

Mount Sinai Beth Israel Transformation Update

Public Forum
October 16, 2019



Welcome to the Public Forum!

Here's a Meeting Overview:

- I. How We Got Here
- II. Mount Sinai's Plans to Meet the Community's Evolving Needs
- III. The New Hospital & The Downtown Transformation
- IV. The Mount Sinai Comprehensive Behavioral Health Center
- V. Where We Are & Timeline
- VI. Questions



How We Got Here



Trends in Healthcare

Due to technology enhancements, improved processes and other changes in medicine, patients today require far fewer and shorter stays in the hospitals.

With the continued shift to ambulatory care (care outside the hospital setting), there are too many inpatient beds, particularly in Manhattan:

- Manhattan: 6 beds per 1,000*
- NYC: 3.0 beds per 1,000*
- NYS: 3.2 beds per 1,000*
- US: 2.8 beds per 1,000*

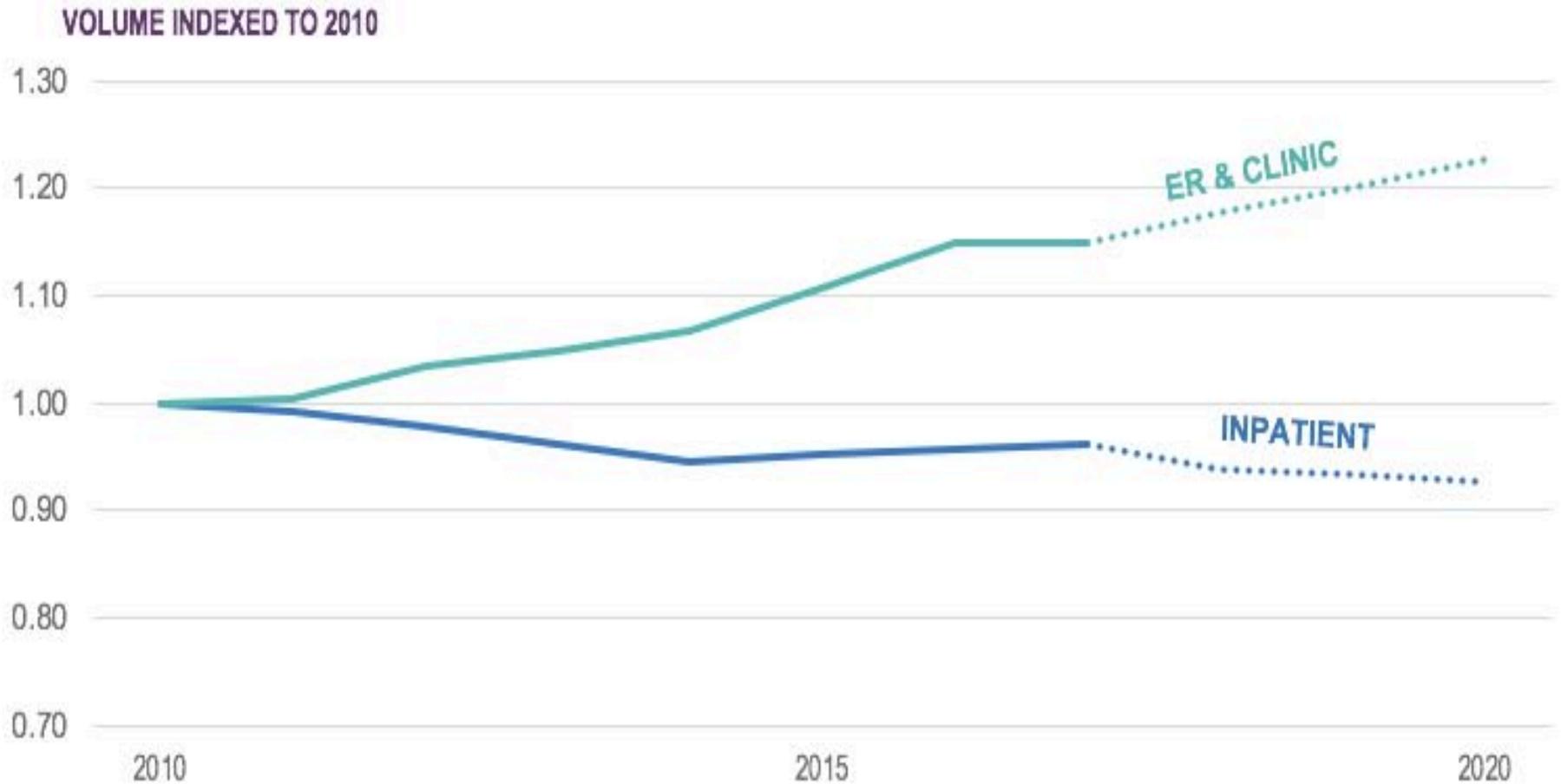
Despite the closure of St. Vincent's Hospital and Cabrini Medical Center, the total average daily inpatient census of Bellevue, NYU Langone, NYP Lower Manhattan, Mount Sinai Beth Israel and New York Eye and Ear Infirmary of Mount Sinai continues to decline.**

**Source: American Hospital Association 2017 Survey of Hospitals, Census American Community Survey 2018*

*** Source: Downtown Manhattan Hospitals include Bellevue, NYU Langone, NYP Lower Manhattan, MSBI and NYEE. Internal analysis of SPARCS data.*

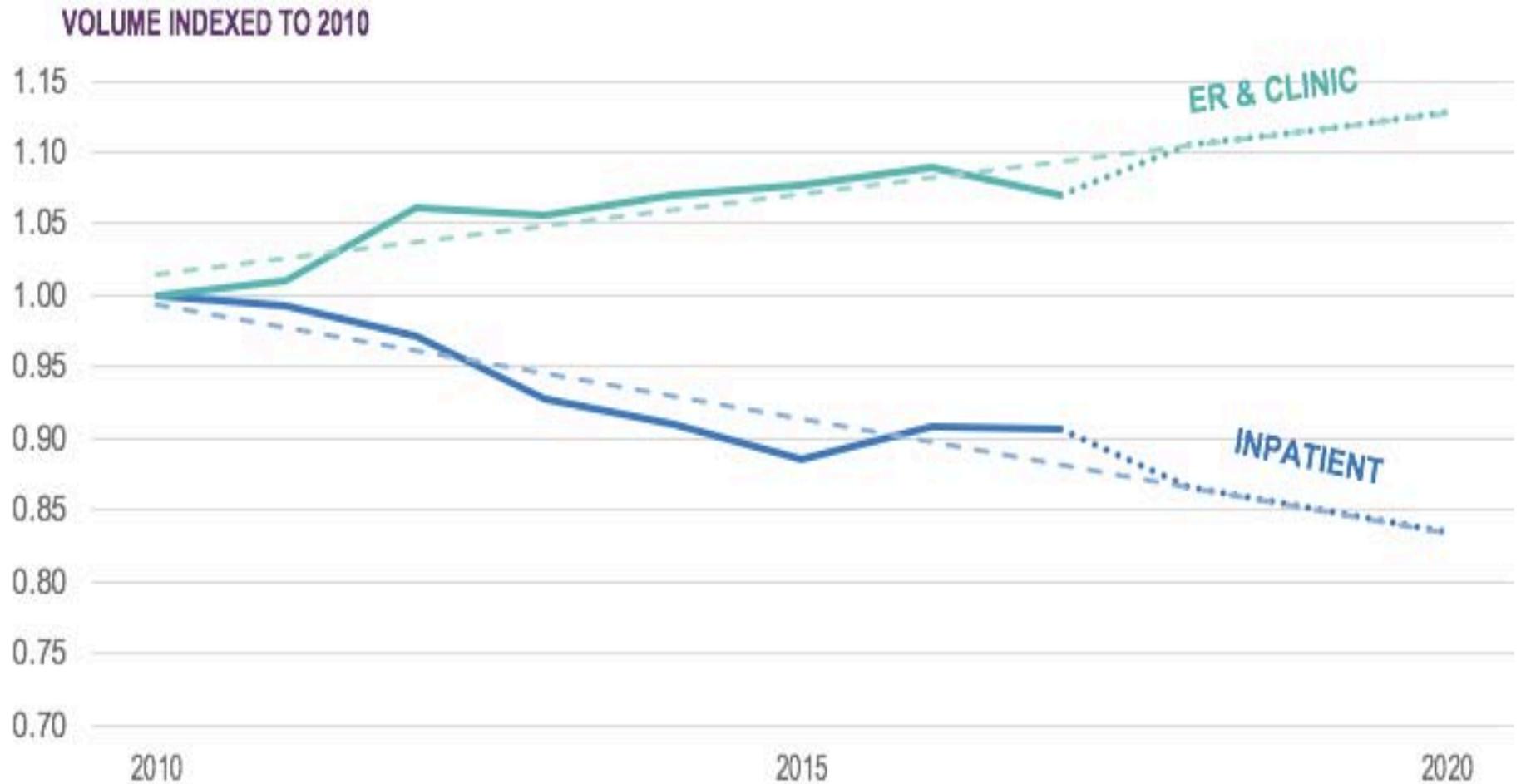


US: Shift from Inpatient to Outpatient



Source: American Hospital Association 2017 Survey of Hospitals

New York State: Shift from Inpatient to Outpatient



Source: American Hospital Association 2017 Survey of Hospitals

The Reality at Mount Sinai Beth Israel

- An aging and outmoded infrastructure
- Despite a net increase in physicians, we still have a rapidly decreasing inpatient census – approximately 10% reduction annually since 2012
- Approximately 75% of the hospital's medical-surgical licensed beds are currently unoccupied
- For highly specialized care, there's a direct correlation between volume and quality
- Sustained operating losses of \$100 million every year for the past 6 years – over \$600 million total

Without being a part of the larger system, Mount Sinai Beth Israel would have closed years ago due the extreme financial losses and underutilized services.



Mount Sinai's Plans to Meet the Community's Evolving Needs



The Way Forward: Our Transformation

- Unlike other hospitals that have shut their doors, we are keeping the current Mount Sinai Beth Israel open until the opening of our *new* state-of-the-art Mount Sinai Beth Israel hospital two blocks away in 2023.
- **Mount Sinai is investing \$1 billion downtown.** In addition to the new Mount Sinai Beth Israel, we are providing a number of new services, including behavioral health, geriatric medicine, urgent care, and more to expand access and improve quality for the community.
- **Our goal is to keep people healthy, reduce inpatient hospitalizations, and bring services closer to where patients live and work.**



Our Commitment to Our Employees

- Mount Sinai is one of the largest private employers in the City, hiring approximately 2,000 people each year.
- In partnership with 1199SEIU, we committed that any union employee displaced because of the transformation will be offered other union opportunities at equal pay and benefits, and we are fulfilling that promise.
- So far, nearly 900 employees have accepted new positions within the Mount Sinai Healthcare System.



Our Commitment to the Community

Since we announced our plans for the new Mount Sinai Beth Israel hospital in 2016, we have worked with the local leaders and community to answer questions and solicit feedback. In that time we have:

- Held over 60 meetings with elected officials and community leaders
- Hosted two previous public forums, with more planned
- Participated in regular working group meetings with elected officials and community advocates

Community input is vital to the success of the Downtown Transformation



The **New** Hospital & the Downtown Transformation



The **New** Mount Sinai Beth Israel

✓ **Full Service Emergency Department**

- The new ED will be able to treat **all** of the same emergencies that Mount Sinai Beth Israel treats today, including heart attacks and strokes
- Pediatric ED and Observation Unit

✓ **All Private Inpatient Beds**

- The hospital will have 70 inpatient beds – including ICU beds

✓ **Additional Services**

- OR platform and Pre-Operative and Post Anesthesia Care Unit
- Stroke and Cardiac intervention capability
- Imaging services, MRI, CT scans, and X-ray technologies

The current Mount Sinai Beth Israel hospital and emergency department will remain fully open and accessible until the opening of the new hospital.



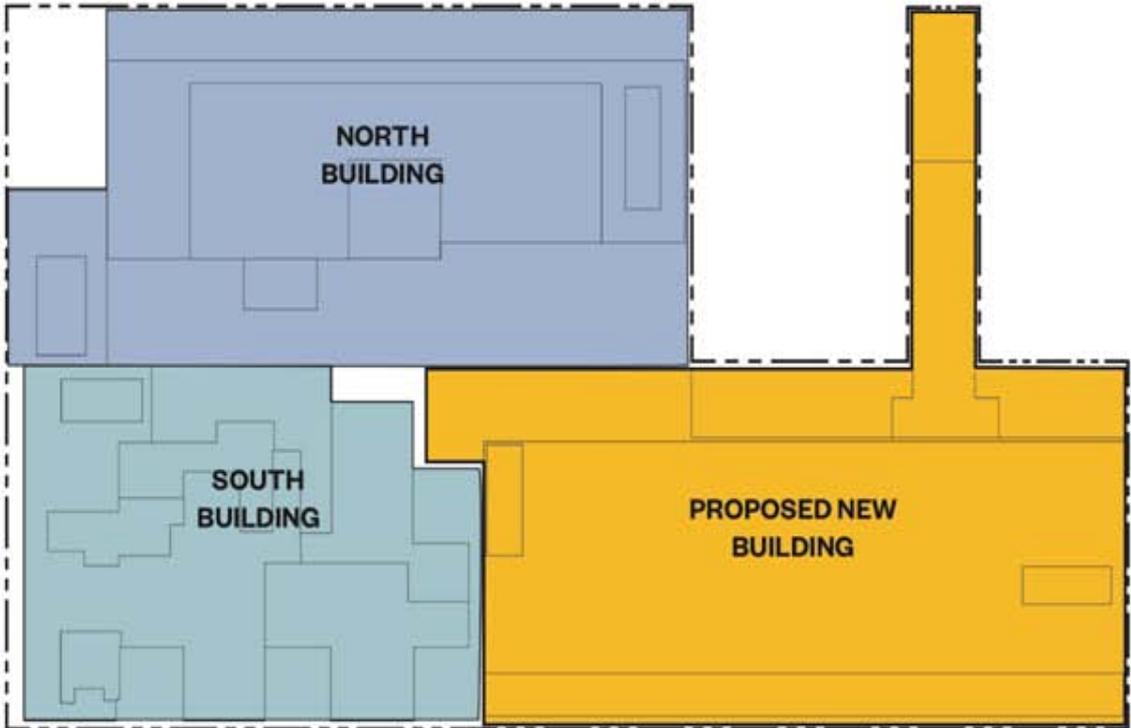
Mount Sinai Beth Israel Site Plan

EAST 14TH ST



MSBI / NYEE
ENTRY

ED
ENTRY



**NORTH
BUILDING**

**SOUTH
BUILDING**

**PROPOSED NEW
BUILDING**

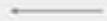
2ND AVE



NYEE SOUTH
ENTRY

EAST FACE DRIVE LANE

EAST 13TH ST



Mount Sinai Downtown's Fully Integrated System

The new hospital will be the anchor of an integrated network of outpatient facilities stretching river-to-river below 34th Street, with **20 downtown centers and more than 500 physicians across 30 medical and surgical specialties.**

- The Martha Stewart Center for Living at Union Square
- Urgent Care at Mount Sinai Union Square
- The Mount Sinai National Jewish Health Respiratory Institute
- Mount Sinai Heart
- Mount Sinai Thyroid Center
- The Blavatnik Family – Chelsea Medical Center at Mount Sinai
- Mount Sinai Doctors Stuyvesant Town



THE NEW MOUNT SINAI DOWNTOWN NETWORK

MOUNT SINAI DOWNTOWN LOCATIONS:

- 1 The New Mount Sinai Beth Israel Hospital and New ED**
14th Street and Second Avenue
 - 2 New York Eye and Ear Infirmary of Mount Sinai**
310 East 14th Street
 - 3 Mount Sinai Union Square**
10 Union Square East
 - 4 The Blavatnik Family Chelsea Medical Center at Mount Sinai**
325 West 15th Street
 - 5 The Mount Sinai Comprehensive Behavioral Health Center**
45 Rivington Street
- Mount Sinai Doctors, clinics, and other facilities



The **New** Mount Sinai Comprehensive Behavioral Health Center



Mount Sinai Comprehensive Behavioral Health Center

- Mount Sinai is making the **largest private investment in behavioral health in New York State's history** to create a new, comprehensive, and community-oriented behavioral health center.
- The Center will be a groundbreaking new model of care by combining the existing services at Bernstein with other new services to create a one-stop location for psychiatric, addiction, physical health, and social service needs.



Meeting Community Needs with a More Comprehensive Approach

SERVICES AT NEW CENTER

- ✓ Intensive Crisis and Respite Beds
- ✓ Partial Hospitalization Program
- ✓ Intensive Outpatient Program
- ✓ Mobile and In-Home Services
- ✓ BH Care Engagement Teams
- ✓ Primary Care

- ✓ Inpatient Psychiatric Beds
- ✓ Extended Observation Beds
- ✓ Inpatient Detox
- ✓ Inpatient Rehab
- ✓ Outpatient Mental Health Clinic
- ✓ Outpatient Addictions Clinic and Rehab
- ✓ Ambulatory Detoxification
- ✓ Assertive Community Treatment

CURRENT SERVICES

- None
- None
- None
- None
- None
- None

- ✓ Inpatient Psychiatric Beds
- ✓ Extended Observation Beds
- ✓ Inpatient Detox
- ✓ Inpatient Rehab
- ✓ Outpatient Mental Health Clinic
- ✓ Outpatient Addictions Clinic and Rehab
- ✓ Ambulatory Detoxification
- ✓ Assertive Community Treatment

There will be no methadone maintenance treatment program

The **New** Mount Sinai Beth Israel - Renderings



The New Hospital - Entrance on 14th Street



Northeast View from Second Avenue



Mount Sinai Beth Israel Emergency Room Entrance on 14th Street



Corridor View



Private Patient Rooms with Latest Technology



Mount Sinai Comprehensive Behavioral Health Center



Where We Are & Timeline



Where We Are

- Demolition for the planned site of the new Mount Sinai Beth Israel hospital is complete.
- Mount Sinai has submitted its applications to New York City and State for the new hospital and the new behavioral health center.
- Pending approvals, we anticipate breaking ground on both projects in early 2020, opening the new behavioral health center in 2022 and the new hospital in 2023.
- Mount Sinai Beth Israel and the Emergency Department remain open and accessible to the community until the new hospital opens.



Questions?

