

The Mount Sinai Beth Israel Hospital CHNA Implementation Strategy

Adopted by The Mount Sinai Beth Israel Hospital Governing Board on May 15, 2024

The Mount Sinai Beth Israel Hospital (MSBI) is comprised of two campuses, Mount Sinai Beth Israel in Manhattan (MSBI – Manhattan) and Mount Sinai Brooklyn in Brooklyn (MS – Brooklyn). This document outlines the MSBI 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. Additionally, the Implementation Strategy may evolve as MSBI seeks to implement the proposed closure of patient services at the Mount Sinai Beth Israel 16th street campus in Manhattan.

The full CHNA and Implementation Strategy are available at <https://www.mountsinai.org/locations/beth-israel/about/community> and <https://www.mountsinai.org/locations/brooklyn/about/community>.

The document contains the following information:

1. About the Mount Sinai Beth Israel Hospital
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 MSBI Will Not Address Directly
6. Implementation Strategy Adoption

1. About MSBI

MSBI is an affiliate of Mount Sinai Health System - a nationally recognized, not-for-profit charitable health care organization located in New York City. Founded in 1889, MSBI is comprised of two campuses, MSBI in Manhattan, a 696-bed, teaching facility on Manhattan's Lower East Side, and Mount Sinai Brooklyn, a 212-bed acute-care community hospital located in Midwood. To enhance clarity throughout this document, the acronyms below are used.

Acronym	Entity
MSBI - Manhattan	Mount Sinai Beth Israel, the campus in Manhattan
MS - Brooklyn	Mount Sinai Brooklyn, the campus in Brooklyn
MSBI	Mount Sinai Beth Israel Hospital, the hospital facility with campuses in Manhattan and Brooklyn

MSBI shares the mission, vision, and core values of the Mount Sinai Health System, which are below.

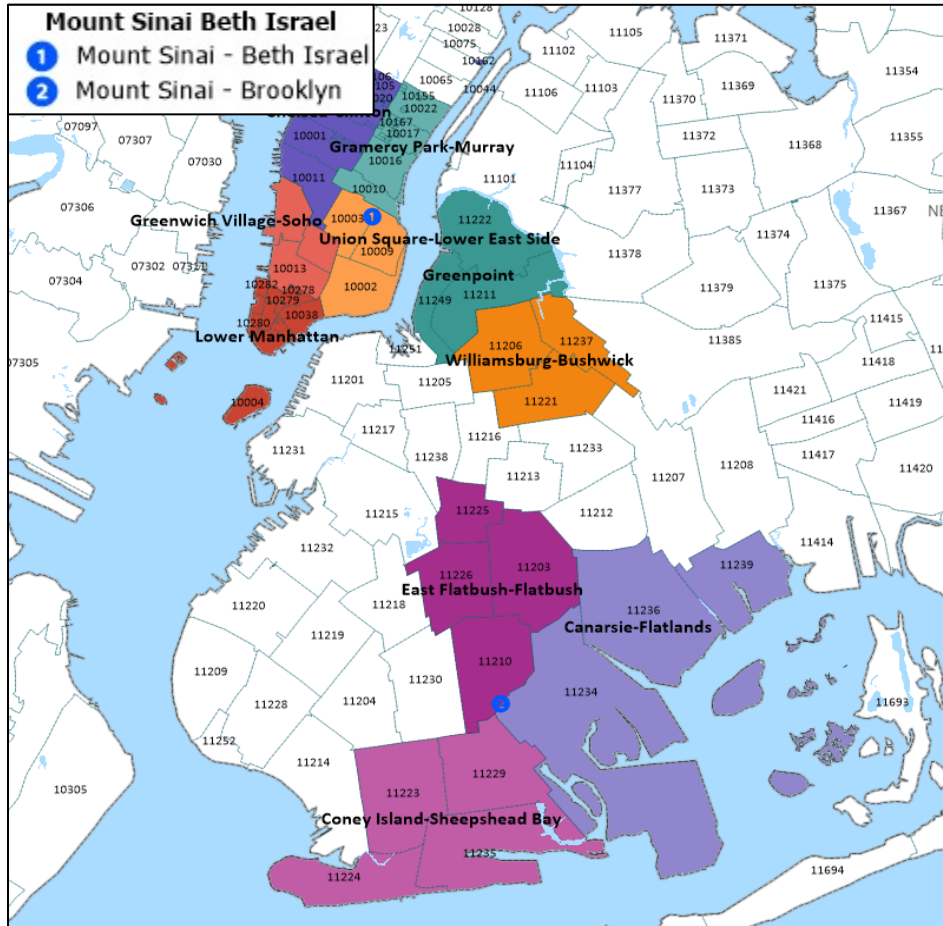
- **Mission.** The mission of the Mount Sinai Health System is to provide compassionate patient care with seamless coordination and to advance medicine through unrivaled education, research, and outreach in the many diverse communities we serve.
- **Vision.** The Mount Sinai Health System's vision is 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 MSBI and its services is available at <http://www.mountsinai.org>.

2. Definition of the Community Served

For the purposes of the MSBI CHNA, the community was defined as 40 ZIP Codes encompassing sections of both the boroughs of Brooklyn and Manhattan. The community is divided into neighborhoods utilized by the New York State Department of Health; 10 of the 42 neighborhoods in New York City are in the MSBI community.

The community is mapped below. In 2022, 68 percent of the hospital's inpatient discharges 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 1,835,310 persons.

3. Summary of Prioritized Significant Community Health Needs

The 2023 MSBI 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

MSBI 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 MSBI 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 MSBI intends to take, including programs and resources it plans to commit

Many intended activities of MSBI 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 MSBI respond to both the current and future community health needs for chronic disease treatment and prevention. MSBI actively participates in over twenty residency and fellowship programs.

Participation in Medicaid. Medicaid provides health coverage to low-income individuals through federal and state funding. MSBI participation in New York State Medicaid includes inpatient and outpatient services. MSBI social workers help patients apply for Medicaid coverage. In 2021, the payments for services provided to Medicaid patients were approximately 66 percent of the cost to provide these services.

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

- Health screenings;
- Community affairs programming;
- Health information distribution;
- Funding for community programs;
- Patient transportation and recreation; and
- Assistance with applications for Medicaid and other programs.

Subsidized Health Services. MSBI hospital provides numerous inpatient and outpatient service lines that operate as losses. MSBI 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 MSBI include clinic services.

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.

Karpas Health Education and Community Outreach Department. The Karpas Health Education and Community Outreach Department provides wellness programs to enable residents to remain safe, active, and vital members of the community. It is committed to providing resources that are nurturing to the mind, body, and spirit. The Karpas Health Education and Community Outreach Department offers a range of events, online classes, and even tips to help residents stay healthy.

Spiritual Care. Chaplain services are available to help patients and family members work through challenges, uncertainties, and crises. Specific chaplain services include one-on-one spiritual and emotional support; counseling; prayer, blessings, and rituals of all religions; religious literature and sacred books; meditation tapes and spiritual music; religious articles such as rosaries, battery-operated Sabbath lights, prayer mats, and head coverings; family conferences; and memorial services. MSB also works closely with the Bikur Cholim of Flatbush, which provides a variety of patient services including home and hospital visits, transportation for medical appointments, meals for temporary disabled homemakers, and financial assistance with medical bills and prescription medications.

Other activities of MSBI 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 MSBI 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 MSBI activities that impact multiple needs.

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

- Clinical Psychology Internship Program;
- Geriatric Psychiatry Fellowship;
- Psychiatry Residency; and
- Psychosomatic Medicine Fellowship.

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.

- **Mount Sinai-Behavioral Health Center.** The Mount Sinai-Behavioral Health Center (MSBHS) treats a continuum of mental health, substance use, and primary care services at a single location. At the Center, patients can access these services in a unified, coordinated way. Care is provided by multidisciplinary teams of clinicians with expertise in mental health, substance use, and physical health. MSBHC provides services that address the gaps in behavioral health care, such as in the intensive crisis residence, partial hospitalization, and intensive outpatient programs. Multidisciplinary teams include psychiatrists, therapists, substance use counselors, nurses, and peers to better meet the needs of patients. MSBHS has streamlined and integrated how patients access services, as well as working to coordinate seamlessly with other services offered by the Mount Sinai Health System and partners in the community.
- **The Department of Psychiatry and Behavioral Sciences.** The MSBI Department of Psychiatry and Behavioral Sciences is committed to providing personalized and comprehensive mental health care that is fully integrated with other medical needs. The department's multidisciplinary team of psychiatrists, psychologists, counselors, social workers, registered nurses, and spiritual leaders is committed to giving patients of all ages the tools and support they need to achieve their highest level of mental health. Care options include outpatient and ambulatory services, inpatient services, geriatric

psychiatry, child and adolescent psychiatry and family services. The Department of Psychiatry offers highly skilled therapeutic care for a wide range of conditions, including the following:

- 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; and
- Women's mental health.

Promote Well-Being and Prevent Mental Disorders. Behavioral Health is a comprehensive network located throughout the Mount Sinai Health System. The multidisciplinary team of psychiatrists, psychologists, counselors, social workers, registered nurses, and spiritual leaders are committed to giving patients of all ages the tools and support they need to achieve their highest level of mental health.

By December 31, 2024, Mount Sinai Health System aims to help reduce the age-adjusted suicide mortality rate from 10 to 7 percent per 100,000 population. To accomplish this goal, Mount Sinai Health System launched its Behavioral Health Crisis Pilot Primary Intervention, providing:

- Rapid response to behavioral health crises in the community via Mobile Crisis Teams; and
- Increased more rapid referral and connection to outpatient behavioral health providers of community members in acute behavioral health crisis.

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

The 2023 MSBI 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 MSBI activities that impact multiple needs.

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

- Internal Medicine Residency;
- Mount Sinai Beth Israel Residency in Urban Family Medicine;
- PGY1 Pharmacy Residency Program [Mount Sinai Brooklyn]; and
- PGY1 Pharmacy Residency Program [Mount Sinai Beth Israel].

Primary Health Care Services. The hospital provides primary 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 care services are also available through virtual telehealth appointments. Primary care services cover a variety of areas, with specialties including:

- Disease prevention;
- Health maintenance;
- Patient education;
- Evaluation and treatment of acute and chronic illnesses;
- Coordination of care; and
- Preoperative consultation.

Mount Sinai at Home Program. The Mount Sinai at Home Program is an innovative health care delivery model that delivers comprehensive primary care to an underserved segment of the population. Medical care is provided in patients' homes who might otherwise need services from a hospital or rehabilitation facility. The program aims to offer and provide:

- High-quality, patient-centered primary and palliative care for complex patients who have difficulty accessing medical care;
- Home health care for eligible patients who need support between medical visits;
- Communication with doctors, nurse practitioners, and nurses face-to-face or via video communication without leaving the home;
- Emotional support and social services to the families and caregivers; and
- Education and experience in home care to medical trainees.

C. Chronic Diseases and Contributing Lifestyle Factors

The 2023 MSBI 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 MSBI activities that impact multiple needs.

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

- Breast Imaging Fellowship;
- Breast Surgery Fellowship;
- Cardiology Fellowship;
- Endocrinology and Diabetes Fellowship;
- Hematology and Medical Oncology Fellowship - Beth Israel;
- Internal Medicine Residency;
- Interventional Cardiology;
- Interventional Cardiology Fellowship;
- Interventional Endoscopy Fellowship;
- Mount Sinai Beth Israel Residency in Urban Family Medicine;
- Nephrology Fellowship;
- Pain Medicine Fellowship;
- PGY1 Pharmacy Residency Program [Mount Sinai Brooklyn];
- PGY1 Pharmacy Residency Program [Mount Sinai Beth Israel]; and
- Pulmonary Critical Care Medicine Fellowship.

Chronic Disease Services. MSB and MSBI provide 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. In the 2021-2022 “Best Hospitals” issue of U.S. News & World Report, the institution was nationally ranked in 11 specialties. Clinical service areas related to chronic diseases and contributing lifestyle factors include the following:

- Bariatric surgery-weight loss program and surgery;
- Breast health and breast cancer services;
- Cancer;
- Cardiology and cardiovascular surgery;
- Colon and rectal surgery;
- Digestive diseases - gastroenterology;

- Ear, nose, and throat - otolaryngology;
 - Infusion therapy;
 - Interventional radiology;
 - Lung cancer screenings;
 - Orthopedics;
 - Palliative and hospice care;
 - Pain management;
 - Radiation oncology;
 - Radiology;
 - Surgery;
 - Stroke care;
 - Thoracic surgery; and
 - Urology and urologic cancer.
- **Mount Sinai Brooklyn Infusion Center.** The Mount Sinai Brooklyn-Infusion Center, as part of the Mount Sinai Cancer Network, provides medical expertise, rigorous clinical standards, and advanced treatments of the Mount Sinai Health System home to our community. The Infusion Center is skilled in evaluating, diagnosing, and treating all blood and cancer-related conditions. Patients receive the newest available therapies in a comfortable setting with a focus on personalized attention and convenient care. Lung-cancer screenings are available.
 - **Bariatric Surgery/Weight-Loss Program.** The Mount Sinai Brooklyn Bariatric Surgery/Weight-Loss Program is a community hospital setting, under the leadership of a highly experienced surgeon, that helps patients personalize their pathway to achieving weight-loss goals. The program guides patients through a process that helps change old habits and possibly treats weight-related health problems, including Type 2 diabetes and heart disease.
 - **Mount Sinai Brooklyn Stroke Center.** The Mount Sinai Brooklyn Stroke Center is a leader in stroke research and treatment. The Center's exceptional care has been recognized by the American Heart Association and American Stroke Association, which granted Mount Sinai Brooklyn the Get With The Guidelines® - Stroke GOLD PLUS with Honor Roll Elite award in 2021. In 2022, the Center achieved The Gold Seal of Approval® from The Joint Commission, awarding Mount Sinai Brooklyn advanced certification as a Primary Stroke Center. The Center offers specialized care for stroke patients from arrival to discharge and beyond, as well as offers supportive services, such as Telestroke, an advanced video technology for doctors to examine patients remotely, virtual education lectures, and support groups.

Health Outreach Programs. Through a number of programs, the hospital proactively promotes good health and wellness. Programs related to chronic diseases and contributing lifestyle factors include the following:

- The Stop Sepsis Program was developed by the Department of Emergency Medicine and the Division of Pulmonary, Critical Care, and Sleep Medicine with the goal is to enhance the early identification and management of patients with suspected sepsis, a condition that results from infection and can quickly become life-threatening when it impairs blood flow to organs, and;
- MSB has forged strong partnerships with many community organizations and offers a wide range of events and programs, including free lectures, workshops, classes, and health screenings to local residents.

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

The 2023 MSBI 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 MSBI activities that impact multiple needs.

Social Work Services. Social Workers are part of the health care team in nearly every part of Mount Sinai Beth Israel, working alongside physicians, nurses, physical and occupational therapists, nutritionists, and other health care providers. Social work services can be found throughout MSBI, including emergency services, inpatient services, ambulatory services, care coordination, and medical practices. The range of services includes discharge planning, referrals to community services, counseling for patients and families, and transitions of care.

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.

MSSH 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 MSBI, 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, Outreach, and Programs. To advance health and health care in the community, the hospital has established relationships with local community organizations, including Hatzolah of Flatbush, the Council of Jewish Organizations of Flatbush, Vaad of Flatbush, Ahava Community Center of New York, Strivright Auditory Oral School of New York, and Vaad Refuah. The hospital conducts health outreach programs, such as the "Stop Sepsis Program." Additionally, MSBI has forged strong partnerships with many community organizations that enable us to offer our neighbors a wide range of events and programs, including free lectures, workshops, classes, and health screenings.

F. Substance Use Disorder

The 2023 MSBI 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 MSBI activities that impact multiple needs.

Health professions education. The health professions education activities of MSBI respond to both the current and future community health needs for treatment related to substance use disorder. MSBI actively participates in over twenty residency and fellowship programs. Residency and fellowship programs that are especially related to substance use disorder are as follows:

- Clinical Psychology Internship Program;
- Geriatric Psychiatry Fellowship;
- Psychiatry Residency; and
- Psychosomatic Medicine Fellowship.

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 use disorder services available includes the one listed below.

- **Inpatient addiction services.** 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:

- The Mount Sinai Hospital & Mount Sinai Queens, Mount Sinai Morningside & Mount Sinai West, and New York Eye & Ear Hospital;
- 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)

MSBI is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization to continue providing 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 MSBI 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. MSBI, together with the Mount Sinai Health System, has expertise and resources related to providing 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 MSBI activities that impact multiple needs.

Health professions education. The health professions education activities of MSBI respond to both the current and future community health needs for chronic disease treatment and prevention. MSBI actively participates in over twenty residency and fellowship programs including the following one especially related to aging issues:

- Geriatric Psychiatry Fellowship.

Social Work Services. Social Workers are part of the health care team in nearly every part of Mount Sinai Beth Israel, working alongside physicians, nurses, physical and occupational therapists, nutritionists, and other health care providers. Social work services can be found throughout MSBI, including emergency services, inpatient services, ambulatory services, care coordination, and medical practices. The range of services includes discharge planning, referrals to community services, counseling for patients and families, and transitions of care.

B. Environmental Determinants of Health

The 2023 MSBI CHNA found that residents of local neighborhoods experience considerable traffic, pollution, crime, and noise and that transportation is difficult for individuals with limited mobility. MSBI, 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 MSBI activities that impact multiple needs.

Health professions education. The health professions education activities of MSBI respond to both the current and future community health needs. MSBI actively participates in over twenty

residency and fellowship programs. Residency and fellowship programs that are especially related to environmental health services are as follows:

- Infectious Diseases Fellowship;
- Mount Sinai Beth Israel Residency in Urban Family Medicine; and
- Pulmonary Critical Care Medicine Fellowship.

Referrals to Health Care Services

MSBI 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 MSBI 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. MSBI, 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 MSBI activities that impact multiple needs.

Financial Assistance and Billing and Collections Policy. MSBI, 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 MSBI CHNA found that navigating the healthcare system 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. MSBI, together with the Mount Sinai Health System, has expertise and resources related to medical services but predominant factors related to access to evolving healthcare provider options are insurance coverage and financial resources. 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 MSBI activities that impact multiple needs.

Social Work Services. Social Workers are part of the health care team in nearly every part of Mount Sinai Beth Israel, working alongside physicians, nurses, physical and occupational therapists, nutritionists, and other health care providers. Social work services can be found throughout MSBI, including emergency services, inpatient services, ambulatory services, care coordination, and medical practices. The range of services includes discharge planning, referrals to community services, counseling for patients and families, and transitions of care.

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. MSBI 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 MSBI 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. MSBI, 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 MSBI activities that impact multiple needs.

Financial Assistance and Billing and Collections Policy. MSBI, 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.

Direction to Community Resources. MSBI helps direct patients to available resources that can help with insurance and/or public benefits. These available resources include the following:

- Victim Resources, available through the Mount Sinai Beth Israel Victim Service Program, offer individual short-term psychology, crisis intervention, and information, referrals, and advocacy;
- Geriatric and Palliative Care Resources, through the Martha Stewards Centers for Living, offering services that promote enhancement of function, intensive symptom management, physical and psychological comfort, and psychosocial, spiritual, and emotional support for patients and their families;
- Support Groups, including groups for Parkinson's, NYC Adult Dystonia, Deep Brain Stimulation, Caregivers, Tri-State Ataxia, Essential Tremors, and Lewy Body Disease;
- Chemical Dependency Services, through the Stuyvesant Square Chemical Dependency Services;

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

- Language and Communication Access Services, such as qualified medical interpreters for more than 200 languages available 24/7, qualified sign language interpreters for Deaf individuals, assistive communication devices, and written translation services;
- Patient Representative Services, for services such as filing a grievance, needing assistance, communicating with staff members, or advocating on behalf of a patient or their family member;
- LGB/TGNB Services, such as access to comprehensive transgender and gender non-binary health service, information and referrals, outreach and patient health education, primary care, and professional education and training;
- Palliative and Hospice Care Services, such as transitioning out of the hospital, hospice care, or financial concerns;
- Aging Resources, such as the NYC Department for the Aging, the Jewish Association Serving the Aging, New York Foundation for Senior Citizens, and NYC Caregiver;
- Mental Health Resource, such as the NYC Well Helpline and Suicide Prevention Life Line; and
- Community-Based Clinics, such as the Institute for Family Health or Ryan Nena.

F. Safe and Affordable Housing

The 2023 MSBI 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. MSBI, 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 MSBI activities that impact multiple needs.

Referrals to Community Resources. MSBI refers patients to various community resources. As part of the Mount Sinai Health System, integrated resources help MSBI 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 and the Senior Citizen Rent Increase Exemption Program.

6. Implementation Strategy Adoption

The Board of Directors for the Mount Sinai Beth Israel Hospital reviewed and adopted this plan on May 15, 2024.