The Transformation of Mount Sinai Beth Israel
Mount Sinai Health System: Who We Are

- Integrated Health System of 7 hospitals with more than 200 community locations
- Anchored by a premier medical school
- More than 150,000 inpatient admissions and more than 3 million outpatient visits
- More than 2,000 residents – the largest teaching program in the country
- 38,000 employees and 7,000 physicians
- National leader in complex care
- Provide significant Medicaid, Medicare and care for patients eligible for financial assistance

4+ million patient visits

Largest Teaching Program in the U.S.
The Reality at Mount Sinai Beth Israel

- An aging and outmoded infrastructure

- Although we have more physicians at Mount Sinai Beth Israel than we did in 2012, there is still a rapidly decreasing inpatient census – dropping roughly 10% annually since 2012

- On average, approximately 50% of the hospital’s licensed beds are occupied

- MSBI has sustained losses of $250 Million over the past 3 years; if it were a stand-alone hospital, it would have already run out of cash

- To provide the much-needed renovations, it would require a $1.3 billion investment. Meanwhile, the hospital would continue to sustain annual losses
Trends in Healthcare

- Hospital use is declining nationally & in NY as patients get care in non-hospital settings
- 19 hospitals in NYC have closed since 2000; many others are financially strapped
- State & federal governments are prioritizing funding for coordinated care and treating patients in non-hospital settings

NYC’s Disappearing Neighborhood Hospitals:
Since 2000, nineteen hospitals have closed across New York City.

The Nation, 8/9/2013

“New public policy and marketplace incentives are encouraging health systems to promote prevention and keep patients with chronic diseases out of the hospital. The shift to outpatient care, underway for decades, is accelerating.”

Modern HealthCare, 2/21/15
Nationwide Shift From Inpatient to Outpatient

Source: American Hospital Association
Prepared by Greater New York Hospital Association
There are too many inpatient beds in Manhattan

- With the continued shift to ambulatory and home care, there are too many inpatient beds in Manhattan.
  - Manhattan: 6 beds per 1000 people
  - 5 boroughs & Westchester: 3 per 1000 people

![Bar chart showing bed counts per 1000 people by location: US 2.9, NYS 3.3, NYC 3.1, Bronx 3.6, Brooklyn 2.6, Manhattan 6.1, Queens 1.4, Staten Island 2.9.](chart.png)
Rate of empty beds continues to increase

- The rate of overall empty beds in NYC has **increased** in the past several years, despite hospital closures.

![Graph showing the percent of empty beds in New York City]

- The closure of St. Vincent’s has not resulted in the increased use of inpatient beds in downtown hospitals. Since the 2010 closure, the average daily inpatient census of Bellevue, NYU Langone NYP Lower Manhattan, MSBI and NYEE has declined.

The Way Forward: Our Transformation

- Unlike other hospitals that have shut their doors, we are transforming MSBI and changing the way we deliver care in order to improve access, increase quality and preserve jobs.

- **Beth Israel is not closing.** Beth Israel is open and will continue to welcome patients for services throughout this transformation, which is expected to take about four years. Some services will be relocated within the Mount Sinai Downtown network, except for some complex cases and delivery of babies, which will be cared for in another hospital in the Mount Sinai Health System.
Over $500 million Investment to Create the New Mount Sinai Downtown network

- Three major sites with enhanced ambulatory procedural capabilities
- More than 35 operating and procedure rooms
- More than 16 physician practice locations with over 600 physicians
- Over 220 beds throughout the Downtown network
- Enhanced behavioral health services at Beth Israel’s Bernstein Building
- New York Eye and Ear Infirmary of Mount Sinai’s world-class services will be preserved and many will be enhanced
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 Downtown Behavioral Health Institute
   10 Nathan D Perlman Place

4. Mount Sinai Downtown Union Square
   10 Union Square East

5. Mount Sinai Downtown Chelsea Center
   325 West 15th Street

- Mount Sinai Doctors, clinics, and other facilities
Commitment to Our Patients: Convenient Healthcare Close to Home & Work

- Seeing your doctor just blocks from your front door
- Lab tests done during your lunch hour
- Care from the same doctors you know and trust
- Convenient, urgent and immediate walk-in care
- Mount Sinai is 100% committed to serving all of their patients regardless their financial situation
Commitment To Our Employees

- The transformation will take place over the next several years

- Mount Sinai is the largest private employer in the City and, on average, hires approximately 2,000 people each year

- We are committed to retraining and placing as many of our employees within our system as possible and we will assist the few who cannot be placed with finding alternate employment

- All union employees will be offered other union opportunities at equal pay

- So far, more than 150 employees have accepted a new opportunity at the same or higher salaries within the Mount Sinai Health System
Central to Our Network: a new Mount Sinai Beth Israel Hospital with a new Emergency Department

- **A new inpatient hospital** at 14th St. & 2nd Ave. - two blocks from Beth Israel, with operating and procedure rooms, lab services and imaging equipment.
  - The new Mount Sinai Downtown network will include 220 beds: approximately 70 beds at the new hospital and 150 behavioral health beds currently at the Beth Israel campus, which will remain open

- **A new full-service emergency department & pediatric ED:**
  - Will be able to handle all of the same emergencies that the current ED handles, including: broken bones, asthma attacks, appendicitis, heart attacks, pneumonia, stroke and all other emergencies
  - Beth Israel’s current ED will remain open until the new ED is constructed

*The number of beds may be increased in the event that the community’s healthcare needs require additional capacity*
Location of New Hospital

Red dotted lines indicate the area for potential expansion in the event that the community's healthcare needs require additional inpatient capacity.
Transformation of Beds from MSBI to Downtown Network

MSBI is licensed for 799 beds; on average 450 in use each day: 150 behavioral health beds and 300 other beds at 16th Street campus

The future Mount Sinai Downtown will have 220 beds: 150 existing behavioral health beds at 16th Street campus, plus 70 beds at the new 14th Street hospital

The reduction of beds from 450 to 220 is estimated to be due to the following:

- 60 beds no longer needed due to an decrease in unnecessary admissions and advances in technology that are bringing inpatient procedures to ambulatory settings
- 100 beds for patients who will be treated at one of Mount Sinai Hospitals uptown for complex care or deliveries
- 40 beds no longer needed because of new Hospital at Home program
- 30 beds for obstetrics, pediatrics and family medicine patients at hospital(s) in Brooklyn for patients living in Brooklyn (50% of our deliveries are Brooklyn residents)
Mount Sinai Downtown Beth Israel Hospital Timeline

We have retained renowned architectural firm Perkins Eastman, which will oversee design work and construction. Pending approvals, here is the expected schedule for completion of the new hospital:

- **2016**: Demolition at the new site
- **2017**: Construction begins
- **2018**: Completion of new hospital

Completion of new hospital
Mount Sinai Downtown: Beth Israel Hospital
View from 14th Street
Mount Sinai Downtown: New York Eye and Ear
View from Second Avenue
Work Has Begun at Mount Sinai Downtown Union Square (formerly PACC)

We are expanding and upgrading Mount Sinai Downtown Union Square. In addition to the existing service, it will become a more specialized care facility with a new Urgent Care Center. At 275,000 square feet, Mount Sinai Downtown Union Square will be New York’s largest freestanding care center.

- New comprehensive Urgent Care Center
  - Pediatric care
  - Weekend and evening hours
  - Opens in mid-2017

- Renovations
  - State-of-the-art procedure rooms
  - Upgraded technology for electronic health records systems
  - Lobby renovation with enhanced patient access

- New, specialized services at Union Square
  - Endoscopy
  - Disease management programs
  - Respiratory Institute
  - expanded and enhanced ambulatory procedural capabilities
Mount Sinai Downtown Union Square New Lobby
Mount Sinai Downtown Chelsea Center (formerly Mount Sinai Cancer Center West)

At Mount Sinai Downtown Chelsea, we will be opening a Women’s Cancer Center facility with integrated breast cancer and gynecology oncology services, upgraded technology and expanded mammography services.
Continued and Enhanced Access To Specialized Services
Enhanced Care for Specialized Services

To better enhance care, Mount Sinai will be upgrading some local facilities and moving some specialty services to Centers of Excellence within the Mount Sinai Network which specialize in this type of care. This includes:

- **Cardiac Surgery** – The MSBI cardiac surgery program will be transitioning to Mount Sinai St. Luke’s. MSBI will continue to treat patients at our 24-hour cardiac catheterization lab on our MSBI Petrie campus, and will continue, now and at the new hospital, to operate an emergency heart attack and stroke program at MSBI.

- **West 17th Street Physician Practice** - Major upgrades are underway at our outpatient physician practice on West 17th Street, where patients can access comprehensive, integrated primary and behavioral health care.
Enhanced Care for Specialized Services (continued)

- **Inpatient Rehabilitation Unit** – Earlier this year, we announced the relocation of the Inpatient Rehabilitation Unit in the Department of Physical Medicine and Rehabilitation from MSBI closer to other Mount Sinai Centers of Excellence to provide better access to state-of-the-art services.

- **Additional Specialized Services** - To better enhance care we will be transitioning joint replacement services to Mount Sinai West in 2017, and relocating inpatient head and neck surgery, neurosurgery, colorectal, pancreatic and surgical oncology to another Mount Sinai facility in 2017 or 2018. Physician offices and ambulatory surgical procedures will remain at MSBI downtown campus.

Information about transfers and relocations of services can be found on our new website [www.MountSinai.org/Downtown](http://www.MountSinai.org/Downtown).
New Comprehensive Behavioral Health Institute

- Mount Sinai Beth Israel plans to create a unique **Comprehensive Behavioral Health Institute** to serve patients, families, and the community of the Downtown Manhattan area.

- The flagship building of the Institute will be the **Bernstein Pavilion on 16th Street**, which will offer a continuum of integrated inpatient, emergency, intensive outpatient, and ambulatory services, including primary care services:
  - Psychiatric and addictions services (150 beds; existing)
  - Psychiatric emergency room services at 14th Street hospital
  - Extended observation beds (existing)
  - Partial hospital program—mental health and addictions (new)
  - Ambulatory detox services (expansion)
  - Integrated outpatient mental health, addictions and primary care services with centralized intake and walk-in services (expansion)
Innovative Hospital at Home Program

- Provides patients with an option to receive care at home for certain conditions that would otherwise require a hospital admission

- A Mobile Acute Care Team including physicians, nurses, social workers, care coaches, therapists and aides provide home-based, essential acute care services

- Mount Sinai is a national leader in this model of care with better outcomes and higher patient satisfaction than traditional inpatient care
Women’s Healthcare Services

- Mount Sinai Beth Israel physicians will continue to provide obstetrics and gynecology services in our physician practices
- We will offer women’s cancer services, diagnostic services, and same day surgery
- For our expectant mothers, when it comes time to deliver, we have delivery suites and operating rooms available at Mount Sinai West and Mount Sinai Hospital (with expanded capacity)
- Roughly half of women delivering babies at Mount Sinai Beth Israel are Brooklyn residents. We are exploring hospital partnerships to open a new Mount Sinai Obstetrics Center in Brooklyn
Pediatrics Downtown

- The vast majority of pediatric cases today are handled on an outpatient basis.

- The new Emergency Department will be able to address acute pediatric problems, such as asthma and broken bones.

- Much of our pediatric care would be provided in the new hospital, but those requiring more advanced care will be connected to Kravis Children’s Hospital at Mount Sinai, which is growing to accommodate increased volume.

- General and specialty pediatrics at Mount Sinai Downtown Union Square (formerly Phillips Ambulatory Care Center) will include pediatric cardiology, neurology and oncology.

- NICU services will be provided at Mount Sinai West and NICU & PICU services will be provided at the Kravis Children’s Hospital at Mount Sinai.
Convenient Access to over 600 Doctors at 16 Physician Practice Locations Throughout Downtown

- More than 16 physician practice locations
- Over 600 physicians, serving one million visits a year
- Specialty practices include:

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Mount Sinai Beth Israel Real Estate

- **Currently for sale**: Gilman Hall and associated brownstones*

- **Future sales**: once the new hospital is built, over the next several years, all of the MSBI property (except for the Bernstein Building) will be sold

- **100% of net proceeds from the sales will be invested back into the Mount Sinai Downtown campus to enhance services and further our mission**

- Mount Sinai is a strong supporter of affordable housing development; if the site is purchased by a developer, an appropriate mix of units will be determined by the purchaser, in consultation with the Mayor, City Council, the Manhattan Borough President, the Community Boards and the Downtown community

* Demolition of the residential buildings is expected to begin in early 2017
Community Partnership

- Our goal is to work closely with the community to share our plans and discuss implementation to guarantee a smooth transition for patients and staff.
- We are committed to provide timely information about all aspects of the transformation on our website: www.mountsinai.org/downtown