

## Meeting the Needs of Patients

An Interview with Dr. Kelly Cassano, Chief Executive Officer, Mount Sinai Doctors Faculty Practice; Dean for Clinical Affairs, Icahn School of Medicine at Mount Sinai; and Senior Vice President for Ambulatory Operations, Mount Sinai Health System

**EDITORS' NOTE** Dr. Kelly Cassano, an internist, served for three years as Senior Medical Director of the Continuum Medical Group at Roosevelt Hospital and was responsible for clinical, operational, and financial oversight for 10 primary care practices in 15 locations. Her duties included developing practices, implementing quality measures, recruiting and retaining physicians and staff, and coordinating Mount Sinai Accountable Care Organization enrollment and participation. Dr. Cassano also spent 15 years as Medical Director for the West Park Medical Group, which she transitioned from a private practice to a hospital-owned model. She received her Bachelor's degree from SUNY New Paltz and her Doctorate's degree from University of New England College of Osteopathic Medicine.



Dr. Kelly Cassano

**INSTITUTION BRIEF** Mount Sinai Health System ([mountsinai.org](http://mountsinai.org)) encompasses the Icahn School of Medicine at Mount Sinai and eight hospitals, as well as a large and expanding ambulatory care network. The eight hospitals – Mount Sinai Beth Israel, Mount Sinai Brooklyn, The Mount Sinai Hospital, Mount Sinai Queens, Mount Sinai St. Luke's, Mount Sinai South Nassau, Mount Sinai West, and New York Eye and Ear Infirmary of Mount Sinai – have a vast geographic footprint throughout the New York metropolitan region. The Mount Sinai Hospital is ranked number 14 in the nation by U.S. News & World Report and ranked in the top 20 nationally in eight medical specialties in the 2019-20 Best Hospitals guidebook. The New York Eye and Ear Infirmary of Mount Sinai is also ranked nationally in ophthalmology.

**How do you describe Mount Sinai Health System's culture and what do you feel have been the keys to its industry leadership?**

Mount Sinai Health System's culture is inclusive and agile with a commitment to excellence in clinical care, a focus on innovation, along with a combination of being nimble and having the tenacity to navigate the ever-changing healthcare landscape.

**Will you discuss your roles and areas of focus?**

As the CEO of the Faculty Practice, our goals include driving the clinical enterprise to continue to support the academic and research mission of the health system. By focusing on excellence in patient care and meeting our patients where and when they need us, we will continue to drive towards success.

As the SVP of Ambulatory Care, it's to align all Ambulatory programs to ensure a single standard of care as we continue to provide care to the communities we serve.

“We will continue to meet the needs of patients in communities where they live and work, when and how they need us.”



Mount Sinai Doctors facility on East 85th Street in Manhattan

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As Dean of Clinical Affairs, its understanding and appreciating the myriad of innovation, education and research that takes place at the School each and every day and how it relates to direct patient care in our ambulatory practices.

**Will you provide an overview of Mount Sinai Doctors Faculty Practice?**

We have 259 freestanding locations that see approximately 5.15 million visits per year and a combination of in-person and telehealth generating \$1 billion in revenue.

**Where do you see the greatest opportunities to grow the Faculty Practice in such a rapidly changing environment?**

We will continue to meet the needs of patients in communities where they live and work, when and how they need us. We must make access to excellent care convenient with the patient at the center of all that we do.

**How important is it for Mount Sinai Health System to integrate practices across**

**the Health System to strengthen cohesion, identity, and commitment?**

We have done a tremendous amount of work to align our ambulatory platform and establish an infrastructure that has been optimized with a target focus on efficiency and growth. Our identity remains one of excellence, resilience, and a dedication to our patients.

**You were deeply engaged in Mount Sinai Health System’s pandemic response. How proud are you to see the way the Health System led during this uncertain time and the resilience that was displayed by its workforce at all levels of the organization?**

Very. In a very short amount of time, we came together as a Health System, removed silos, maximized our collaboration, and built relationships that strengthened us and established the foundation of a true Health System.

**Do you feel that there are strong opportunities for women in leadership roles in the profession?**

Yes, just take a look at Mount Sinai’s executive leadership team. Regarding the profession overall, now more than ever women are leading all aspects of healthcare across the country.

**What advice do you offer to young people interested in a career in medicine?**

Go for it. Work hard, seek a balance, do what you love. It remains an amazing opportunity to serve others.

**Did you always know that you wanted to pursue a career in medicine and what has made the profession so special for you?**

I actually did not always know, but only made the decision in my last few months of college. It was during an experience working as an athletic trainer in a work study job that I realized that I truly enjoyed helping others. This remains true for me today. ●



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