

Mount Sinai Morningside & Mount Sinai West CHNA Implementation Strategy

Adopted by the Mount Sinai Morningside & Mount Sinai West
Governing Board on May 15, 2024

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 <https://www.mountsinai.org/locations/morningside/about/community> and <https://www.mountsinai.org/locations/west/about>.

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 MSM & MSW Will Not Address Directly
6. Implementation Strategy Adoption

1. About Mount Sinai Morningside & Mount Sinai West

Mount Sinai Morningside & Mount Sinai West hospital 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 514-bed teaching facility founded in the 1864. To enhance clarity throughout this document, the acronyms below are used.

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, and core values of the Mount Sinai Health System, which are below.

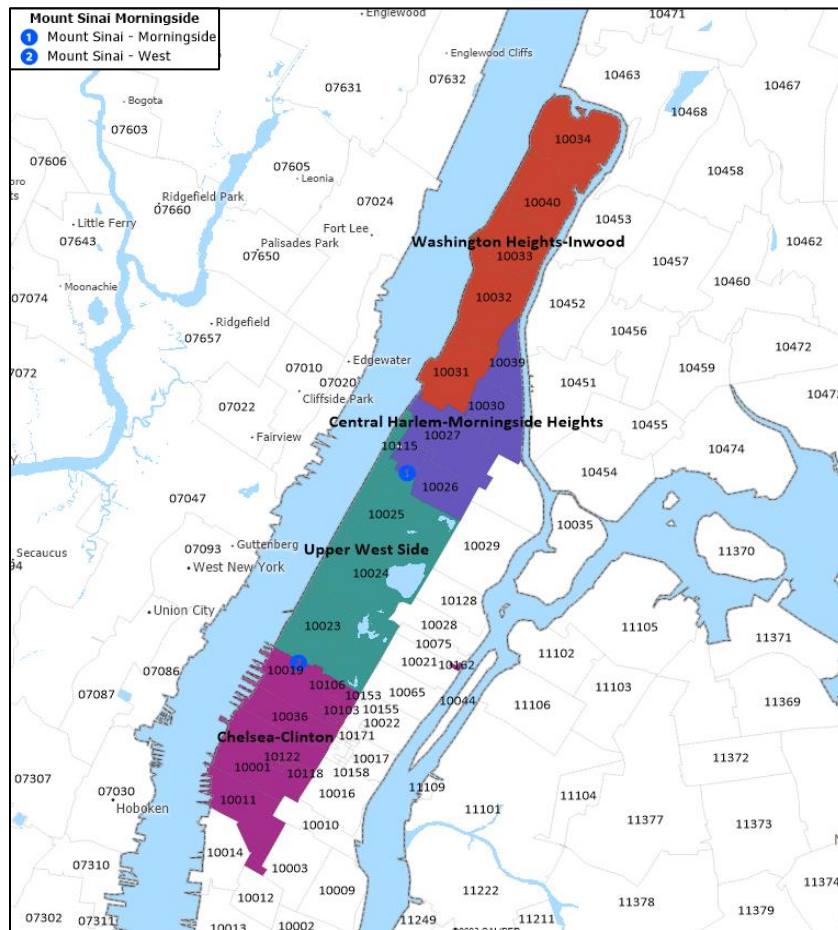
- **Mission.** The mission of the Mount Sinai Health System is to provide compassionate patient care with seamless coordination and to advance medicine through unrivaled education, research, and outreach in the many diverse communities we serve.
- **Vision.** The Mount Sinai Health System’s vision is 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.
- **Core Values.** *Safety:* We protect our patients and our colleagues from harm. *Equity:* We create a diverse and inclusive environment for our patients, students, and colleagues, free from bias, racism, and favoritism, to foster optimal care and just opportunities based on one's individual needs and abilities. *Agility:* We are flexible and quick to adapt to changes. *Creativity:* We identify and develop forward-thinking approaches to challenge conventions, solve problems, and push the boundaries of medicine. *Empathy:* We demonstrate a deep understanding of our colleagues, our patients, and their loved ones through inclusion, compassion, respect, and caring. *Teamwork:* We are better together by including the diverse perspectives of each team member to achieve outcomes far superior to those any individual could achieve alone.

Additional information about MSM & MSW and services is 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 2022, 55 percent of MSM & MSW's New York City inpatient discharges, and 71 percent of MSM & MSW's Emergency Room visits originated from this area.



Sources: Caliper Maptitude (2023) and the Mount Sinai Health System.

In 2021, the community was estimated to have a population of 849,486 persons.

3. Summary of Prioritized Significant Community Health Needs

The 2023 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 eleven health needs as significant in the community, as listed below in alphabetical order.

Significant Community Health Needs Identified in the 2023 CHNA

- Access to Mental Health Care and Poor Mental Health Status
- Access to Primary Health Care Services by Individuals with Limited Resources
- Aging Population
- Chronic Diseases and Contributing Lifestyle Factors
- 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 Use Disorder

4. Implementation Strategy to Address Significant Health Needs

The MSM & MSW hospital 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 2023 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 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 2024-2026 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;
- Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care; and
- Substance Use Disorder.

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

- I. Actions the MSM & MSW hospital 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 the MSM & MSW hospital 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. The MSM & MSW hospital actively participates in over 30 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. MSM & MSW social workers help patients apply for Medicaid coverage. In 2021, the payments for services provided to Medicaid patients were approximately 55 percent of the cost to provide these services.

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

- Innovative outreach activities to reduce disparities in Type-2 diabetes among African-American/Black and Hispanic (or Latino) residents;
- Participation in events, conferences, lectures, street festivals, and cultural festivals;
- Health screenings, including blood pressure, cholesterol, blood glucose, and prostate cancer screenings, at churches, beauty salons, and community centers in Harlem, as well as medically necessary referrals;
- Research, provider education, and resident engagement related to obesity, including childhood obesity, at The New York Obesity Research Center (TNYORC); and
- Collaborations with numerous community-based organizations to ensure that the hospitals are addressing the community's health needs.

Subsidized Health Services. The MSM & MSW hospital provides numerous inpatient and outpatient service lines that operate at a deficit. The 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 MSM & 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, patients have access to a full range of clinical care specialties and treatments, as well as facilitated clinical and academic relationships through the Mount Sinai Health Network. The quality of comprehensive care is enhanced through technological tools, including provider-to-provider communication with Mount Sinai Connect and online patient gateways with the MyMountSinai® mobile phone application and MyChart desktop portal.

Spiritual Care & Education. The Spiritual Care & Education Department of MSM & MSW offers the support of highly trained chaplains for patients, their families, and caregivers during the unique challenges, uncertainties, and crises of hospitalizations. The Department's multi-faith staff is always ready to meet emotional and faith-related needs with sensitive, respectful, and inclusive responses.

Other activities of MSM & MSW impact needs that the hospital selected to focus its efforts during the 2024-2026 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. Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care; and
- E. Substance Use Disorder.

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

The 2023 MSM & MSW CHNA found that mental health status is poor for many residents because of lingering trauma from the COVID-19 pandemic, day-to-day pressures, substance use, 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. The MSM & MSW hospital actively participates in over 30 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;
- 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 the ones discussed below.

- **Department of Psychiatry and Behavioral Health.** The goal of the Department of Psychiatry and Behavioral Health at MSW is to meet the mental health needs of the community, especially those facing social and economic challenges, in a safe and healing environment. Care for a wide range of conditions is available, including the following:
 - Developmental and identity issues;
 - Eating disorders/obesity;
 - Life transitions;
 - Mood and anxiety disorders;
 - Personality disorders;
 - Post-traumatic stress disorder;
 - Psychiatric complications of medical issues; and
 - Substance use (alcohol and drugs) and behavioral addictions.
- **Psychiatry Emergency Department** - Psychiatric emergency care is provided 24 hours a day, allowing for immediate evaluations and stabilization of patients who are experiencing a psychiatric crisis. Children who are having a mental health emergency can be evaluated by the Psychiatry Emergency Department for adolescents at Mt. Sinai Morningside and West.

- **Outpatient Mental Health Services.** The mission of Outpatient Mental Health Services is to provide comprehensive, high-quality services that empower individuals to change their lives. Both medication and psychotherapy are offered, and therapy is available one-on-one and in group settings. A variety of techniques are utilized, including psychodynamic, cognitive behavioral, dialectical behavioral, motivational, and supportive therapy. Treatment is available to adults, couples, families, groups, adolescents, and children.
- Through specialized programs and services, ambulatory care is provided to patients with a range of mental health conditions. Outpatient mental health services offer medication and psychotherapy. Therapy is available one-on-one and in group settings. Therapists practice a variety of techniques, including psychodynamic, cognitive behavioral, dialectical behavioral, motivational, and supportive therapy. Outpatient services treat adults, couples, families, groups, adolescents, and children.
- **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 Services** – MSM & 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 Inpatient Unit** – The unit is located at Mount Sinai Morningside and is separate from the hospital’s adult psychiatric unit. The hospital works with families to develop treatment plans for adolescents, which may include individual psychotherapy, behavior management, family counseling, school intervention, and medication.
- **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.
- **Addiction Institute at Mount Sinai** - The Addiction Institute at Mount Sinai Morningside and Mount Sinai West is a nationally respected comprehensive alcohol and drug dependency treatment service. The breadth of services includes an evaluation service, inpatient and outpatient detoxification, residential rehabilitation, and extensive clinical services.

- **Crisis Services** – The Intensive Crisis Residence is a short-term, often one-to-two-week, alternative to psychiatric hospitalization. Patients are cared for by peer counselors, social workers, nurses, and doctors, in a home-like environment. This program can also be a safe alternative to returning home after inpatient psychiatric hospitalization to offer patients the opportunity to safely adjust to being in the community. The Mount Sinai-Behavioral Health Center’s Mobile Crisis Team serves people in the community who are in need or need an urgent mental health evaluation. This crisis service serves the downtown Manhattan area and responds within two hours of the referral.

- **Center for Intensive Treatment of Personality Disorders.** The MSW Center for Intensive Treatment of Personality Disorders (CITPD) offers specialized, intensive, time-limited, outpatient treatment for all personality disorders and personality-related problems and symptoms. Treatment is available to help individuals who may have trouble in one or more of the following domains: Interpersonal relationships and behavior issues; dysregulation of affect and mood; and dysregulation of cognition. CITPD’s integrated, intensive treatment draws extensively from the following evidence-based therapeutic approaches:
 - Psychodynamic therapy;
 - Dialectical Behavior Therapy (DBT);
 - Mentalization-Based therapy;
 - Cognitive therapy;
 - Psychopharmacological treatment;
 - Mindfulness and meditation training.

- **Mount Sinai-Harlem Health Center.** The Mount Sinai-Harlem Health Center is a multispecialty health care facility offering a wide range of services and inclusive, equitable, and high-quality care including primary care, mental health care, and specialty care. This Center is the new home of the Institute of Advanced Medicine (IAM), which is dedicated to underserved communities and patients who have specialized needs. Outpatient mental health services are provided by the Mount Sinai Health System Department of Psychiatry, and include services for children, adolescents, and adults for a wide range of mental health conditions. There are also specialized intensive outpatient programs for adults. Specialty services include Ophthalmology, Podiatry, Orthopedics, Cardiology, and Gastroenterology.

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

The 2023 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. The MSM & MSW hospital actively participates in over 30 residency and fellowship programs. Residency and fellowship programs that are especially related to primary health care services are as follows:

- Anesthesiology Residency;
- Emergency Medicine Simulation Residency - Mount Sinai West;
- Emergency Medicine Administration Fellowship;
- Emergency Medicine Global Health Fellowship;
- Emergency Medicine Residency;
- Emergency Medicine Simulation Fellowship;
- Emergency Medicine Ultrasound Fellowship;
- Internal Medicine Residency;
- Maternal-Fetal Medicine Fellowship – Mount Sinai West;
- Obstetric Anesthesiology Fellowship;
- Obstetrics and Gynecology Residency; 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:

- Annual physical and preventative care exams;
 - Management of chronic health conditions;
 - Treatment of acute illnesses and symptoms;
 - Preoperative evaluations;
 - Pretravel vaccination and counseling; and
 - Referrals for specialty care.
-
- **Mount Sinai-Harlem Health Center.** The Mount Sinai-Harlem Health Center is a multispecialty health care facility offering a wide range of services and inclusive, equitable, and high-quality care including primary care, mental health care, and specialty care. This Center is the new home of the Institute of Advanced Medicine (IAM), which

is dedicated to underserved communities and patients who have specialized needs. Outpatient mental health services are provided by the Mount Sinai Health System Department of Psychiatry, and include services for children, adolescents, and adults for a wide range of mental health conditions. There are also specialized intensive outpatient programs for adults. Specialty services include Ophthalmology, Podiatry, Orthopedics, Cardiology, and Gastroenterology.

C. Chronic Diseases and Contributing Lifestyle Factors

The 2023 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. The MSM & MSW hospital actively participates in over 30 residency and fellowship programs. Residency and fellowship programs that are especially related to chronic disease services are as follows:

- Anesthesiology Residency;
- Breast Surgery Fellowship;
- Cardiology Fellowship;
- Colon and Rectal Surgery Fellowship;
- Diagnostic Radiology Residency;
- Endocrinology and Diabetes Fellowship;
- Gastroenterology Fellowship;
- Infectious Diseases Fellowship;
- Internal Medicine Residency;
- Interventional Cardiology;
- Interventional Cardiology Fellowship;
- Nephrology Fellowship;
- Oral and Maxillofacial Surgery (OMFS) Residency Program;
- Pain Medicine Fellowship;
- Pulmonary Critical Care Medicine Fellowship; and
- Regional Anesthesiology Fellowship.

Chronic Disease Services. The hospital provides specialty care at its campuses, as well as physician practices within the community. 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. Clinical service areas related to chronic diseases and contributing lifestyle factors include the following:

- Breast surgery;
- Cancer;
- Dermatology;
- Digestive diseases- gastroenterology;
- Ear, nose and throat;
- Heart - cardiology;
- Heart - cardiovascular surgery;
- Hematology-oncology infusion center;
- Infusion suite;
- Lung and pulmonology;
- Neurology;
- Neurosurgery;
- Ophthalmology;
- Orthopedics and sports medicine;
- Palliative care;
- Physical and rehabilitation medicine;
- Radiation oncology;
- Radiology; and
- Urology.

Support Groups. Groups provided in a supportive, confidential environment to help patients connect with others who are coping with a similar situation. Support groups include adult female-identifying survivors of sexual assault group, adult female-identified survivors of domestic violence group, adult female-identified survivors of childhood sexual abuse group, and adult male-identified survivors of childhood sexual abuse group.

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

The 2023 MSM & MSW CHNA found that social and cultural factors may contribute to access challenges. Some residents may hesitate or find it difficult to engage with healthcare providers who do not speak their native language or are not culturally sensitive with care. Social factors may be especially evident in residents with low health literacy, language barriers, and individuals with substance use disorders. Such issues are exacerbated by a lack of diversity among healthcare providers.

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 at MSM & MSW. At MSM & MSW, social workers are part of the interdisciplinary treatment team both during and after treatment. Professional social workers help patients and family members understand and cope with medical, psychological, and/or social issues related to illness and treatment. The range of services includes counseling, education, crisis intervention, advocacy, and discharge planning. Additional support available includes information about health insurance and entitlements, referrals for post-acute placement and care, assistance with orders for medical equipment, support about end-of-life issues, and interventions for individuals who have experienced violence.

Language & Communication Access Services. The hospital, as part of The Mount Sinai Health System, provides interpretation and translation services to patients and/or family members who prefer to communicate in a language other than English. Included are in-person interpretation services through staff or agency interpreters, over-the-phone interpretation services in more than 200 languages; video remote interpretation services available in 35 languages, ASL or other Sign Language, and tactile interpreters for Deaf-blind individuals. Assistive devices are also available to persons with disabilities to help them communicate with providers and staff during their visit. Written translation includes multilingual forms, patient education material, and Bill of Rights signage. All services are provided free of charge.

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 The Mount Sinai Health System to become an anti-racist health care and learning institution that intentionally addresses structural racism. A key component to success is the involvement of the entire community. As a member of The Mount Sinai Health System, the hospital participates in the work of the Task Force.

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.

LGB/TGNB Health. The Mount Sinai Health System is committed to meeting the special health care needs of the lesbian, gay, bisexual, transgender, and gender non-binary (LGB/TGNB) community with respect and compassion. A wide range of health, referral, and educational services that promote LGB/TGNB health equity and access to care is provided. Mount Sinai has been consistently acknowledged as an LGBTQ Healthcare Equality Index Leader by the Human Rights Campaign Foundation for its efforts in caring for LGB/TGNB patients and recognizing the contributions of its LGB/TGNB employees. As a member of The Mount Sinai Health System, the hospital is committed to ensuring that LGB/TGNB patients can access quality healthcare in a welcoming, supportive, affirming, and safe environment.

Community Partnerships. Community health outreach experts at the hospital consult with leaders, elders, and activists on community boards, churches, schools, and senior centers to learn more about what the community wants and needs. Lectures, workshops, and screenings are offered throughout the community. Programs include the following topical areas:

- Alcohol and substance use;
- Asthma;
- Cancer;
- Diabetes;
- Domestic violence;
- Heart disease;
- High blood pressure;
- HIV/AIDS;
- Sexual health;
- Smoking cessation; and
- Stroke.

E. Substance Use Disorder

The 2023 MSM & MSW CHNA found that substance use disorder has proliferated within the community due to a myriad of factors, including unmet mental health issues and widespread availability of substances, including alcohol.

Planned activities to help manage and reduce substance use disorder 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 treatment related to substance use disorder. The MSM & MSW hospital actively participates in over 30 residency and fellowship programs. Residency and fellowship programs that are especially related to substance use disorder are as follows:

- Addiction Psychiatry Fellowship;
- Consultation-Liaison Psychiatry Fellowship;
- Internal Medicine Residency; and
- Psychiatry Residency.

Substance Use Disorder Services. Substance use disorder 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 hospitals and health professionals. Substance abuse services available includes the one listed below.

- **Department of Psychiatry and Behavioral Health.** The goal of the Department of Psychiatry and Behavioral Health at MSW is to meet the mental health needs of the community, especially those facing social and economic challenges, in a safe and healing environment. Care for a wide range of conditions is available substance abuse (alcohol and drugs) and behavioral addictions.
- **The Addiction Institute.** The Addiction Institute of Mount Sinai (AIMS) provides comprehensive and personalized care to treat people with addictions to alcohol, substances, and behaviors such as compulsive eating or gambling. Services are offered throughout New York City. The wide range of treatments provided relies on research into emerging therapies. Treatment plans are personalized to meet the individual needs of patients and family members. Specific services include inpatient treatments, medication assisted treatment programs, outpatient treatments, and adolescent and young adult programs.

The Mount Sinai Health System established AIMS to encompass clinical, research, and educational goals to understand the science of addiction disorders, identify groundbreaking new treatments, provide outstanding clinical care for people living with addiction disorders, and to educate and train current and future generations of health care providers on addiction disorders. Mount Sinai Hospital is proud to offer REACH

(Respectful and Equitable Access to Comprehensive Healthcare Program) in Primary Care services in Internal Medicine Associates (IMA). REACH provides a patient-centered, harm reduction approach to primary care for persons who use alcohol and other drugs, and for individuals living with hepatitis C virus (HCV) infection. REACH provides comprehensive primary care services, including office-based buprenorphine treatment, stigma-free risk reduction counseling, HCV treatment, overdose response training, integrated psychiatric treatment, and psychosocial assessment and support including support groups. The REACH model of care uses patient navigators to coordinate services and guide patients through the complex health care system, thereby removing barriers to accessing quality care and treatment. REACH also conducts community HCV education and testing.

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 Beth Israel Hospital & Mount Sinai Brooklyn, New York Eye & Ear Hospital, and The Mount Sinai Hospital & Mount Sinai Queens;
- 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)

The MSM & MSW hospital 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 2024-2026 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 2023 MSM & MSW CHNA found that the number of older adults in the community is growing rapidly and that this growth will increase needed support for healthcare, housing, transportation, and nutrition assistance. The MSM & MSW hospital, 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 2024-2026 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. The MSM & MSW hospital actively participates in over 30 residency and fellowship programs, including the following one especially related to aging issues:

- Internal Medicine Residency.

Social Work Services at MSM & MSW. At MSM & MSW, social workers are part of the interdisciplinary treatment team both during and after treatment. Professional social workers help patients and family members understand and cope with medical, psychological, and/or social issues related to illness and treatment. The range of services includes counseling, education, crisis intervention, advocacy, and discharge planning. Additional support available includes information about health insurance and entitlements, referrals for post-acute placement and care, assistance with orders for medical equipment, support about end-of-life issues, and interventions for individuals who have experienced violence.

B. Environmental Determinants of Health

The 2023 MSM & MSW CHNA found that residents of local neighborhoods experience considerable traffic, pollution, crime, and noise and that 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 2024-2026 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.

Health professions education. The health professions education activities of MSM & MSW respond to both the current and future community health needs. The MSM & MSW hospital actively participates in over 30 residency and fellowship programs. Residency and fellowship programs that are especially related to environmental health services are as follows:

- Infectious Diseases Fellowship; and
- Pulmonary Critical Care Medicine Fellowship.

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 2023 MSM & MSW CHNA found that homelessness is problematic within the community, access to stable housing is a critical challenge to the most vulnerable community members and that homelessness is complex and intertwines with other issues including affordable housing, access to mental health care, substance abuse, and poverty. The MSM & MSW hospital, 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 2024-2026 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. MSM & MSW, 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.

The Financial Assistance and Billing and Collections Policy ensures that the hospital and other MSHS hospitals can continue to uphold their mission of providing quality health care to the community, while carefully taking into consideration the ability of the patient to pay, as applied in a fair and consistent manner. 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, Russian, and Polish.

A uniform Financial Assistance Policy across hospital facilities and providers can help low-income patients manage treatment plans while remaining in their homes.

¹ <https://www.mountsinai.org/about/financial-assistance>

D. Navigating a Changing Health Care Provider Environment

The 2023 MSM & MSW CHNA found that navigating the healthcare system, already challenging for residents with limited access to technology and limited English literacy, is increasingly difficult due to changes in the healthcare and social support environment. The 2023 CHNA also found that a lack of understanding of how to access health care is an issue for many community members, including migrants and refugees, generations of families without a regular provider, and adult children caring for aging parents. MSM & MSW hospitals, together with the Mount Sinai Health System, have 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 2024-2026 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 at the MSM & MSW Hospital. At MSM & MSW, social workers are part of the interdisciplinary treatment team both during and after treatment. Professional social workers help patients and family members understand and cope with medical, psychological, and/or social issues related to illness and treatment. The range of services includes counseling, education, crisis intervention, advocacy, and discharge planning. Additional support available includes information about health insurance and entitlements, referrals for post-acute placement and care, assistance with orders for medical equipment, support about end-of-life issues, and interventions for individuals who have experienced violence.

Language & Communication Access Services. The hospital, as part of The Mount Sinai Health System, provides interpretation and translation services to patients and/or family members who prefer to communicate in a language other than English. Included are in-person interpretation services through staff or agency interpreters, over-the-phone interpretation services in more than 200 languages, video remote interpretation services available in 35 languages, ASL or other Sign Language, and tactile interpreters for Deaf-blind individuals. Assistive devices are also available to persons with disabilities to help them communicate with providers and staff during their visit. Written translation includes multilingual forms, patient education material, and Bill of Rights signage. All services are provided free of charge.

Mount Sinai Access. The MSM & MSW hospital participates in Mount Sinai Access, a 24/7 concierge service available to assist physicians, patients, and family members connect with highly trained specialists. Mount Sinai Access is a team of compassionate nurses who listen to patient concerns and work closely with physicians to arrange an outpatient appointment or peer to peer consultation. Services are targeted to patients and families, as well as physicians to help coordinate patient care.

E. Poverty, Financial Hardship, and Basic Needs Insecurity

The 2023 MSM & MSW CHNA found that lower-income residents can experience considerable difficulty in accessing basic needs, including healthy food and safe, affordable housing. The CHNA also found that primary care access can be limited due to the relatively high cost of deductible / co-pays and that unmet mental health needs may be an issue due to daily stress. The MSM & MSW hospital, 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 2024-2026 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. MSM & MSW, 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.

The Financial Assistance and Billing and Collections Policy ensures that the hospital and other MSHS hospitals can continue to uphold their mission of providing quality health care to the community, while carefully taking into consideration the ability of the patient to pay, as applied in a fair and consistent manner. 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, Russian, and Polish.

A uniform Financial Assistance Policy across hospital facilities and providers can help low-income patients manage treatment plans.

Social Work Services at the MSM & MSW Hospital. At MSM & MSW, social workers are part of the interdisciplinary treatment team both during and after treatment. Professional social workers help patients and family members understand and cope with medical, psychological, and/or social issues related to illness and treatment. The range of services includes counseling, education, crisis intervention, advocacy, and discharge planning. Additional support available includes information about health insurance and entitlements, referrals for post-acute placement and care, assistance with orders for medical equipment, support about end-of-life issues, and interventions for individuals who have experienced violence.

² <https://www.mountsinai.org/about/financial-assistance>

F. Safe and Affordable Housing

The 2023 MSM & MSW CHNA found that inadequate housing contributes to poor health outcomes and that demand for housing in the community is contributing to increases in rent prices. The MSM & MSW hospital, 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 2024-2026 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. The MSM & MSW hospital 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 Home Energy Assistance Program (HEAP), the Senior Citizen Rent Increase Exemption Program

6. Implementation Strategy Adoption

The Board of Directors for Mount Sinai Morningside & Mount Sinai West reviewed and adopted this plan on May 15, 2024.