

Mount Sinai Morningside & Mount Sinai West CHNA Implementation Strategy

Adopted by the Mount Sinai Morningside & Mount Sinai West
Governing Board on May 15, 2021

This document outlines the Mount Sinai Morningside & Mount Sinai West (“MSM & MSW” or “the hospital”) Implementation Strategy for improving the health of the population in the community they serve by addressing priorities identified through the Community Health Needs Assessment (CHNA).

The CHNA and Implementation Strategy were undertaken to better understand and address community health needs and to fulfill the requirements of the Internal Revenue Service (IRS) regulations, pursuant to the Patient Protection and Affordable Care Act of 2010.

The hospital may amend the Implementation Strategy as circumstances warrant. For example, certain needs may become more pronounced and merit enhancements to the described strategic initiatives. Alternatively, other organizations in the community may decide to address certain community health needs included in the plan. The full CHNA and Implementation Strategy are available at www.mountsinai.org/about-us/community.

The document contains the following information:

1. About Mount Sinai Morningside & Mount Sinai West
2. Definition of the Community Served
3. Summary of Significant Community Health Needs
4. Implementation Strategy to Address Significant Health Needs
5. Significant Health Needs The Mount Sinai Hospital Will Not Address Directly
6. Implementation Strategy Adoption

1. About Mount Sinai Morningside & Mount Sinai West

Mount Sinai Morningside & Mount Sinai West is an affiliate of Mount Sinai Health System - a nationally recognized, not-for-profit charitable health care organization located in New York City. Mount Sinai Morningside Hospital & Mount Sinai West is comprised of two campuses, both in Manhattan. Mount Sinai Morningside is a 495-bed, teaching facility founded in 1847, and Mount Sinai West, a 505-bed teaching facility founded in the 1864. To enhance clarity, we use following acronyms throughout this document:

Acronym	Entity
MSM	Mount Sinai Morningside, the campus in the Upper West Side neighborhood, Manhattan
MSW	Mount Sinai West, the campus in the Chelsea and Clinton neighborhood, Manhattan
MSM & MSW	Mount Sinai Morningside & Mount Sinai West, the hospital facility with two campuses in Manhattan

The hospital shares the mission, vision, brand promise, and brand positioning of the Mount Sinai Health System, which are below.

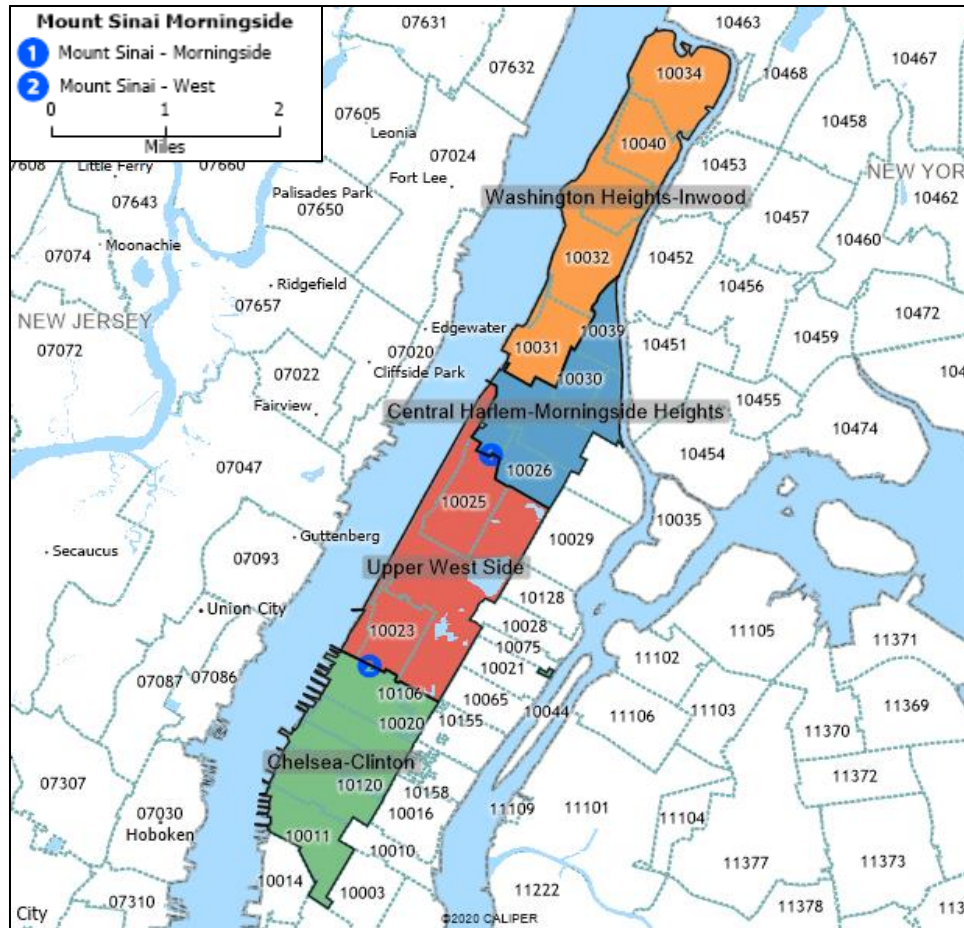
- **Mission.** The mission of the Mount Sinai Health System is to provide compassionate patient care with seamless coordination and to advance medicine through unrivaled education, research, and outreach in the many diverse communities we serve.
- **Vision.** The Mount Sinai Health System’s vision is to continue to grow and challenge convention through our pioneering spirit, scientific advancements, forward-thinking leadership, and collaborative approach to providing exceptional patient care in the many unique communities we serve.
- **Brand Promise.** Mount Sinai is the choice for groundbreaking and compassionate health care. Our unrivaled education, translational research, and collaborative clinical leadership ensure that we deliver the best patient care—from prevention to treatment of the most serious and complex human diseases.
- **Brand Positioning.** At Mount Sinai, we reimagine what is possible and redefine the practice of modern medicine, both in our local community and across the world, in order to produce the only result that really matters: radically better outcomes for our patients.

Additional information about MSM & MSW and services are available at <http://www.mountsinai.org>.

2. Definition of the Community Served

For the purposes of the MSM & MSW CHNA, the community is comprised of 20 ZIP Codes encompassing sections of the borough of Manhattan. The community is divided into neighborhoods utilized by the New York State Department of Health; 4 of the 42 neighborhoods in New York City are in the MSM & MSW community.

The community is mapped below. In 2019, 54 percent of MSM & MSW's New York City inpatient discharges, and 73 percent of MSM & MSW's Emergency Room visits originated from this area.



Sources: Caliper Maptitude (2020) and the Mount Sinai Health System.

In 2018, the community was estimated to have a population of 828,000 persons.

3. Summary of Prioritized Significant Community Health Needs

The 2020 MSM & MSW CHNA identified a number of significant health needs in the community. The CHNA process considered and assessed a wide range of primary and secondary data sources including structured interviews with persons who represent the broad interests of the community and those with expertise in public health, and assessments and studies prepared by other organizations. The CHNA report identified twelve health needs as significant in the community, as listed below in alphabetical order.

Significant Community Health Needs Identified in the 2020 CHNA

- Aging Population
- Access to Mental Health Care and Poor Mental Health Status
- Access to Primary Health Care Services by Individuals with Limited Resources
- Chronic Diseases and Contributing Lifestyle Factors
- COVID-19 Pandemic and Effects
- Environmental Determinants of Health
- Homelessness
- Navigating a Changing Health Care Provider Environment
- Poverty, Financial Hardship, and Basic Needs Insecurity
- Safe and Affordable Housing
- Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care
- Substance Abuse

4. Implementation Strategy to Address Significant Health Needs

MSM & MSW has a proud tradition of serving the community and providing significant resources towards community benefit activities. Over the next three years, the hospital plans to continue this commitment to meet health needs in the community. To develop the planned response to significant community health needs identified in the 2020 CHNA, the hospital reviewed the CHNA findings and applied the following criteria to determine the most appropriate needs for the hospital to address:

- The extent to which the hospital has resources to address the need;
- The extent to which the hospital has expertise or competencies to address the need;
- The priority assigned to the need;
- The availability of effective interventions that address the need; and
- The extent of to which other hospital facilities and/or community organizations are addressing the issue.

By applying these criteria, the hospital selected the following significant needs to focus its efforts during the 2021-2023 time period:

- Access to Mental Health Care and Poor Mental Health Status;
- Access to Primary Health Care Services by Individuals with Limited Resources;
- Chronic Diseases and Contributing Lifestyle Factors;
- COVID-19 Pandemic and Effects;
- Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care; and
- Substance Abuse.

Discussion of these focused efforts is below. Included in the discussion is the following:

- I. Actions MSM & MSW intends to take, including programs and resources it plans to commit;
- II. Anticipated impact of these actions and a plan to evaluate that impact;
- III. Planned collaborations between the hospital and other organizations; and
- IV. Planned commitments of resources.

I. Actions MSM & MSW intends to take, including programs and resources it plans to commit

Many intended activities of MSM & MSW are expected to impact multiple needs identified in the CHNA. These activities are as described below.

Health professions education. The health professions education activities of MSM & MSW respond to both the current and future community health needs for chronic disease treatment and prevention. MSM & MSW actively participates in over 400 residency and fellowship programs.

Participation in Medicaid. Medicaid provides health coverage to low-income individuals through federal and state funding. MSM & MSW participation in New York State Medicaid includes inpatient and outpatient services. In 2018, the payments for services provided to Medicaid patients were approximately 71 percent of the cost to provide these services.

Community Health Improvement Activities. MSM & MSW supports numerous activities to improve community health through grants and in-kind contributions. These activities include the following:

- Health screenings;
- Community affairs and community outreach programming;
- Health screenings;
- Professional education programming; and
- Epidemiological studies.

Subsidized Health Services. The MSSL & MSW hospital provides numerous inpatient and outpatient service lines that operate as losses. The MSSL & MSW hospital continues to provide these services because the health of community members would diminish because other providers would be unlikely to provide these services. Subsidized health services provided by MSSL & MSW include clinic services and the Medicare portion of all inpatient and outpatient programs that operate at a deficit.

Health Care Services. A full-range of health care services is available at the hospital campuses, outpatient facilities, and physician practices throughout the community. As part of the Mount Sinai Health System, integrated resources such as electronic health records facilitate the referral of patients to needed services provided by other Mount Sinai Health System hospitals and health professionals.

Center for Spirituality and Health. The Center for Spirituality and Health at Mount Sinai's Icahn School of Medicine is dedicated to providing compassionate patient care with seamless coordination and to advancing spiritual care through unrivaled education, research, and outreach. Chaplains help people of all faiths find meaning, healing, hope, and comfort while experiencing the challenges of life.

Other activities of MSM & MSW impact needs that the hospital selected to focus its efforts during the 2021-2023 time period. These activities, described below, impact the following selected needs:

- A. Access to Mental Health Care and Poor Mental Health Status;
- B. Access to Primary Health Care Services by Individuals with Limited Resources;
- C. Chronic Diseases and Contributing Lifestyle Factors;
- D. COVID-19 Pandemic and Effects
- E. Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care; and
- F. Substance Abuse.

A. Access to Mental Health Care and Poor Mental Health Status

The 2020 MSM & MSW CHNA found that mental health status is poor for many residents because of the impact of the COVID-19 pandemic, day-to-day pressures, substance abuse, and psychiatric disorders. The supply of mental health providers is insufficient to meet the demand for mental health services.

Planned activities to increase access to mental health care and improve the mental health status of community residents are described below. These activities are in addition to the MSM & MSW activities that impact multiple needs.

Health professions education. The health professions education activities of MSM & MSW respond to both the current and future community mental health needs. MSM & MSW actively participates in over 40 residency and fellowship programs. Residency and fellowship programs that are especially related to mental health care services are as follows:

- Addiction Psychiatry Fellowship;
- Consultation-Liaison Psychiatry Fellowship at MSM;
- Consultation-Liaison Psychiatry Fellowship at MSW; and
- Psychiatry Residency.

Mental Health Services. Mental health care services are available at the hospital campuses, outpatient facilities, and physician practices throughout the community. As part of the Mount Sinai Health System, integrated resources such as electronic health records facilitate the referral of patients to needed services provided by other Mount Sinai Health System hospitals and health professionals. Specific mental health services available include ones discussed below.

- **Emergency Behavioral Health Services** - Psychiatric emergency care is provided 24 hours a day, allowing for immediate evaluations immediately and stabilizations of patients who are experiencing a psychiatric crisis.
- **Partial Hospital Program** - The partial hospital program provides intensive, highly structured outpatient behavioral health services to stabilize patients suffering from acute mental health symptoms. Multidisciplinary, expert teams provide individualized treatment that focuses on helping patients achieve behavioral milestones. While in treatment, support service providers within the community are engaged to ensure that the patient has the type of care needed at home during and after participation in the program.
- **Inpatient Treatments** - MSSL & MSW provides programs designed to accommodate the needs of each individual patient. On all inpatient psychiatric units, a therapeutic environment that promotes healing is provided. Active participation in the treatment process is encouraged.
- **Child and Adolescent Psychiatry Outpatient Clinics** - Child and Adolescent Psychiatry Outpatient Clinics evaluate and treat emotional disturbances in children from birth through age 17. Conditions treated include disruptive behavior, ADHD, mood (including depression and bipolar disorders), anxiety, post-traumatic stress, and psychotic disorders. Multidisciplinary teams include psychiatrists, psychologists, social workers,

and trainees. Services include individual therapy, group therapy, parent training and support, family therapy, and medication evaluation and management.

- **Outpatient Behavioral Health** - Through specialized programs and services, ambulatory care is provided to patients with a range of mental health conditions. Specific conditions treated include addiction and substance abuse; ADHD and learning disorders; child and adolescent behavioral health; depression, anxiety, and bipolar disorder; eating and weight disorders; geriatric psychiatry; neuropsychological testing and evaluation; OCD, Tic disorders, and Tourette's disorder; personality disorders; schizophrenia and psychotic disorders; women's mental health.

B. Access to Primary Health Care Services by Individuals with Limited Resources

The 2020 MSM & MSW CHNA found that New York City has a robust health provider network. However, access to this network can be limited to individuals with limited financial resources, including lack of health insurance and relatively high deductibles / co-pays.

Planned activities to increase access to primary health care for individuals with limited resources are described below. These activities are in addition to the MSM & MSW activities that impact multiple needs.

Health professions education. The health professions education activities of MSM & MSW respond to both the current and future community health needs for professional services. MSM & MSW actively participates in over 40 residency and fellowship programs. Residency and fellowship programs that are especially related to primary health care services are as follows:

- Anesthesiology Residency;
- Emergency Medicine Administration Fellowship;
- Emergency Medicine Global Health Fellowship;
- Emergency Medicine Global Health Residency - Mount Sinai Roosevelt;
- Emergency Medicine Residency;
- Emergency Medicine Simulation Fellowship;
- Emergency Medicine Ultrasound Fellowship;
- Emergency Ultrasound Fellowship;
- General Surgery Residency;
- Internal Medicine Residency at MSM;
- Internal Medicine Residency at MSW;
- Obstetrics and Gynecology Residency;
- Obstetrics and Gynecology Residency – Mount Sinai West; and
- PGY1 Pharmacy Residency Program

Primary Health Care Services. The hospital provides primary health care at its campuses, as well as physician practices throughout Manhattan. The hospital, together with The Mount Sinai Health System, is a leader in providing quality health care to its patients regardless of their ability to pay. Primary health care services cover a variety of areas, with specialties including:

- Emergency Medicine;
- Geriatrics;
- Infectious Diseases;
- Obstetrics and Gynecology;
- Pediatric Emergency Care;
- Pediatrics;
- Primary Care;
- Surgery; and
- Urology

C. Chronic Diseases and Contributing Lifestyle Factors

The 2020 MSM & MSW CHNA found that chronic diseases in the community include arthritis, asthma, cancers, cardiovascular disease, diabetes, hypertension, kidney disease, and pulmonary issues. Contributing lifestyle factors might also include poor nutrition, alcohol consumption, and physical inactivity.

Planned activities to help reduce the incidence of and manage current chronic disease, including increasing healthy life factors, are described below. These activities are in addition to the MSM & MSW activities that impact multiple needs.

Health professions education. The health professions education activities of MSM & MSW respond to both the current and future community health needs for chronic disease treatment and prevention. MSM & MSW actively participates in over 140 residency and fellowship programs. Residency and fellowship programs that are especially related to chronic disease services are as follows:

- Breast Surgery Fellowship;
- Cardiology Fellowship;
- Cardiology Fellowship;
- Colon and Rectal Surgery Fellowship;
- Diagnostic Radiology Residency at MSM;
- Diagnostic Radiology Residency at MSW;
- Emergency Ultrasound Fellowship;
- Endocrinology and Diabetes Fellowship;
- Gastroenterology Fellowship at MSM;
- Gastroenterology Fellowship at MSW;
- Internal Medicine Residency at MWM;
- Internal Medicine Residency at MSW;
- Interventional Cardiology;
- Interventional Cardiology Fellowship;
- Nephrology Fellowship;
- Nephrology Fellowship;
- Obstetric Anesthesiology Fellowship;
- Pain Medicine Fellowship;
- Pathology Residency;
- PGY1 Pharmacy Residency Program;
- Pulmonary Critical Care Medicine Fellowship at MSM; and
- Pulmonary Critical Care Medicine Fellowship at MSW.

Chronic Disease Services. The hospital provides specialty care at its campuses, as well as physician practices throughout Manhattan. The hospital, together with The Mount Sinai Health System, is a leader in providing quality health care to its patients regardless of their ability to pay. Specific specialty health care services include ones listed below.

- **Cancer care.** According to New York State Comprehensive Cancer Control Plan 2018-2023, each year, nearly 110,000 New Yorkers learn they have cancer, and around 35,000 succumb to the disease, making it the second leading cause of death in the state. The Mount Sinai Health System aims to increase breast cancer screening rates. Planned initiatives include the following:
 - Provide culturally targeted intervention workshops and education sessions in multiple languages including English, Spanish, Mandarin, Cantonese, and French;
 - Offer onsite mobile mammography screenings at work sites, in non-clinical settings, onsite translation and patient navigation support, and offer flexible hours to remove barriers for screening; and
 - Provide cancer support services to help patients manage their distress that may arise from physical symptoms, emotional issues, and spiritual concerns they may experience with cancer.

In addition to these interventions, the Mount Sinai Health System maintains a variety of programs related to cancer prevention, detection, and treatment, including the following:

- Dubin Breast Center of the Tisch Cancer Institute;
 - The Mobile Mammography Van;
 - Ruttenberg Treatment Center;
 - Cancer Support Services;
 - National Cancer Survivors Day;
 - Esperanza y Vida (Hope and Life) and the Witness Project of Harlem™; and
 - Women’s Cancer Program at the Blavatnik Center.
- **Cardiovascular Disease and Stroke.** The Mount Sinai Health System aims to increase the percentage of adults with chronic conditions (cardiovascular disease, diabetes, prediabetes and obesity) who have taken a course or class to learn how to manage their condition. Planned interventions by MSHS include the following:
 - Expand community-based outreach services on health education events related to heart health, stroke prevention and diabetes;
 - Offer blood pressure screening, cholesterol testing, result/ consultation; nutrition and diet counseling, and more at the annual Go Red for Women health fair sponsored system-wide by Mount Sinai Heart;
 - Expand access to evidence-based, self-management interventions for individuals with chronic disease (cardiovascular disease, diabetes, prediabetes, and obesity); and
 - Increase awareness of diabetes prevention, good nutrition, healthy eating, benefits of exercising, weight management, and controlling stress levels.

In addition to these interventions, the Mount Sinai Health System maintains a variety of programs related to cardiovascular disease and stroke prevention, detection, and treatment, including the following:

- The American Heart Association’s Go Red for Women’s Health campaign;
 - Mount Sinai Heart, providing cardiovascular medicine and advanced diagnostic and therapeutic technologies;
 - FAMILIA Project to promote cardiovascular health in Harlem and the Bronx;
 - Harlem Healthy Hearts Series;
 - Mount Sinai Stroke Centers, providing care for both the treatment and prevention of stroke and other cardiovascular disorders; and
 - National High Blood Pressure Education Month participation.
- **Arrhythmia diagnosis and treatment.** The Al-Sabah Arrhythmia Institute at MSM a state-of-the-art electrophysiology facility that offers the most advanced, sophisticated and compassionate arrhythmia care. A wide variety of heart rhythm disorders is treated including atrial fibrillation, bradycardia (slow heart rhythms), tachycardia (fast heart rhythms), long QT syndrome, Brugada syndrome, and cardiomyopathies. The Institute’s features include the following:
 - A clinical outpatient center, complete with waiting area and information resources;
 - Three electrophysiology laboratories for performing catheter-based procedures, device implantations, and diagnostic studies;
 - A research laboratory for conducting both clinical and basic research on arrhythmia mechanisms and treatments; and
 - An education center for training advanced fellows, practicing electrophysiologists, and other medical professionals.
- **Lung-Pulmonology services.** Internationally known pulmonologists have extensive experience with diagnosis, treatment, and long-term care for pulmonology patients. Programs include the following:
 - A smoking cessation program that incorporates medication and behavioral modification;
 - The Center for Alpha-1 Antitrypsin Deficiency treats people with this deficiency and associated emphysema; and
 - The Intensive Care Unit Simulation Lab supports several training labs that teach doctors how to better handle respiratory and other medical emergencies.
- **Neurology services.** The Department of Neurology is a highly-integrated, multidisciplinary department that provides the community with comprehensive diagnostics and leading-edge treatments for a range of conditions affecting the brain, spinal cord, peripheral nerves, and muscles. The Department has a particular focus in the area of pediatric neurology and developmental disabilities, as well as understanding the unique nature of many pediatric conditions and the impacts on a child’s developing system. The Department is also known for its expertise in neurophysiology and stroke, offering a state-of-the-art Stroke Center that has earned recognition as a “designated” stroke center by the New York State Department of Health.

- **Stroke treatment.** Mount Sinai Stroke Centers are dedicated to providing world-class care for both the treatment and prevention of stroke and other cardiovascular disorders. MSM & MSW sites are Department of Health Stroke Centers. The Centers feature 24/7 availability for emergency consultation and treatment, a specialized neurointensive care unit, a state-of-the-art stroke unit, access to some of the latest clinical trials, and telehealth care to facilitate stroke care throughout the health system.

Support groups

Caring experts lead support groups to provide a safe, supportive environment to help patients through their journeys. Support programs include Adult Female Survivors of Sexual Assault; Adult Survivors of Childhood Sexual Abuse; Co-Ed Auricular Acupuncture Group; Co-Ed Holistic Healing Group; Co-Ed Post Traumatic Stress Disorder (PTSD) Workshop; Crime Victims Treatment Center; Domestic Violence Support Group; Parent/Family Education; and Teen Trauma Group.

D. COVID-19 Pandemic and Effects

The 2020 MSM & MSW CHNA found that COVID-19 has become a health emergency for New York City, the nation, and the world since its emergence in 2019. The virus has wrought severe illness and death, and stressed New York City healthcare providers. Further, the pandemic has contributed to unmet basic needs from the resulting economic crises, chronic disease severity, increased mental health needs, and decreased access to health services.

Throughout the course of the COVID-19 outbreak in New York, the Mount Sinai Health System has been on the forefront of both treating and researching the disease. MSHS COVID-19 treatment innovations include the following:

- Developing an antibody test to identify individuals who have recovered from COVID-19, and using plasma from these individuals to help critically ill patients recover; and
- Applying research by colleagues at the Icahn School of Medicine at Mount Sinai to frontline physicians treat varied aspects of the disease—from thrombosis to the sudden inflammatory response known as a “cytokine storm.”

The Mount Sinai Health System remains committed to continuing its innovation surrounding COVID-19 prevention and treatment based on the most recent information.

Planned activities to help prevent and treat COVID-19, and future infectious disease incidences, are described below. These activities are in addition to the MSM & MSW activities that impact multiple needs.

COVID-19 Testing and Treatment. The hospital provides in-person testing at its urgent care clinics throughout New York City, as well as virtual appointments. Additionally, the hospital provides treatment for COVID-19 at its hospital facilities and urgent care facilities, as well as providing Mount Sinai Now Virtual Care for those seeking access to services related to COVID-19.

COVID-19 Vaccination. The hospital participates in vaccine distribution activities developed by the New York State Department of Health (DOH). Mount Sinai is committed to providing vaccinating to New York City residents efficiency, effectively, and quickly. To facilitate vaccine distribution, the hospital maintains a COVID-vaccine webpage that provides details to vaccine access, as information to combat vaccine disinformation.

Center for Post-COVID Care. Recovery from COVID-19 is posing a new set of challenges for patients and healthcare providers. The Center for Post-COVID Care at Mount Sinai has developed an interdisciplinary team to guide development of COVID-19 aftercare by applying emerging evidence.

COVID-19 Resources. In addition to testing, treatment, and post-COVID care, the hospital also provides a range of resources aimed at preventing and limiting the spread of COVID-19. These resources include COVID-19 resources translated into Spanish, Chinese, and Russian, as well as resources specifically for disabled residents and adolescents.

Health professions education. The health professions education activities of MSM & MSW respond to both the current and future community health needs for professional services. MSM & MSW actively participates in over 40 residency and fellowship programs. Residency and fellowship programs that are especially related COVID-19 prevention and treatment are as follows:

- Infectious Diseases Fellowship at MSM; and
- Infectious Diseases Fellowship at MSW.

Social Work Services. Social Workers are part of the treatment team in nearly every part of MSM & MSW. Social Workers collaborate within interdisciplinary teams to serve patients and the larger community to help address mental, emotional, family, and/or financial stressors. Assistance offered by MSM & MSW social workers includes the following:

- Education and counseling to help manage concerns about medical conditions;
- Support for emotional and psychological stress;
- Crisis intervention;
- Discharge planning;
- Education on and connection to community services;
- Information about health insurance and entitlements;
- Referrals for post-acute placement and care such as a skilled nursing facility, home care, hospice, acute rehabilitation, and substance abuse or mental health treatment;
- Orders for medical equipment;
- Information and support about end-of-life issues including grief, loss, and bereavement counseling;
- Interventions for domestic violence, child or elder abuse, or another violent crime; and
- Substance abuse assessment and referral.

Financial Assistance and Billing and Collections Policy. The Mount Sinai Hospital, together with the other MSHS hospitals, recognizes that many of the patients served may be unable to access quality health care services without financial assistance because of the economic impact of the pandemic.

A Financial Assistance and Billing and Collections Policy for MSHS hospitals enables each hospital to uphold its mission, while carefully taking into consideration the ability of the patient to pay. The Billing and Collections Policy is applied in a fair and consistent manner for Emergency Medical Care and other Medically Necessary Care rendered in the MSHS hospitals by providers who are directly employed by or contracted by Icahn School of Medicine at Mount Sinai. The Financial Assistance and Billing and Collections Policy, as well as the application for Financial Assistance is available online¹ in English, Spanish, Chinese, Haitian Creole, Polish, and Russian. A uniform Financial Assistance Policy across hospital facilities and providers and robust social services can help low-income patients manage treatment plans. A uniform Financial Assistance Policy across hospital facilities and providers and robust social services can help low-income patients manage treatment while remaining in their homes.

¹ <http://www.wehealny.org/services/financialassistance/index.html>

E. Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care

The 2020 MSM & MSW CHNA found that access to care may be limited for residents who do not feel welcomed by providers. Insufficient cultural competence and language limitations can serve as barriers. For some residents, barriers may be influenced by real or perceived differences in services based on race, ethnicity, socioeconomic background, sexual orientation, and/or other characteristics.

Planned activities to help reduce barriers to care are described below. These activities are in addition to the MSM & MSW activities that impact multiple needs.

Social Work Services. Social Workers are part of the treatment team in nearly every part of MSM & MSW. Social Workers collaborate within interdisciplinary teams to serve patients and the larger community to help address mental, emotional, family, and/or financial stressors. Assistance offered by MSM & MSW social workers includes the following:

- Education and counseling to help manage concerns about medical conditions;
- Support for emotional and psychological stress;
- Crisis intervention;
- Discharge planning;
- Education on and connection to community services;
- Information about health insurance and entitlements;
- Referrals for post-acute placement and care such as a skilled nursing facility, home care, hospice, acute rehabilitation, and substance abuse or mental health treatment;
- Orders for medical equipment;
- Information and support about end-of-life issues including grief, loss, and bereavement counseling;
- Interventions for domestic violence, child or elder abuse, or another violent crime; and
- Substance abuse assessment and referral.

Language & Communication Access Services. MSM & MSW Language & Communication Access Services provide over the phone and in-person interpreter services, 24 hours a day, at no cost to patients. Included in translation services are sign language interpreters and telecommunication devices for the deaf (TDD). Phone interpretation services are available in over 200 languages, and video remote interpretation services are available in 35 languages. The New York State Patients' Bill of Rights is available in Braille as well as in English and Spanish on closed-circuit television.

MSHS Task Force to Address Racism. The Mount Sinai Health System is committed to addressing racism and its effects on faculty, staff, students, trainees, patients, visitors, and communities served. To this end, the system launched The Mount Sinai Health System Task Force to Address Racism. The goal is for Mount Sinai to become an anti-racist health care and learning institution that intentionally addresses structural racism.

Patient Representatives. At MSM & MSW, patient representatives are available to assist patients and family members with any questions, complaints, or concerns regarding health care

or services. Patient representatives are also available to provide information regarding patients' rights as well as hospital policies and procedures.

LGBT Services. The Mount Sinai Health System is dedicated to meeting the special health care needs of the lesbian, gay, bisexual, and transgender (LGBT) community. The hospital provides a wide range of health, referral, and educational services that promote LGBT health equity and access to care. These services includes advocacy for LGBT health equity, access to comprehensive transgender health services, information and referrals, outreach and patient health education, primary care, specialty care, hospital care, and professional education and training.

F. Substance Abuse

The 2020 MSM & MSW CHNA found that substance abuse in the community includes alcohol and multiple illegal substances. Alcohol abuse is evidenced by binge drinking in local bars, and opioid abuse disproportionately impacts homeless individuals.

Planned activities to help manage and reduce substance abuse are described below. These activities are in addition to the MSM & MSW activities that impact multiple needs.

Health professions education. The health professions education activities of MSM & MSW respond to both the current and future community health needs for substance abuse treatment. MSM & MSW actively participates in over 40 residency and fellowship programs. Residency and fellowship programs that are especially related to substance abuse services are as follows:

- Addiction Psychiatry Fellowship;
- Consultation-Liaison Psychiatry Fellowship at MSM;
- Consultation-Liaison Psychiatry Fellowship at MSW; and
- Psychiatry Residency.

Substance Abuse Services. Substance abuse services are available at the hospital campuses, outpatient facilities, and physician practices throughout the community. As part of the Mount Sinai Health System, integrated resources such as electronic health records facilitate the referral of patients to needed services provided by other Mount Sinai hospital and health professionals. Specific substance abuse services available include ones listed below.

- **Inpatient addiction services.** The Addiction Institute at Mount Sinai provides inpatient treatment and is often the beginning of the recovery process for many patients. Inpatient treatment is designed to help an individual develop the basic skills that they will need to achieve a successful recovery from addiction. Specific substance abuse services include the following:
 - Biopsychosocial assessment, including:
 - Addiction Severity Index (ASI);
 - American Society of Addiction Medicine Placement Criteria (APC);
 - Brief Symptom Inventory (BSI);
 - Family evaluation;
 - Psychiatric evaluation;
 - Development of initial treatment plan;
 - Feedback session with patients and/or family;
 - Insurance analysis and pre-certification;
 - Telephone and/or written report to referral source;
 - Diagnostic lab tests and urine toxicology;
 - History and physical examination; and
 - Triage and monitoring for withdrawal, medical, and psychiatric problems
 - Detoxification services; and
 - Inpatient rehabilitation services.

- **Outpatient treatment services.** Outpatient programs are provided as not all individuals require the intensity of inpatient services. Specific outpatient services include Comprehensive Addiction Treatment Program (CATP), Crystal Clear Project (Methamphetamine), First Step (FTP), College Outreach Prevention Education (C.O.P.E.), Family Program, Addiction Medicine Service, and Buprenorphine.

Medication-Assisted Treatment Programs. Medication Assisted Treatment Programs begin with medical treatment in the form of methadone or buprenorphine. These medical interventions are combined with group counseling, one-on-one therapy, and case management.

The Addiction Institute of Mount Sinai (AIMS) offers addiction services throughout New York City in centers associated with Mount Sinai Morningside, Mount Sinai West, Mount Sinai Beth Israel, and The Mount Sinai Hospital. AIMS provides comprehensive and personalized care, and treat people with addictions related to alcohol, substances, and behaviors such as compulsive eating or gambling.

Adolescent and Young Adult Programs. MSM & MSW provide a variety of outpatient clinical services for children and adolescents facing addiction.

Specific programs include the Comprehensive Adolescent Rehabilitation and Education Service (CARES), ; Adolescent Alternative Day Program (AADP) ; Child and Family Institute; Children’s Community Mental Health Services; Children’s Single Point of Access; Comprehensive Addiction Program for Adolescents (CAPA) ; Comprehensive Adolescent Rehabilitation and Education Service (CARES); Family and Teen Recovery Services (FuTuReS); and School-Based Health Clinics (SBHCs).

II. Anticipated impact of these actions and a plan to evaluate that impact

The anticipated impact of activities is improved mental and physical health of community residents.

Reviews of individual activities are ongoing and an inclusion of an evaluation is anticipated in the next CHNA. Metrics used to assess activities include quantitative measures, such as the number of services provided, as well as qualitative considerations, such as continued interest in the programs by community members and medical professionals. While it is hoped that the intended impact will improve community health, identifying valid outcomes-based impact measures is difficult for multiple reasons, including lags in data collection, analysis, and reporting of community health indicators by independent measures of changes. Adding to the difficulty in measuring outcomes-based impact includes the size of the community population, changes in the population through in-migration and out-migration, and changes in the overall environment. Furthermore, assessing the causal impact of any correlation between this activity and outcome measures may not be possible.

Each health professions education activity is also evaluated individually. Evaluation criteria include interest from prospective students, participation by individual practicing professionals, and assessments by accrediting agencies.

III. Planned collaborations between the hospital and other organizations

Activities are provided through partnerships and collaborative contributions from numerous community entities and members. Collaborating partners include the following:

- Mount Sinai's Icahn School of Medicine;
- Individual practicing professionals; and
- Local religious leaders.

Health professions education involves numerous entities including educational institutions (such as schools, colleges, and universities), accrediting organizations (such as the Liaison Committee on Medical Education, the Accreditation Council for Graduate Medical Education, the Council on Podiatric Medical Education, the Accreditation Council for Pharmacy Education, and the Accreditation Commission For Education in Nursing), and individual practicing professionals.

IV. Planned commitments of resources

Planned commitments of resources include direct support for many activities, such as Health Professions Education, Community Health Improvement Activities, and Subsidized Health Services. Planned commitments of resources also include indirect and in-kind support, such as financial shortfalls for providing services to Medicaid enrollees and use of facilities by individuals attending support groups.

5. Significant Health Needs that Will Not Be Addressed (Directly)

MSM & MSW is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a wide range of community benefits. However, no entity can address all of the health needs present in its community.

Reasons for not addressing a need include ones identified by the Internal Revenue Service (IRS):

- Resource constraints,
- Relative lack of expertise or competencies to effectively address the need,
- A relatively low priority assigned to the need,
- A lack of identified effective interventions to address the need, and/or
- Initiatives provided other facilities or organizations in the community.

The hospital evaluated the significant needs identified in the CHNA based on the IRS criteria. Based on these criteria, the hospital identified significant needs that it will not address with direct interventions, although planned interventions in the 2021-2023 time period may have indirect impact. These significant needs, discussed below, are as follows:

- A. Aging Population
- B. Environmental Determinants of Health
- C. Homelessness
- D. Navigating a Changing Health Care Provider Environment
- E. Poverty, Financial Hardship, and Basic Needs Insecurity
- F. Safe and Affordable Housing

A. Aging Population

The 2020 MSM & MSW CHNA found that the population is aging and “aging in place.” This growth will increase needed support for healthcare, housing, transportation, and nutrition assistance. MSM & MSW, together with the Mount Sinai Health System, has expertise and resources related to medical services. However, a lack of core competencies in housing, transportation, and nutrition assistance, combined with finite resources, restrict planned interventions in the 2021-2023 time period. Furthermore, numerous other resources in the community are responding to this issue, including the New York City Department for the Aging and initiatives funded by the New York City Council.

Planned activities for healthcare directly and indirectly related to an aging population are described below. These activities are in addition to the MSM & MSW activities that impact multiple needs.

Health professions education. The health professions education activities of MSM & MSW respond to both the current and future community health needs for chronic disease treatment and prevention. MSM & MSW actively participates in over 40 residency and fellowship programs. Residency and fellowship programs that are especially related to aging issues are as follows:

- Internal Medicine Residency at MSM; and
- Internal Medicine Residency at MSW.

Social Work Services. Social Workers are part of the treatment team in nearly every part of MSM & MSW. Social Workers collaborate within interdisciplinary teams to serve patients and the larger community to help address mental, emotional, family, and/or financial stressors. Assistance offered by MSM & MSW social workers includes the following:

- Education and counseling to help manage concerns about medical conditions;
- Support for emotional and psychological stress;
- Crisis intervention;
- Discharge planning;
- Education on and connection to community services;
- Information about health insurance and entitlements;
- Referrals for post-acute placement and care such as a skilled nursing facility, home care, hospice, acute rehabilitation, and substance abuse or mental health treatment;
- Orders for medical equipment;
- Information and support about end-of-life issues including grief, loss, and bereavement counseling;
- Interventions for domestic violence, child or elder abuse, or another violent crime; and
- Substance abuse assessment and referral.

B. Environmental Determinants of Health

The 2020 MSM & MSW CHNA found that residents of local neighborhoods experience considerable traffic, pollution, crime, and noise. Transportation is difficult for individuals with limited mobility. MSM & MSW, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in traffic, pollution, crime, and noise, combined with finite resources, restrict planned interventions in the 2021-2023 time period. Furthermore, numerous other resources in the community are responding to this issue including the New York City Department of Environmental Protection and the New York City Department of Transportation.

Planned activities indirectly related to environmental determinants of health are described below. These activities are in addition to the MSM & MSW activities that impact multiple needs.

Referrals to Health Care Services

The hospital refers patients to various providers of health care services. As part of the Mount Sinai Health System, the continuum of care can be enhanced with referrals to effective services provided by other Mount Sinai hospital facilities and Mount Sinai health professionals. For example, pediatric patients in need of specialized clinical consultation can be referred to the T32 Pediatric Environmental Health Research Fellowship at Mount Sinai Hospital.

C. Homelessness

The 2020 MSM & MSW CHNA found that homelessness is increasing in the community, and that homelessness is complex and intertwines other issues including affordable housing, access to mental health care, substance abuse, and poverty. The impact of COVID-19 has contributed to recent increases. MSM & MSW, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in short-term shelter and long-term housing, combined with finite resources, restrict planned interventions in the 2021-2023 time period. Furthermore, numerous other resources in the community are responding to this issue including the New York City Department of Homeless Services.

Planned activities indirectly related to homelessness are described below. These activities are in addition to the MSM & MSW activities that impact multiple needs.

Financial Assistance and Billing and Collections Policy. The Mount Sinai Hospital, together with the other MSHS hospitals, recognizes that many of the patients served may be unable to access quality health care services without financial assistance because of the economic impact of the pandemic.

A Financial Assistance and Billing and Collections Policy for MSHS hospitals enables each hospital to uphold its mission, while carefully taking into consideration the ability of the patient to pay. The Billing and Collections Policy is applied in a fair and consistent manner for Emergency Medical Care and other Medically Necessary Care rendered in the MSHS hospitals by providers who are directly employed by or contracted by Icahn School of Medicine at Mount Sinai. The Financial Assistance and Billing and Collections Policy, as well as the application for

Financial Assistance is available online² in English, Spanish, Chinese, Haitian Creole, Polish, and Russian. A uniform Financial Assistance Policy across hospital facilities and providers and robust social services can help low-income patients manage treatment plans. A uniform Financial Assistance Policy across hospital facilities and providers and robust social services can help low-income patients manage treatment while remaining in their homes.

D. Navigating a Changing Health Care Provider Environment

The 2020 MSM & MSW CHNA found that many changes in the health care provider environment are leading to anxiety by residents. Additional changes, such as the emergence of Urgent Care Clinics, are leading to uncertainty among residents in how to access healthcare services. MSM & MSW, together with the Mount Sinai Health System, has expertise and resources related to medical services but insurance coverage and financial resources are predominant factors related to access to evolving healthcare provider options. The resulting lack of proven interventions, combined with finite resources, restrict planned interventions in the 2021-2023 time period. Furthermore, other resources in the community have greater abilities to assist in navigation, notably insurance providers.

Planned activities indirectly related to navigation are described below. These activities are in addition to the MSM & MSW activities that impact multiple needs.

Social Work Services. Social Workers are part of the treatment team in nearly every part of MSM & MSW. Social Workers collaborate within interdisciplinary teams to serve patients and the larger community to help address mental, emotional, family, and/or financial stressors. Assistance offered by MSM & MSW social workers includes the following:

- Education and counseling to help manage concerns about medical conditions;
- Support for emotional and psychological stress;
- Crisis intervention;
- Discharge planning;
- Education on and connection to community services;
- Information about health insurance and entitlements;
- Referrals for post-acute placement and care such as a skilled nursing facility, home care, hospice, acute rehabilitation, and substance abuse or mental health treatment;
- Orders for medical equipment;
- Information and support about end-of-life issues including grief, loss, and bereavement counseling;
- Interventions for domestic violence, child or elder abuse, or another violent crime; and
- Substance abuse assessment and referral.

² <http://www.wehealny.org/services/financialassistance/index.html>

Mount Sinai Access. MSM & MSW participates in Mount Sinai Access, a 24/7 concierge service available to assist physicians, patients, and family members connect with Mount Sinai specialists. Mount Sinai Access is staffed by nurses who work closely with physicians to arrange an outpatient appointment or peer to peer consultation as quickly as possible. Services are targeted to patients and families, as well as physicians to help coordinate patient care.

As part of the Mount Sinai Health System, integrated resources help MSM & MSW refer patients to effective primary and specialized care services provided by other hospital facilities and Mount Sinai health professionals. Supporting services can assist patients access needed care both within the Mount Sinai Health System and with other community organizations.

E. Poverty, Financial Hardship, and Basic Needs Insecurity

The 2020 MSM & MSW CHNA found that lower-income residents can experience considerable difficulty in accessing basic needs, including healthy food and safe, affordable housing. Primary care access can be limited due to the relatively high cost of deductible and/or co-pays. Unmet mental health needs may be an issue due to daily stress. MSM & MSW, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in economic development, combined with finite resources, restrict planned interventions in the 2021-2023 time period. Furthermore, numerous other resources in the community are responding to this issue including the New York City Human Resources Administration/Department of Social Services.

Planned activities indirectly related to Poverty, Financial Hardship, and Basic Needs Insecurity are described below. These activities are in addition to the MSM & MSW activities that impact multiple needs.

Financial Assistance and Billing and Collections Policy. The Mount Sinai Hospital, together with the other MSHS hospitals, recognizes that many of the patients served may be unable to access quality health care services without financial assistance because of the economic impact of the pandemic.

A Financial Assistance and Billing and Collections Policy for MSHS hospitals enables each hospital to uphold its mission, while carefully taking into consideration the ability of the patient to pay. The Billing and Collections Policy is applied in a fair and consistent manner for Emergency Medical Care and other Medically Necessary Care rendered in the MSHS hospitals by providers who are directly employed by or contracted by Icahn School of Medicine at Mount Sinai. The Financial Assistance and Billing and Collections Policy, as well as the application for Financial Assistance is available online³ in English, Spanish, Chinese, Haitian Creole, Polish, and Russian. A uniform Financial Assistance Policy across hospital facilities and providers and robust social services can help low-income patients manage treatment plans. A uniform Financial Assistance Policy across hospital facilities and providers and robust social services can help low-income patients manage treatment while remaining in their homes.

³ <http://www.wehealny.org/services/financialassistance/index.html>

F. Safe and Affordable Housing

The 2020 MSM & MSW CHNA found that inadequate housing contributes to poor health outcomes. Demand for housing in the community is increasing rents and new housing units will be market rates, unaffordable to some residents. MSM & MSW, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in residential housing, combined with finite resources, restrict planned interventions in the 2021-2023 time period. Furthermore, numerous other resources in the community are responding to this issue including the New York City Department of Housing Preservation and Development and the New York City Housing Authority.

Planned activities indirectly related to Safe and Affordable Housing are described below. These activities are in addition to the MSM & MSW activities that impact multiple needs.

Referrals to Community Resources. MSM & MSW refers patients to various community resources. As part of the Mount Sinai Health System, integrated resources help MSM & MSW respond to patients in need. For example, robust social services can direct patients to community organizations that assist with housing needs, such as the Disability Rent Increase Exemption Program, the Senior Citizen Rent Increase Exemption Program, and others.

6. Implementation Strategy Adoption

The Board of Directors for Mount Sinai Morningside & Mount Sinai West reviewed and adopted this plan on May 15, 2021.