Medicine in the Leni and Peter W. May Department of Orthopaedic Surgery at The Mount Sinai Hospital.

Dr. Colvin, along with James Gladstone, MD, and Melissa Leber, MD, who are both consultants to the US Open, were responsible for treating the athletes' injuries. For the 2015 tournament, that included heat-related

conditions, colds and viruses, gastrointestinal complaints, and musculoskeletal issues, such as strains, sprains, and tendonitis. Dr. Gladstone, medical advisor to the US Davis Cup team, is Co-Chief of Sports Medicine at The Mount Sinai Hospital, and Associate Professor of Orthopaedic Surgery, Icahn School of Medicine at Mount Sinai. Dr. Leber is Assistant Professor of Orthopaedic Surgery, and Emergency Medicine, Icahn School of Medicine at Mount Sinai.

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> A Focus on the Environmental Impact on Health *(continued from page 1)*

Under Dr. Wright, the Department of Preventive Medicine recently received a four-year, \$10 million grant from the National Institutes of Health (NIH) for an ambitious program known as Child Health Exposure Analysis Resources. Mount Sinai was selected as one of six laboratories across the country to measure environmental factors such as air pollution, nutrition, and chemical mixtures, and was the only data center named by the NIH to statistically analyze this trove of information from investigators throughout the United States.

Another program committed to finding links between childhood disease and hazardous exposures is the Senator Frank R. Lautenberg Environmental Health Sciences Laboratory in the Department of

Preventive Medicine, which was founded and is led by Dr. Wright. The lab focuses on areas of pediatric health that include brain development, obesity, and hypertension.

As head of Preventive Medicine, Dr. Wright also plans to expand the services his team provides to 9/11 responders whose health problems stem from their service at the World Trade Center (WTC) site.

As one of seven Clinical Centers of Excellence within the federally funded World Trade Center Health Program, Mount Sinai provides medical and mental health care for WTC-related conditions, as well as data management and analysis for the entire program. Studies by Mount Sinai researchers, for example, have documented various types of cancers, upper and

lower respiratory issues, gastrointestinal problems, musculoskeletal disorders, and mental health conditions among the 9/11 responders.

“This patient cohort is aging and our goal is to not only give responders the best possible care today, but also be prepared for the care they will need tomorrow,” says Dr. Wright.

Prior to joining Mount Sinai three years ago, Dr. Wright was a faculty member at Harvard University, worked clinically at Boston Children's Hospital, and directed the Harvard Superfund Research Program. At Mount Sinai, he has served as Vice Chair of the Department of Preventive Medicine and Director of the Division of Environmental Health.

Around the Health System

Raising Awareness about Sickle Cell Disease

The Mount Sinai Health System observed Sickle Cell Disease (SCD) Awareness Month by hosting “Community Engagement Day: Mount Sinai Cares About Sickle Cell Disease” on Saturday, September 12, on The Mount Sinai Hospital campus. Sickle cell disease is a genetic blood disorder that tends to occur in people of African, Hispanic, Middle Eastern, and South Asian descent, causing severe pain, tissue damage, infections, and organ failure. More than 120 attendees learned about SCD from patients and a panel of physician researchers, and were reminded that babies should be screened soon after birth. The establishment of the Doris Wethers Award—which will be presented each year to an individual who does outstanding work with SCD—was a highlight of the event. Doris Wethers, MD, a retired physician from Mount Sinai St. Luke’s and Mount Sinai Roosevelt, is a renowned expert on pediatric SCD.



▲ From left: Jeffrey Glassberg, MD, Assistant Professor, Emergency Medicine, and Medicine (Hematology and Medical Oncology), Icahn School of Medicine at Mount Sinai; Doris Wethers, MD; Jena Simon, NP; and Sydra Stuart, Phlebotomy Coordinator, Outreach Laboratories

Ann-Gel S. Palermo, MPH, DrPH, Selected for Aspen Health Innovators Fellowship

The Aspen Institute, an educational and policy studies organization based in Washington, D.C., recently named Ann-Gel S. Palermo, MPH, DrPH, as one of 20 health care leaders nationwide selected to participate in the inaugural class of its Health Innovators Fellowship. Fellows were chosen from a wide range of health care sectors, including medicine, pharmaceuticals, biotechnology, mental and behavioral health, government, public health, health care venture capital, and veterans’ health. Dr. Palermo is Chief Program Officer, Office for Diversity and Inclusion, Mount Sinai Health System, and



▲ Ann-Gel S. Palermo, MPH, DrPH

Associate Director, Center for Multicultural and Community Affairs, Icahn School of Medicine at Mount Sinai.

The new two-year fellowship aims to strengthen the leadership of innovators across the U.S. health care system, challenging them to create new approaches that will improve the health and well-being of all Americans. Over the next two years, each fellow will develop a leadership venture with the goal of having a positive impact on health care in the United States.



▲ Mike Yao, MD, center, Senior Faculty, Department of Otolaryngology, The Mount Sinai Hospital, and technician Mildred Paulino, right, perform an ultrasound screening for thyroid cancer.

Free Thyroid Cancer Screenings at The Mount Sinai Hospital

More than 168 Mount Sinai Health System staff and visitors received free thyroid cancer screenings in September at an event sponsored by The Mount Sinai Hospital’s Department of Otolaryngology-Head and Neck Surgery during Thyroid Cancer Awareness Month. Physicians and technicians conducted the screenings using ultrasound, which can reveal nodules or other warning symptoms. The National Cancer Institute estimates 62,450 new cases of thyroid cancer will be diagnosed in 2015. Screening is recommended for individuals with a family history of thyroid disease/cancer or with palpable neck abnormalities.

SAVE THE DATE

Fourth Annual **SINAI**innovations Conference:

Theme: Digital Medicine

Tuesday, October 27 – Wednesday, October 28
Icahn School of Medicine at Mount Sinai
Stern Auditorium

Speakers and breakout sessions will explore the expanding interface between digital technologies and medicine, and how it is transforming all aspects of health care.

Keynote speakers include: **Linda Avey**, Co-Founder and CEO, We are Curious, Inc.; **Atul Butte**, Director, Institute for Computational Health Sciences, University of California, San Francisco; **Frans van Houten**, CEO and Chairman, Board of Management and Executive Committee, Royal Philips; **Daniel Kraft**, Founder and Executive Director, Exponential Medicine; and **Gregory Sorensen**, President and CEO, Siemens Healthcare North America.

Session topics include: Educating the Digital Doctors of Tomorrow; Precision Medicine; Wearable Technologies; Legal and Ethical Issues; Device Design and Data Capture; the Digital Hospital of Tomorrow; and Economics.

Registration is **FREE** but mandatory for all attendees.

Go to <http://icahn.mssm.edu/sinainnovations> for registration and a complete program.

› Medical Care at US Open *(continued from page 4)*

Says Dr. Gladstone, “Caring for professional tennis players at the US Open provides our physicians with unique insights into how to better treat the amateur players we see year round.”

For the first time, the physicians were joined this year by Mount Sinai radiologists, led by Carlos L. Benitez, MD, Director of Musculoskeletal Imaging at Mount Sinai Roosevelt and Mount Sinai St. Luke’s, who used a portable, high-resolution ultrasound device made by GE Healthcare to provide quick diagnoses of muscle, tendon, and joint injuries among the players. “During the two-week tournament, we scanned multiple joints and extremities on several players who had sustained recent injuries. All of our work proved to be very useful to the orthopaedic and sports medicine doctors who needed to make quick decisions on how to treat and advise the players,” says Dr. Benitez.

More than 70 staff also volunteered at a Mount Sinai booth, handing out material on Mount Sinai’s sports medicine programs and tips for skin cancer prevention, and providing patrons with free sunscreen—six gallons worth—and 9,000 UV indicator wristbands.

Additionally, several physicians were interviewed by USTA host Mara Montalbano for their expertise on sports-related health topics. The interviews were part of the US Open Health Desk, an online program available on the USTA website and Mount Sinai’s YouTube channel.

Breakfast of Legends

The Mount Sinai Adolescent Health Center (MSAHC) will celebrate its 12th annual Breakfast of Legends benefit on Thursday, October 15, from 7 to 9 am, at The Plaza. The MSAHC is one of the largest high-quality, comprehensive, free, health and wellness services centers for young people in New York City. It is also one of the nation’s leading centers for adolescent health care, training, and research.

Funds raised at the Breakfast of Legends will support MSAHC’s mission to provide vital primary care, dental, optical, mental health, and sexual and reproductive services, and health education programs that are free and confidential to more than 10,000 adolescents from New York City and surrounding areas.

This year, MSAHC will recognize the following honorees for their ongoing service to young people:

- **Arlene J. Adler**, Senior Vice President at Neuberger Berman, LLC.;
- **Martin R. Feinman, Esq.**, and **Amy Cooney, PhD**. Mr. Feinman is Attorney-in-Charge of the Brooklyn Office for The Legal Aid Society’s Juvenile Rights Practice. Dr. Cooney is a psychoanalyst in New York City;
- **Caryn Schwab**, Executive Director of Mount Sinai Queens;
- **Leslie R. Jaffe, MD**, and **Liliana Klass**. Dr. Jaffe is Director of Health Services at Smith College. They will be presented with the Dr. Joan E. Morgenthau Lifetime Advocate for Youth Award; and
- **Mount Sinai Adolescent Health Center School-Based Health Centers staff**.

To learn more, call or email Keri Flaccomio at 212-731-7961 or keri.flaccomio@mountsinai.org. Participants can register online at <http://philanthropy.mountsinai.org/BreakfastofLegends>.



INSIDE MOUNT SINAI
Marketing & Communications
Carrie Gottlieb, *Editor*
Marilyn Balamaci, *Editor*
Donald Maxton, *Editor*
Lauren Harris, *Graphics*

SUBMISSIONS
Box 1475
inside@mssm.edu

VISIT INSIDE ON THE WEB
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