

# The Mount Sinai Hospital CHNA Implementation Strategy

Adopted by The Mount Sinai Hospital Governing Board on: May15, 2018

This document outlines The Mount Sinai Hospital (MSH) 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 is available at [www.mountsinai.org/about-us/community](http://www.mountsinai.org/about-us/community).

The document contains the following information:

1. About The Mount Sinai 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 The Mount Sinai Hospital Will Not Address Directly
6. Implementation Strategy Adoption

## 1. About The Mount Sinai Hospital

The Mount Sinai Hospital 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 1852, The Mount Sinai Hospital is comprised of two campuses, The Mount Sinai Hospital in Manhattan, a 1,134-bed, tertiary-care teaching facility acclaimed internationally for excellence in clinical care, and Mount Sinai Queens in Queens, a 235-bed acute care facility, located in Astoria, Northwestern Queens. To enhance clarity, we use following acronyms throughout this document:

Acronym	Entity
MS - Manhattan	Mount Sinai Hospital, the campus in Manhattan
MS - Queens	Mount Sinai Queens, the campus in Queens
MSH	Mount Sinai Hospital, the hospital facility with campuses in Manhattan and Queens

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

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

Additional information about MSH and its services is available at <http://www.mountsinai.org>.

## 2. Definition of the Community Served

For the purposes of the MSH CHNA, the community was defined as the entirety of New York City. This community definition covers 188 ZIP Codes across the five boroughs of the Bronx, Brooklyn, Manhattan, Queens, and Staten Island. The community is divided into neighborhoods utilized by the New York State Department of Health; all of the 42 neighborhoods in New York City are in the MSH community.

The community is mapped below. In 2016, nearly 80 percent of the hospital's inpatient discharges originated from this area.



Sources: Microsoft MapPoint and the Mount Sinai Health System.

In 2015, the community was estimated to have a population of 8,426,743 persons.

### 3. Summary of Significant Community Health Needs

The 2017 MSH 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 2017 CHNA

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

## **4. Implementation Strategy to Address Significant Health Needs**

MSH 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 2017 CHNA, the hospital reviewed the CHNA findings and applied the following criteria to determine the most appropriate needs for the hospital to address:

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

By applying these criteria, the hospital selected the following significant needs to focus its efforts during the 2018-2020 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 Abuse.

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

- I. Actions MSH 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 MSH intends to take, including programs and resources it plans to commit**

Many intended activities of MSH 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 MSH respond to both the current and future community health needs for chronic disease treatment and prevention. MSH actively participates in nearly 140 residency and fellowship programs.

### **Participation in Medicaid**

Medicaid provides health coverage to low-income individuals through federal and state funding. MSH participation in New York State Medicaid includes inpatient and outpatient services. In 2016, the payments for services provided to Medicaid patients were approximately 80 percent of the cost to provide these services.

### **Community health improvement activities**

MSH supports numerous activities to improve community health through grants and in-kind contributions. These activities include the following:

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

### **Subsidized Health Services**

MSH hospital provides numerous inpatient and outpatient service lines that operate as losses. MSH 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 MSH include the following:

- Financial support to Beth Israel Medical Center to provide care to community members;
- Financial support to various primary care physician practices affiliated with the Icahn School of Medicine of Mount Sinai which provide care to community members;
- Financial support of other Mount Sinai entities to develop programs to improve the health of community members.

### **Health Care Services**

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

Mount Sinai also maintains clinical affiliation agreements with City MD and CVS Minute Clinics. Specialty care services can be accessed through affiliations with other organizations, including other Mount Sinai hospitals.

### **Center for Spirituality and Health**

The Center for Spirituality and Health at Mount Sinai's Icahn School of Medicine is dedicated to the advancement of knowledge as it relates to the spiritual and religious needs of patients served by the Mount Sinai Health System. The Center has four areas of focus: clinical services, education, research, and community engagement. Mount Sinai's chaplains help people of all faiths find meaning, healing, hope, and comfort while experiencing the challenges of life. The Center for Spirituality and Health seeks to provide clarity for decision-making, inspiration, and release from stress by facilitating a feeling of connection to a Higher Power, God, the Universe, the Creator, or that which is beyond us all. Ultimately, the Center for Spirituality and Health hopes to help people achieve a sense of balance and inner peace. Chaplains can have a profound impact on patients and their families in confronting life's most challenging times. Spiritual care is provided by board certified, professional chaplains, including community faith leaders such as pastors, rabbis, priests, ministers, imams and other religious leaders, and specially-trained volunteers.

Other activities of MSH impact needs that the hospital selected to focus its efforts during the 2018-2020 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 Abuse.

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

The 2017 MSH CHNA found that the mental health status is poor for many residents because of day-to-day pressures, substance abuse, and psychiatric disorders. The supply of mental health providers is insufficient to meet the demand for mental health services.

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

#### **Health professions education**

The health professions education activities of MSH respond to both the current and future community mental health needs. MSH actively participates in nearly 140 residency and fellowship programs. Residency and fellowship programs that are especially related to mental health care services are as follows:

- Child and Adolescent Psychiatry Fellowship,
- Geriatric Psychiatry Fellowship,
- Mood and Personality Disorders Fellowship,
- Psychiatry Residency,
- Transgender Psychiatry Fellowship Program, and
- Triple Board Residency [Pediatrics, General Psychiatry, and Child and Adolescent Psychiatry].

#### **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 following:

- **Mount Sinai's Department of Psychiatry.** The Department of Psychiatry and Behavioral Sciences at Mount Sinai Beth Israel provides comprehensive inpatient and outpatient services. Its training programs in psychiatry and psychology contribute substantially to the community's mental health resources. Treatment offerings are enhanced by research activity, which seeks to develop the next generation of therapies, from advanced device-based treatments to new psychotropic medications. Specific services include treatment for the following:
  - Alzheimer's disease;
  - Attention Deficit Hyperactivity Disorder (ADHD);
  - Autism Spectrum disorders;
  - Eating disorders;
  - Mood disorders (such as depression and bipolar disorder);
  - Obsessive-Compulsive Disorder (OCD);
  - Personality and Impulse Control disorders;



- Post-Traumatic Stress Disorder (PTSD);
- Schizophrenia;
- Substance abuse; and
- Tourette's Disorder.

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

The 2017 MSH 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 MSH activities that impact multiple needs.

#### **Health professions education**

The health professions education activities of MSH respond to both the current and future community health needs for professional services. MSH actively participates in nearly 140 residency and fellowship programs. Residency and fellowship programs that are especially related to primary health care services are as follows:

- Adolescent Medicine Fellowship,
- Emergency Medicine Residency,
- Emergency Medicine Simulation Fellowship,
- Family Planning Fellowship - Mount Sinai Hospital,
- General Dentistry Residency,
- General Internal Medicine Fellowship,
- General Surgery Residency,
- Global Women's Health Fellowship - Mount Sinai Hospital,
- Internal Medicine Residency,
- Obstetrics Gynecology Residency,
- Pediatric Dentistry Residency,
- Pediatrics Emergency Medicine Fellowship,
- Pediatrics Residency,
- Physical Medicine and Rehabilitation Residency, and
- PGY1 Pharmacy Residency Program.

#### **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.

### *C. Chronic Diseases and Contributing Lifestyle Factors*

The 2017 MSH CHNA found that chronic diseases in the community include obesity, diabetes, hypertension, heart disease, strokes, and asthma. Contributing lifestyle factors might also include sexually transmitted infections.

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 MSH activities that impact multiple needs.

#### **Health professions education**

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

- Advanced Endoscopy Fellowship,
- Advanced Fellowship in Inflammatory Bowel Disease,
- Advanced Heart Failure and Transplant Cardiology Fellowship,
- Allergy and Immunology Fellowship,
- Anesthesiology Residency,
- Body MRI Fellowship,
- Breast Imaging Fellowship,
- Breast Pathology Fellowship,
- Cardiology Clinical Track Fellowship,
- Cardiology Electrophysiology Fellowship,
- Cardiology Heart Failure and Transplantation Fellowship,
- Cardiology Vascular Medicine Fellowship,
- Cardiothoracic Anesthesia Fellowships,
- Cerebrovascular Disease-Stroke Fellowship,
- Chest Fellowship,
- Clinical Genetics Laboratory Training Program,
- Clinical Informatics Fellowship,
- Clinical Laparoscopic Surgery Fellowship,
- Clinical Neurophysiology Fellowship (EMG and EEG Tracks),
- Cognitive Neurology Fellowship,
- Colon and Rectal Surgery Fellowship,
- Critical Care Anesthesiology Fellowship,
- Critical Care Medicine Fellowship,
- Cytopathology Fellowship,
- Dermatology Residency,
- Dermatopathology Fellowship,
- Diagnostic Radiology Residency,
- Endocrinology, Diabetes, and Bone Disease Fellowship,
- ENT Pathology Fellowship,

- Epilepsy Fellowship,
- Facial Plastic Surgery Fellowship,
- Female Pelvic Medicine and Reconstructive Surgery Fellowship,
- Foot and Ankle Fellowship,
- Gastroenterology Fellowship,
- Gastrointestinal Pathology Fellowship,
- General Preventive Medicine Residency,
- Gynecologic Oncology Fellowship,
- Gynecologic Pathology Fellowship,
- Hand and Elbow Fellowship,
- Head and Neck Oncology, Microvascular Reconstructive Surgery Fellowship,
- Headache Medicine Fellowship,
- Hematology and Medical Oncology Fellowship,
- Hemopathology Fellowship,
- Independent ACGME Thoracic Fellowship Program,
- Infectious Diseases Fellowship,
- Integrated Thoracic Surgery Residency Program,
- Cardiac Surgery and General Thoracic Surgery Residency,
- Interventional Cardiology Fellowship,
- Interventional Radiology-Integrated Residency,
- Laryngology Fellowship,
- Liver Pathology Fellowship,
- Liver Transplant Anesthesia Fellowship,
- Maternal-Fetal Medicine Fellowship,
- Medical Genetics Residency and Fellowship Training Programs,
- Minimally Invasive Pelvic Surgery Fellowship,
- Minimally Invasive Urology Fellowship Program,
- Mohs Micrographic Surgery and Dermatologic Oncology Fellowship Program at Mount Sinai,
- Molecular Genetic Pathology Fellowship,
- Movement Disorders Fellowship,
- Multiple Sclerosis Fellowship,
- Musculoskeletal Radiology Fellowship,
- Neonatal-Perinatal Medicine Fellowship,
- Nephrology Fellowship,
- Neuro-AIDS Fellowship,
- Neuroanesthesia Fellowship - Mount Sinai Hospital,
- Neurocritical Care Fellowship,
- Neuroendovascular Surgery Fellowship,
- Neurology Research Residency,
- Neurology Residency,
- Neurology Residency plus PhD Program,
- Neuromuscular Medicine Fellowship,
- Neuropathology Fellowship,

- Neuroradiology Fellowship,
- Neurosurgery Residency,
- Nuclear Medicine Residency,
- Obstetric Anesthesiology Fellowship,
- Occupational and Environmental Medicine Residency,
- Ophthalmology Residency,
- Oral and Maxillofacial Pathology Residency,
- Oral and Maxillofacial Surgery (OMFS) Residency Program,
- Orthopaedic Residency,
- Orthopaedic Sports and Spine Rehabilitation Fellowship,
- Otolaryngology Residency,
- Pain Medicine Fellowship,
- Pathology Residency,
- Pediatrics Cardiology Fellowship,
- Pediatrics Endocrinology Fellowship,
- Pediatrics Gastroenterology Fellowship,
- Pediatrics Infectious Diseases Fellowship,
- Pediatrics Nephrology Fellowship,
- Plastic and Reconstructive Surgery Residency,
- Podiatric Medicine and Surgery Residency,
- Postdoctoral Fellowship in Clinical Neuropsychology and Rehabilitation Research,
- Procedural Dermatology Fellowship,
- Psychosomatic Medicine Fellowship,
- Pulmonary Critical Care and Sleep Medicine Fellowship,
- Radiation Oncology Residency,
- Regional Anesthesiology,
- Renal/Genitourinary Pathology Fellowship,
- Reproductive Endocrinology and Infertility Fellowship,
- Shoulder Fellowship,
- Spinal Cord Injury Fellowship,
- Spine Fellowship,
- Sports Medicine and Interventional Spine Fellowship,
- Surgical Oncology Fellowship,
- Transplant Hepatology Fellowship,
- Transplant Nephrology Fellowship,
- Transplant Surgery Fellowship,
- Urology Residency,
- Vascular and Interventional Radiology Fellowship,
- Vascular Diagnostic and Intervention Fellowship,
- Vascular Surgery Fellowship,
- Vascular Surgery Residency, and
- Visiting Fellowship in Dermatology at Icahn School of Medicine, Department of Dermatology.

## Chronic Disease Services

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

- **Clinical Nutrition.** The Clinical Nutrition Department plays an integral role in patient care, as well as the promotion of employee wellness and community health. During hospital stays, patients not only receive nourishment, but quality nutrition education and counseling, and resources designed to promote optimum recovery and overall wellness. The Clinical Nutrition Department combines extensive experience with cutting-edge research to optimize health and recovery.
- **Diabetes care.** The hospital provides diabetes-related specialty care with endocrinology specialists and community education programs. The hospital also maintains close affiliation with the Mount Sinai Diabetes Institute, which maintains a team of doctors, nurses, and certified diabetes educators who are dedicated to providing comprehensive and integrated care. Specific community service programs of the Mount Sinai Diabetes Institute include the following:
  - Self-management classes provided by the Clinical Diabetes Institute include free diabetes education classes for both type 1 and type 2 diabetes. Multicultural and multilingual certified diabetes instructors teach the classes. The curriculum helps individuals learn how to control diabetes and prevent complications. The type 1 class reviews carbohydrate counting, insulin dosing, insulin to carbohydrate ratios, correction factors, dosing basal/long acting insulin, effects of exercise on blood sugars, and many other topics. The type 2 diabetes classes review a variety of topics including hypoglycemic protocol, general healthy eating, stress and relaxation tips, and medications/insulins used for glycemic control.
  - Nutrition Counseling is provided. The Institute's registered dietician teaches diabetes self-management and provides medical nutrition therapy. Dietary recommendations are based on the latest guidelines and tailored to other medical conditions, cultural food preferences, and personal circumstances.
  - In-Office Hemoglobin A1C Testing provides an estimate of an individual's average blood sugar level over the last three months. Using novel technology, the A1C level is provided within six minutes from a drop of blood.
  - Insulin Pump Therapy management allows for particular fine-tuning of an individual treatment regimen and eliminates the need for insulin injections.
  - Continuous Glucose Monitoring (CGM) uses under-the-skin sensors to measure glucose levels continuously, 24 hours a day. CGM information about how medication, food, and exercise are affecting your blood glucose levels allows for adjustments in the treatment regime.
  - Diabetes Prevention Program/Viva Fitness is a program with the YMCA of Greater New York that is targeted to adults who are at risk for diabetes or who have a diagnosis of prediabetes. This program is designed to reduce the risk for type 2 diabetes through education and motivation.

- The High-Risk Ob/Gyn Program provides diabetes education to pregnant women with diabetes throughout the Mount Sinai Health System.
- **Infectious Disease.** The Jack Martin Fund Clinic on the Upper East Side provides primary outpatient and inpatient treatment for adults and children with infectious diseases. It is a New York State Department of Health Designated AIDS Center. Specific services include the following:
  - Medical, mental health, social services and case management;
  - Tuberculosis screening and treatment;
  - Psychological assessment and counseling
  - Pre- and post-test HIV counseling;
  - AIDS prevention education and risk reduction;
  - Access to clinical drug trials;
  - Immediate access to a nurse, by phone, during regular clinic hours;
  - Urgent Care Program for ill patients who do not require hospitalization;
  - Routine gynecological care for HIV-positive women.
  - Support groups
  - Adherence program
  - Sub-specialty care, including dermatology, hepatitis C co-infection, neurology/neuropsychology, nephrology, ophthalmology, pediatrics, and psychiatry;
  - Psychiatric services; and
  - Support groups, including HIV basics, legal aid, nutrition, safer sex, entitlements, stress management, parenting, HIV and pregnancy, and adherence.
- **Renal Care.** Mount Sinai Renal Services provides treatment of kidney diseases and is one of largest, most comprehensive kidney disease treatment, research, and education centers in the world. The Division of Nephrology at Mount Sinai provides comprehensive evaluation and treatment programs for all types of adult and pediatric kidney diseases and disorders.
- **Pulmonary Care.** The Mount Sinai Health System offers services from a nationally recognized pulmonology programs. At the Mount Sinai–National Jewish Respiratory Institute, an affiliation with National Jewish Health, pulmonologists use a multidisciplinary approach with specialists in areas such as cardiology, allergy, gastroenterology, rheumatology, ear, nose, and throat, and thoracic surgery. These services are integrated with Mount Sinai’s programs in personalized medicine, genomics, and research, and are included to enhance quality and outcomes.
- **Pulmonary Care (Queens).** The Mount Sinai Queens pulmonology team specializes in treating a range of diseases and conditions that affect the lungs and respiratory tract such as chronic obstructive pulmonary disease (COPD), asthma, and lung cancer. Board certified pulmonologists, critical care physicians, and surgeons are available to treat emergent cases 24 hours a day, seven days a week.

- **Sleep Health.** The sleep center provides services through an in-house diagnostic facility as well as a home sleep-program to diagnose and treat sleeping disorders. Access to emerging treatments is available from research activities with the Icahn School of Medicine at Mount Sinai.

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

The 2017 MSH CHNA found that access to care may be limited by residents who do not feel welcomed by providers. Insufficient cultural competence and language limitations are barriers to foreign-born residents. For some U.S.-born residents, barriers may be influenced by real or perceived differences in services based on race, ethnicity, socioeconomic background, sexual orientation, and/or other issues. LGBTQ residents may be especially likely to perceive and/or experience access barriers.

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

- **Social Work Services at Mount Sinai Hospital.** Social Workers are part of the health care team in nearly every part of The Mount Sinai Hospital and its medical practices. Social Workers can help patients and their families during and after hospitalization, including assistance with managing medical care.
- **Translation Services at The Mount Sinai Hospital.** The Mount Sinai Hospital provides over the phone and in-person interpreter services, 24 hours a day, at no cost to patients. Included in translation services are sign language interpreters and telecommunication devices for the deaf (TDD). The New York State Patients' Bill of Rights is available in Braille as well as in English and Spanish on closed-circuit television.
- **Patient Representatives.** At The Mount Sinai Hospital, patient representatives are available to assist patients and family members with any questions, complaints, or concerns regarding health care or services. Patient representatives are also available to provide information regarding patients' rights as well as hospital policies and procedures.
- **LGBT Services.** The Mount Sinai Health System is dedicated to meeting the health care needs of the lesbian, gay, bisexual, and transgender (LGBT) community. In addition to medical and educational services, The Mount Sinai Hospital and the Mount Sinai Health System take an active role in promoting LGBT health equity and access to care, and join with other organizations committed to addressing the needs of the LGBT community.
- **Center for Transgender Medicine and Surgery.** The Mount Sinai Center for Transgender Medicine and Surgery (CTMS) delivers advanced care for trans and gender non-conforming people. The CTMS team is a comprehensive group of providers who have expertise in primary care, hormone therapy, behavioral health support, gender-affirming surgeries, and other supportive services. Thus, patients at CTMS can receive

primary care, as well as see specialists in the areas of endocrinology, behavioral health, plastic surgery, urology, gynecology, and more.

### *E. Substance Abuse*

The 2017 MSH CHNA found that substance abuse in the community includes alcohol and multiple illegal substances. Alcohol abuse is evidenced by binge drinking in local bars and opioid abuse disproportionately impacts homeless individuals.

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

- **Health professions education.** The health professions education activities of MSH respond to both the current and future community health needs for substance abuse treatment. MSH actively participates in nearly 140 residency and fellowship programs. Residency and fellowship programs that are especially related to substance abuse services are as follows:
  - Child and Adolescent Psychiatry Fellowship,
  - Geriatric Psychiatry Fellowship,
  - Mood and Personality Disorders Fellowship,
  - Psychiatry Residency,
  - Transgender Psychiatry Fellowship Program, and
  - Triple Board Residency [Pediatrics, General Psychiatry, and Child and Adolescent Psychiatry].

### **Substance Abuse Services**

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

- **Inpatient addiction services.** The Addiction Institute at Mount Sinai provides inpatient treatment and is often the beginning of the recovery process for many patients. Inpatient treatment is designed to help an individual develop the basic skills that they will need to achieve a successful recovery from addiction. Inpatient programs are offered at two Addiction Institute at Mount Sinai (AIMS) inpatient locations, Mount Sinai West and Mount Sinai Beth Israel. Specific substance abuse services include the following:
  - Triage and monitoring for withdrawal, medical, and psychiatric problems;
  - History and physical examination;
  - Diagnostic lab tests and urine toxicology;
  - Biopsychosocial assessment using:
    - Addiction Severity Index (ASI);
    - Brief Symptom Inventory (BSI);



- ASAM Placement Criteria (APC);
    - Family evaluation;
    - Psychiatric evaluation;
    - Development of initial treatment plan;
    - Feedback session with patient and/or family;
    - Telephone and/or written report to referral source; and
    - Insurance analysis and pre-certification.
- **Detoxification Services.** Detoxification (Detox) Services at the Addiction Institute at Mount Sinai are treatments for acute withdrawal that require immediate attention. Treatment includes engagement, assessment, motivation, and referral. Detox is the first step to long-term treatment. Specialized detox services to pregnant women are provided.
- **Inpatient rehabilitation services.** Inpatient rehabilitation (inpatient rehab), an intensive treatment modality that provides patients with a 24/7 structured therapeutic setting, is provided. Inpatient rehab is generally the first step in the recovery process after detox. Patients participating in the inpatient program are put on a routine that includes teaching them how to experience life without drugs or alcohol.
- **Outpatient treatment services.** Outpatient programs are provided as not all individuals require the intensity of inpatient services. Specific outpatient services include evaluation, ambulatory detoxification; outpatient day and evening services; DWI screening, assessment, and referral; brief therapy; and psychiatric services.

## 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 frequency measures, such as the number of services provided. While it is hoped that the intended impact will improve community health, identifying valid outcomes-based impact measures is difficult for multiple reasons, including lags in data collection, analysis, and reporting of community health indicators by independent measures of changes. Adding to the difficulty in measuring outcomes-based impact includes the size of the community population, changes in the population through in-migration and out-migration, and changes in the overall environment. Furthermore, assessing the causal impact of any correlation between this activity and outcome measures may not be possible.

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

### **III. Planned collaborations between the hospital and other organizations**

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

- Mount Sinai's Icahn School of Medicine
- Individual practicing professionals
- 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)**

MSH 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
- The fact that the need is being addressed by 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 2018-2020 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 CHNA found that the population is aging and “aging in place,” which will increase needed support for healthcare, housing, transportation, and nutrition assistance. MSH, 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 2018-2020 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 MSH activities that impact multiple needs.

### **Health professions education**

The health professions education activities of MSH respond to both the current and future community health needs for chronic disease treatment and prevention. MSH actively participates in nearly 140 residency and fellowship programs. Residency and fellowship programs that are especially related to aging issues are as follows:

- Geriatric Medicine Fellowship,
- Hospice and Palliative Medicine Fellowship, and
- Rheumatology Fellowship.

### **Social Work Services at Mount Sinai Hospital**

Social Workers are part of the health care team in nearly every part of The Mount Sinai Hospital and its medical practices. Social Workers can help patients and their families during and after hospitalization, including assistance with managing medical care.

### **Navigation Services**

As people age, they often need different kinds of care and a geriatric patient may require more referrals with increased interdisciplinary coordination. Navigating the health care system can be frustrating and exhausting for both the patient and caregivers. The Mount Sinai Hospital provides a model for geriatric medicine that can change the way community members think about and experience aging.

### **Geriatrics Services**

The Mount Sinai Geriatrics Services provides patient- and family-centered care through programs contained within the Martha Stewart Center for Living, such as Phyllis and Lee Coffey Geriatrics Associates, a primary care practice that specializes in caring for older adults. The practice provides a centralized source of patient care, referrals to other physicians, programs for caregivers and the community, and a full range of complementary and integrative therapies to supplement traditional medical interventions.

## **The Brookdale Department of Geriatrics and Palliative Medicine**

The Brookdale Department of Geriatrics and Palliative Medicine supports many innovative programs for older adults, such as Mobile Acute Care for the Elderly, the Visiting Doctors Program, an affiliation with the Jewish Home and Hospital for long-term care services, and the Geriatric Research, Education and Clinical Center - James J. Peters VA Medical Center.

### ***B. Environmental Determinants of Health***

The CHNA found that residents experience considerable traffic, pollution, crime, and noise, and that transportation is difficult for individuals with limited mobility. MSH, 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 2018-2020 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 MSH activities that impact multiple needs.

**Health professions education.** The health professions education activities of MSH respond to both the current and future community health needs for chronic disease treatment and prevention. MSH actively participates in nearly 140 residency and fellowship programs. The residency and fellowship program that is especially related to environmental health services is as follows:

- T32 Pediatric Environmental Health Fellowship

### ***C. Homelessness***

The CHNA found that homelessness is increasing in the community, and that homelessness is complex and intertwines other issues including affordable housing, access to mental health care, substance abuse, and poverty. MSH, 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 2018-2020 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 MSH activities that impact multiple needs.

### **Financial Assistance and Billing and Collections Policy**

The Mount Sinai Hospital, together with the other MSHS hospitals, recognizes that many of the patients served may be unable to access quality health care services without financial assistance. A Financial Assistance and Billing and Collections Policy for MSHS hospitals enables each hospital to uphold its mission, while carefully taking into consideration the ability of the patient to pay. The Billing and Collections Policy is applied in a fair and consistent manner for Emergency Medical Care and other Medically Necessary Care rendered in the MSHS hospitals

by providers who are directly employed by or contracted by Icahn School of Medicine at Mount Sinai. The Financial Assistance and Billing and Collections Policy, as well as the application for Financial Assistance is available online

(<http://www.wehealny.org/services/financialassistance/index.html>) in English, Spanish, Chinese, Haitian Creole, Polish, and Russian. A uniform Financial Assistance Policy across hospital facilities and providers and robust social services can help low-income patients manage treatment plans. A uniform Financial Assistance Policy across hospital facilities and providers and robust social services can help low-income patients manage treatment while remaining in their homes.

#### *D. Navigating a Changing Health Care Provider Environment*

The CHNA found that many changes in the health care provider environment are leading to anxiety by residents, and that residents may be uncertain of how to access healthcare services. MSH, together with the Mount Sinai Health System, has expertise and resources related to medical services but insurance coverage and financial resources are predominant factors related to access to evolving healthcare provider options. The resulting lack of proven interventions, combined with finite resources, restrict planned interventions in the 2018-2020 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 MSH activities that impact multiple needs.

#### **Social Work Services**

Social Workers are part of the health care team in nearly every part of The Mount Sinai Hospital and its medical practices. Social Workers can help patients and their families during and after hospitalization, including assistance with managing medical care.<sup>1</sup>

#### **Mount Sinai Access**

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

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

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<sup>1</sup> Quote and paraphrase. <https://www.mountsinai.org/locations/mount-sinai/support-services/social-work>.

### ***E. Poverty, Financial Hardship, and Basic Needs Insecurity***

The CHNA found that lower-income residents can experience considerable difficulty in accessing basic needs, primary care access can be limited due to the relatively high cost of deductible / co-pays, and unmet mental health needs may be an issue due to daily stress. MSH, 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 2018-2020 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 MSH activities that impact multiple needs.

#### **Financial Assistance and Billing and Collections Policy**

The Mount Sinai Hospital, together with the other MSHS hospitals, recognizes that many of the patients served may be unable to access quality health care services without financial assistance. A Financial Assistance and Billing and Collections Policy for MSHS hospitals enables each hospital to uphold its mission, while carefully taking into consideration the ability of the patient to pay. The Billing and Collections Policy is applied in a fair and consistent manner for Emergency Medical Care and other Medically Necessary Care rendered in the MSHS hospitals by providers who are directly employed by or contracted by Icahn School of Medicine at Mount Sinai. The Financial Assistance and Billing and Collections Policy, as well as the application for Financial Assistance is available online (<http://www.wehealny.org/services/financialassistance/index.html>) in English, Spanish, Chinese, Haitian Creole, Polish, and Russian. A uniform Financial Assistance Policy across hospital facilities and providers and robust social services can help low-income patients manage treatment plans. A uniform Financial Assistance Policy across hospital facilities and providers and robust social services can help low-income patients manage treatment plans.

#### **Resource, Entitlement and Advocacy Program (REAP)**

The REAP program is part of the Department of Social Work Services at The Mount Sinai Hospital. REAP helps patients of the Mount Sinai Health System apply for government health insurance programs such as Medicaid, Child Health Plus, and qualified health plans through the New York State of Health insurance marketplace.

#### **Direction to community resources**

Mount Sinai helps direct patients to available resources that can help with insurance and/or public benefits. These available resources include insurance and Medicaid resources, Access NYC, Food Stamps – NYC, Home Energy Assistance Program (HEAP), the Social Security Administration, and the US Department of Veterans Affairs. Available resources also include programs targeted to patient caregivers, abuse and neglect interventions, assistance with legal issues, resources for persons with disabilities, and assistance with accessing prescriptions drugs.

### *F. Safe and Affordable Housing*

The CHNA found that increased safe and affordable housing, including security and maintenance of existing residential units, is needed within the community. MSH, 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 2018-2020 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 MSH activities that impact multiple needs.

#### **Referrals to Community Resources**

MSH refers patients to various community resources. As part of the Mount Sinai Health System, integrated resources help MSH respond to patients in need. For example, robust social services can direct patients to community organizations that assist with housing needs.



## **6. Implementation Strategy Adoption**

The Community and Government Affairs Committee of the Board of Trustees for The Mount Sinai Hospital reviewed and adopted this plan at its May 15, 2018 meeting.