

The Mount Sinai St. Luke’s Hospital CHNA Implementation Strategy

Adopted by Mount Sinai St. Luke’s Hospital Governing Board on: May 15, 2018

The Mount Sinai St. Luke’s Hospital (“MSSL & MSW” or “the hospital”) is comprised of two campuses, Mount Sinai St. Luke’s (“MSSL”) and Mount Sinai West (“MSW”), both in Manhattan

This document outlines the MSSL & MSW Implementation Strategy for improving the health of the population in the community it serves 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.

The document contains the following information:

1. About Mount Sinai St. Luke’s 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 Mount Sinai St. Luke’s Hospital Will Not Address Directly
6. Implementation Strategy Adoption

1. About Mount Sinai St. Luke’s Hospital

Mount Sinai St. Luke’s Hospital is an affiliate of Mount Sinai Health System - a nationally recognized, not-for-profit charitable health care organization located in New York City. Mount Sinai St. Luke’s Hospital is comprised of two campuses, Mount Sinai St. Luke’s Hospital in Manhattan, a 495-bed, teaching facility founded in 1847, and Mount Sinai West, a 514-bed teaching facility founded in the 1864. To enhance clarity, we use following acronyms throughout this document:

Acronym	Entity
MSSL	Mount Sinai St. Luke’s, the campus in the Upper West Side neighborhood, Manhattan
MSW	Mount Sinai West, the campus in the Chelsea and Clinton neighborhood, Manhattan
MSSL & MSW	Mount Sinai St. Luke’s Hospital, the hospital facility with two campuses in Manhattan

Mount Sinai St. Luke’s Hospital shares the mission, vision, brand promise, and brand positioning of the Mount Sinai Health System, which are below.

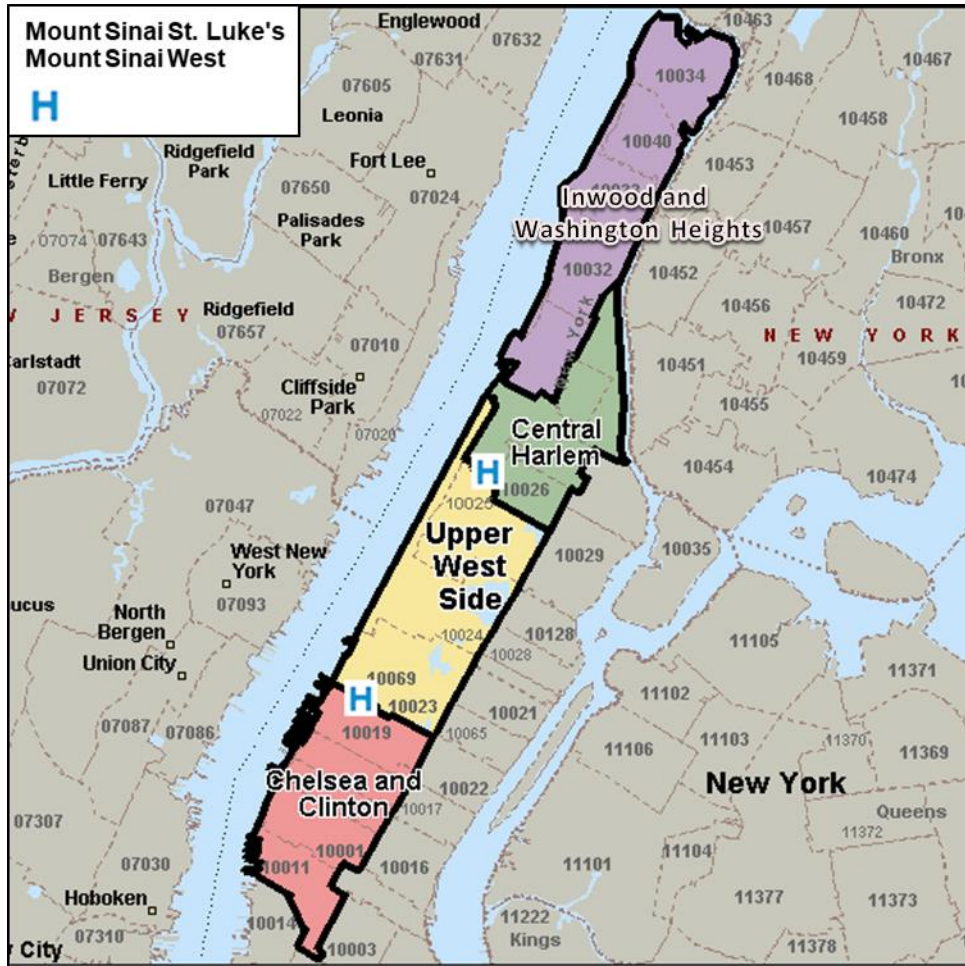
- **Mission.** The mission of the Mount Sinai Health System is to provide compassionate patient care with seamless coordination and to advance medicine through unrivaled education, research, and outreach in the many diverse communities we serve.
- **Vision.** The Mount Sinai Health System’s vision is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

2. Definition of the Community Served

For the purposes of the MSSL & MSW CHNA, the community was defined as 20 ZIP Codes encompassing sections of Manhattan. The community is divided into neighborhoods utilized by the New York State Department of Health; 4 of the 42 neighborhoods in New York City are in the MSSL & MSW community.

The community is mapped below. In 2016, 54 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 817,216 persons.

3. Summary of Significant Community Health Needs

The 2017 MSSL & MSW CHNA identified a number of significant health needs in the community. The CHNA process considered and assessed a wide range of primary and secondary data sources including structured interviews with persons who represent the broad interests of the community and those with expertise in public health, and assessments and studies prepared by other organizations. The CHNA report identified eleven health needs as significant in the community, as listed below in alphabetical order.

Significant Community Health Needs Identified in the 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

The MSSL & MSW hospital has a proud tradition of serving the community and providing significant resources towards community benefit activities. Over the next three years, the hospital plans to continue this commitment to meet health needs in the community. To develop the planned response to significant community health needs identified in the 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 the MSSL & MSW hospital intends to take, including programs and resources it plans to commit;
- II. Anticipated impact of these actions and a plan to evaluate that impact;
- III. Planned collaborations between the hospital and other organizations; and
- IV. Planned commitments of resources.

I. Actions the MSSL & MSW hospital intends to take, including programs and resources it plans to commit

Many intended activities of MSSL & MSW are expected to impact multiple needs identified in the CHNA. These activities are as described below.

Health Professions Education

The health professions education activities of MSSL & MSW respond to both the current and future community mental health needs. MSSL & MSW actively participates in over thirty residency and fellowship programs.

Participation in Medicaid

Medicaid provides health coverage to low-income individuals through federal and state funding. MSSL & MSW 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

MSSL & MSW 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

The MSSL & MSW hospital provides numerous inpatient and outpatient service lines that operate as losses. The MSSL & MSW hospital continues to provide these services because the health of community members would diminish because other providers would be unlikely to provide these services. Subsidized health services provided by MSSL & MSW include physician services for general medicine, rehabilitation, and neurology.

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 hospitals and health professionals.

MSSL & MSW 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.

Spiritual Care

The Spiritual Care & Education Department of Mount Sinai West offers the support of highly trained chaplains for patients, their families, and caregivers during the unique challenges, uncertainties, and crises of hospitalizations. The multi-faith staff works to meet the emotional and faith-related needs of patients, families, and caregivers with sensitive, respectful, and inclusive responses. The scope of services includes one-on-one spiritual and emotional support; prayer, blessings, and rituals; meditation and guided imagery; religious literature; contact with a patient's faith community for sacramental services; and counsel, as requested, in ethics consultations.

Other activities of MSSL & MSW 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 MSSL & MSL 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 MSSL & MSW activities that impact multiple needs.

Health Professions Education

The health professions education activities of MSSL & MSW respond to both the current and future community mental health needs. MSSL & MSW actively participates in over thirty 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
- Psychiatry Residency

Mental Health Services

Mental health care services are available at the hospital campuses, outpatient facilities, and physician practices throughout the community. As part of the Mount Sinai Health System, integrated resources such as electronic health records facilitate the referral of patients to needed services provided by other Mount Sinai hospital and health professionals. Specific mental health services available include the following:

- **Behavioral health.** The MSSL & MSW hospital is dedicated to providing behavioral health services to meet the mental health needs of New York City. MSSL & MSW provides comprehensive, high-quality services that empower individuals to change their lives. MSSL & MSW effects changes in consumer education, outreach, and community collaboration; and helps to shape the future through leading-edge research and development of skilled professional staff to serve individuals and their communities.
- **Mental health evaluation services.** The Access Center is the initial evaluative point of entry for those seeking psychiatric care at MSSL & MSW. All patients requesting treatment receive a comprehensive psychiatric evaluation that includes an extensive clinical interview and a standardized self-report outcome measure, Basis 24. Treatment recommendations are made if the various divisions of the Department of Psychiatry can offer appropriate treatment. If the programs of the Department of Psychiatry are unable to accommodate the patient's need for care, suggestions are made for care at other facilities.
- **Adult Inpatient Services.** MSSL & MSW provides programs designed to accommodate the needs of each individual patient. On all inpatient psychiatric units, a therapeutic environment that promotes healing is provided. Active participation in the treatment process is encouraged.
- **Inpatient Psychiatry.** MSSL & MSW's inpatient psychiatry units provide short-term, acute psychiatric treatment for adults ages 18 and older. Treatment modalities include group, family, and individual therapy and medication therapy. These services are designed to stabilize and prepare the patient for appropriate follow-up treatment in an outpatient setting.
- **Inpatient Treatment Program.** Individualized treatment plans are developed based on a comprehensive assessment of medical, psychiatric, psychological, social, and functional status. Treatment focuses on alleviating symptoms and solving problems in order to enhance patients' ability to function. Therapy programs are used to help patients understand mental illness, develop coping skills, and promote self-esteem. Treatment programs include ones as follows:
 - Psychopharmacological management (prescribed medications);
 - Individual and group therapeutic activities;
 - Environment structuring/therapeutic environment; and
 - Patient/family education.

- **Adult Outpatient Clinic.** The Acute Outpatient Psychiatry Clinic offers comprehensive outpatient treatment for persons diagnosed with Axis I or Axis II disorders whose course is characterized by acute, remitting episodes of illness. These include the treatment of persons with mood disorders, anxiety disorders, and other psychiatric disorders. Individuals with personality disorders are treated with a focus on a return to optimal functioning and improvement in their ability to live meaningful lives. Individuals with severe mental illnesses, such as schizophrenia and very unstable bipolar disorders, are treated at the Psychiatric Recovery Center.
- **Group Therapy.** A wide variety of short- and long-term groups meet weekly, targeted to focus on particular diagnoses. General psychotherapy groups are offered as well. Most individuals will participate in group, rather than individual, psychotherapy.
- **Individual Time-Limited Psychotherapy.** Time-limited psychotherapy includes weekly cognitive-behavioral therapy (CBT), dialectical behavioral therapy (DBT), brief psychodynamic therapy, interpersonal psychotherapy, and supportive treatment.
- **Psychopharmacological Treatment.** Medication therapy may be the sole therapy for some patients, although it is most effective when combined with either group or individual therapy. After an initial period of more frequent visits for stabilization and medication management, patients are generally seen monthly, moving toward less frequent visits.
- **Treatment for Spanish-Speaking Patients.** The Outpatient Psychiatric Clinic (OPC) offers individual, group, and psychopharmacological treatment in Spanish.
- **Pediatric treatment.** The Child and Family Institute provides mental health and substance abuse treatment for patients aged 0 to 18 years old. Several specialized treatment programs within the Department of Child and Adolescent Psychiatry at Mount Sinai West constitute a range of care.

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

The 2017 MSSSL & MSW CHNA found that New York City has a robust health provider network. However, access to this network can be limited to individuals with limited financial resources, including lack of health insurance and relatively high deductibles / co-pays.

Planned activities to increase access to primary health care for individuals with limited resources are described below. These activities are in addition to the MSSSL & MSW activities that impact multiple needs.

Health professions education

The health professions education activities of MSSSL & MSW respond to both current and future community primary health care needs. MSSSL & MSW actively participates in over thirty residency and fellowship programs. Residency and fellowship programs that are especially related to primary health care services are as follows:

- Emergency Medicine Simulation Residency,
- Emergency Medicine Global Health Residency,
- Emergency Medicine Residency,
- Emergency Ultrasound Fellowship,
- General Surgery Residency,
- Internal Medicine Residency,
- Obstetrics and Gynecology 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. Specific primary health care services include ones listed below:

- Mount Sinai Doctors, West 147th Street - Residents of Harlem are offered quality healthcare within their neighborhood. Board-certified medical doctors emerge from diverse backgrounds to provide a broad range of healthcare services to meet the community's needs and access to all of the resources at Mount Sinai St. Luke's hospital. Both scheduled appointments in advance and walk-in appointments are offered. Specific services include the following:
 - Primary Care;
 - Check-ups, annual health assessments, and preventative care;
 - Immunizations for adults, including flu shots;
 - Urgent care, non-emergency care;
 - Geriatric consultations and assessments;
 - Education and support for those who care for chronically ill relatives;
 - Coordination of home care services;

- Screenings for early detection of high risk conditions such as heart disease and diabetes; and
 - Chronic care management for diseases such as diabetes, high blood pressure, asthma, chronic heart failure, chronic obstructive pulmonary disease (COPD) and arthritis.
- Mount Sinai Doctors, 1090 Amsterdam Avenue - Located in the Morningside Heights area, the primary care doctors at 1090 Amsterdam Avenue serve patients with a range of diseases and medical needs. Specific services include the following:
 - Annual well-check;
 - Management of chronic disease; and
 - More complex care.
- Mount Sinai Urgent Care and Multispecialty Physicians Upper West Side – Specific services of Mount Sinai Urgent Care and Multispecialty Physicians Upper West Side include the following:
 - Specialized outpatient care;
 - Management of chronic conditions;
 - Pre- and post-hospital care;
 - Urgent Care; and
 - Point-of-lab tests.
- Multispecialty Physicians – Specific services of the Mount Sinai Multispecialty Physicians Upper West Side include the following:
 - Cardiology,
 - Dermatology,
 - Endocrinology,
 - Pediatric Urology, and
 - Vascular and Endovascular Surgery.

C. Chronic Diseases and Contributing Lifestyle Factors

The 2017 MSSSL & MSW 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 MSSSL & MSW activities that impact multiple needs.

Health professions education

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

- Anesthesiology Residency,
- Breast Surgery Fellowship,
- Cardiology Fellowship,
- Clinical Cardiac Electrophysiology Fellowship,
- Colon and Rectal Surgery Fellowship,
- Diagnostic Radiology Residency,
- Endocrinology and Diabetes Fellowship,
- Epilepsy Fellowship,
- Gastroenterology Fellowship,
- Infectious Diseases Fellowship,
- Interventional Cardiology Fellowship,
- Maternal-Fetal Medicine Fellowship,
- Nephrology Fellowship,
- Obstetric Anesthesiology Fellowship,
- Oral and Maxillofacial Surgery (OMFS) Residency Program,
- Pain Medicine Fellowship,
- Pathology Residency,
- Psychosomatic Medicine Fellowship,
- Pulmonary Critical Care Medicine Fellowship, and
- Regional Anesthesiology Fellowship.

Chronic Disease Services

The hospital provides specialty care at its campuses, as well as physician practices 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.

- **Cardiovascular disease prevention.** The Mount Sinai Heart’s Cardiovascular Disease Prevention Program was developed to help people reduce their risk for atherosclerosis, which is the leading cause of heart attack, stroke, and peripheral circulation problems. Unhealthy behaviors, such as smoking, poor diet, or lack of exercise, compound the danger. Individuals enrolled in the Cardiovascular Disease Prevention Program learn how to modify their behavior to stave off illness — from what to eat for lunch to using the stairs instead of the elevator. Treatment elements include the following:
 - Lifestyle evaluations to identify behaviors that affect heart health;
 - Medical testing; and
 - Comprehensive treatment plans.

- **Cardiovascular treatment.** The Department of Cardiovascular Surgery provides state-of-the-art expertise in adult cardiac and thoracic surgery. A full spectrum of cardiovascular disease prevention, diagnosis, and treatment is provided, including the following:
 - Coronary artery bypass grafting, including total arterial revascularization;
 - Mitral valve repair, and atrial fibrillation surgery;
 - Aortic valve reconstruction and aortic root surgery;
 - Reoperative cardiac surgery;
 - Minimally invasive surgery, including video assisted surgery, cosmetic incisions, and fast-track recovery; and
 - Robotic cardiac surgery.

- **Arrhythmia diagnosis and treatment.** The opening of the Al-Sabah Arrhythmia Institute allowed Mount Sinai St. Luke’s and Mount Sinai West to consolidate all the arrhythmia service’s patient care into one state-of-the-art facility. The Institute is designed to accommodate growing patient demand including shorter waiting periods for elective procedures in a patient focused environment. The Institute features include the following:
 - A clinical outpatient center, with a waiting area and information resources;
 - Three electrophysiology laboratories for performing catheter-based procedures, device implantations, and diagnostic studies;
 - A research laboratory for conducting both clinical and basic research on arrhythmia mechanisms and treatments; and
 - An education center for training advanced fellows, practicing electrophysiologists and other medical professionals.

- **Lung-Pulmonology services.** Mount Sinai St. Luke’s highly trained pulmonologists have extensive experience with diagnosis, treatment, and long-term care for pulmonology patients. Programs include the following;
 - A smoking cessation program that incorporates medication and behavioral modification;
 - The James P. Mara Center for Lung Disease that diagnoses and treats people with asthma and chronic lung diseases associated with COPD; and
 - The Intensive Care Unit Simulation Lab that trains doctors in treating respiratory and other medical emergencies, using state-of-the-art audiovisual equipment linked to computerized manikins.

- **Neurology services.** The Department of Neurology at Mount Sinai West is a highly-integrated, multidisciplinary department specializing in the evaluation and treatment of people with neurological diseases.

- **Stroke treatment.** The Mount Sinai Stroke Center is a state-of-the-art facility at the forefront of diagnostics and therapies, and provides high-quality, compassionate care for life-threatening strokes. The key tests used to diagnose stroke include the following:
 - Imaging tests, including Computed Tomography (CT) and Magnetic Resonance Imaging (MRI) tests, to provide information about the cause and location of a stroke and the extent of injury;
 - Blood flow tests to reveal problems or dangerous changes in blood flow to the brain;
 - Conventional Cerebral Angiography to evaluate the size and location of blockages in the brain;
 - Echocardiography to create images of the heart and determine if there is an abnormality; and
 - Newest stroke testing, such as computed tomography angiography (CTA) and NOVA, a non-invasive blood flow analysis system that uses magnetic resonance imaging to produce fully rotatable, 360-degree views of the blood vessels, allowing for precise identification of each vessel and its blood flow volume.

Support groups

Caring experts lead support groups at Mount Sinai West to provide a safe, supportive environment to help patients through their journeys. One support program is Parent/Family Education, a new parent breastfeeding support group that provides support, encouragement, and guidance for breastfeeding mothers and new parents. Support groups at MSSL include the Crime Victims Treatment Center, Adult Female Survivors of Sexual Assault, Adult Survivors of Childhood Sexual Abuse, Domestic Violence Support Group, Co-Ed Post Traumatic Stress Disorder (PTSD) Workshop, Teen Trauma Group, Co-Ed Auricular Acupuncture Group, and Co-Ed Holistic Healing Group.

Stroke Awareness

The Stroke Center works with the American Stroke Association to increase awareness of how to defend against stroke.

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

The 2017 MSSSL & MSW 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 socio-economic, racial, cultural, ethnic, and linguistic barriers to care are described below. These activities are in addition to the MSSSL & MSW activities that impact multiple needs.

Language Services

Free language interpretation services are available to patients and their families. Interpreters and translators speak more than 150 languages to help communication with health care providers. Language services are provided through a combination of multilingual staff interpreters, contractors, and over-the-phone interpretation.

Patient Representatives

At Mount Sinai West, patient representatives are available to help patients and their families with any problems, complaints, or concerns that may arise about health care or with services at Mount Sinai West. At MSSSL, patient representatives work with patients and families to address any issues they may have — problems, complaints, or concerns about their health care or with services — that other staff are unable to resolve.

E. Substance Abuse

The 2017 MSSSL & MSW 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 MSSSL & MSW activities that impact multiple needs.

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 mental health services available include the following

- **Pediatric behavioral health.** The Child and Family Institute provides mental health and substance abuse treatment for patients aged 0 to 18 years old. Several specialized treatment programs within the Department of Child and Adolescent Psychiatry at Mount Sinai West constitute a range of care.
- **Addiction treatment.** Addiction Institute at Mount Sinai provides state-of-the-art, evidence-based treatment, training of professionals in addiction medicine, and research on the treatment of addictive disorders. With over 40 years of experience, The Addiction Institute at Mount Sinai provides a range of addiction treatment programs, as well as inpatient and outpatient services. Assessments and clinical decisions are made by our team of physicians, nurses, psychologists, and substance abuse counselors.
- **Residential treatment.** The Addiction Institute at Mount Sinai – Mount Sinai St. Luke's Halfway House is more of a temporary home than a treatment facility to 24 uniquely diverse residents. Residents stay for a period of three to six months while pursuing housing as well as vocational, educational, and continued recovery plans. The program's goal is to assist the individual in becoming a drug-free, productive member of society.

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)

The MSSL & MSW hospital is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a wide range of community benefits. However, no entity can address all of the health needs present in its community.

Reasons for not addressing a need include ones identified by the Internal Revenue Service (IRS):

- Resource constraints,
- Relative lack of expertise or competencies to effectively address the need,
- A relatively low priority assigned to the need,
- A lack of identified effective interventions to address the need, and/or
- 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 2017 MSSL & MSW CHNA found that the population is aging and “aging in place,” and that the increase will increase needed support for healthcare, housing, transportation, and nutrition assistance. The MSSL & MSW hospital, together with the Mount Sinai Health System, has expertise and resources related to medical services. However, a lack of core competencies in housing, transportation, and nutrition assistance, combined with finite resources, restrict planned interventions in the 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 MSSL & MSW activities that impact multiple needs.

Health professions education

The health professions education activities of MSSL & MSW respond to both the current and future community health needs for chronic disease treatment and prevention. MSSL & MSW actively participates in over thirty residency and fellowship programs. Residency and fellowship programs that are especially related to services that impact an aging population are as follows:

- Geriatric Medicine Fellowship
- Geriatric Psychiatry Fellowship

Inpatient Geropsychiatry

Mount Sinai West’s geropsychiatry inpatient unit offers a secure, quality health care option for adults age 55 and older with a psychiatric diagnosis. The program is also appropriate for younger patients with additional medical problems requiring special attention not found on a general psychiatric unit. A team of psychiatrists, nurse practitioners, geriatricians, social workers, nurses, and occupational and creative art therapists has received specific training to meet the unique needs of geropsychiatric patients. As part of Mount Sinai St. Luke’s Hospital, the staff closely collaborates with all the major medical and surgical specialties important to the geriatric population.

Addiction in Seniors

At The Addiction Institute of New York, MSSL & MSW staff members provide the best possible treatments to help individuals from pre-birth to old age recover from substance addictions, such as alcohol, heroin, cocaine, nicotine, and other addictions; and offer a wide possible range of inpatient, outpatient, residential, and school programs for all levels of severity of illness and socioeconomic status.

Senior Citizens Services Program

The Senior Citizens Services Program is tailored to meet the specific needs of the older individual. The program utilizes a holistic treatment approach that looks at the unique psychological, social, and health problems of older patients. Case management services are provided to help patients live independently in the community.

NORC Program at Lincoln Square Neighborhood Houses

Mount Sinai West provides a registered nurse to the Naturally Occurring Retirement Community (NORC) Program at Lincoln Square Neighborhood Houses. The program includes monitoring of senior residents in the complex to prosper and successfully age in place. The program has seen modest increases since the last CHNA submission.

B. Environmental Determinants of Health

The 2017 MSSL & MSW CHNA found that residents experience considerable traffic, pollution, crime, and noise, and that transportation is difficult for individuals with limited mobility. The MSSL & MSW hospital, 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 MSSL & MSW activities that impact multiple needs.

Referrals to Health Care Services

The MSSL & MSW hospital refers patients to various providers of health care services. As part of the Mount Sinai Health System, the continuum of care can be enhanced with referrals to effective services provided by other Mount Sinai hospital facilities and Mount Sinai health professionals. For example, pediatric patients in need of specialized clinical consultation can be referred to the T32 Pediatric Environmental Health Research Fellowship at Mount Sinai Hospital.

C. Homelessness

The 2017 MSSL & MSW 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. The MSSL & MSW hospital, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in short-term shelter and long-term housing, combined with finite resources, restrict planned interventions in the 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 MSSL & MSW activities that impact multiple needs.

Financial Assistance and Billing and Collections Policy

The MSSL & MSW 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 2017 MSSL & MSW 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. The MSSL & MSW hospital, 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 MSSL & MSW activities that impact multiple needs.

Language Services

Free language interpretation services are available to patients and their families. Interpreters and translators speak more than 150 languages to help communication with health care providers. Language services are provided through a combination of multilingual staff interpreters, contractors, and over-the-phone interpretation

Patient Representatives

At Mount Sinai West, patient representatives are available to help patients and their families with any problems, complaints, or concerns that may arise about health care or with services at Mount Sinai West. At MSSL, patient representatives work with patients and families to address any issues they may have — problems, complaints, or concerns about their health care or with services — that other staff are unable to resolve.

Mount Sinai Access

The MSSL & MSW hospital 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.

E. Poverty, Financial Hardship, and Basic Needs Insecurity

The 2017 MSSL & MSW 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. The MSSL & MSW hospital, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in economic development, combined with finite resources, restrict planned interventions in the 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 MSSL & MSW activities that impact multiple needs.

Financial Assistance and Billing and Collections Policy

The MSSL & MSW 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.

F. Safe and Affordable Housing

The 2017 MSSL & MSW CHNA found that increased safe and affordable housing, including security and maintenance of existing residential units, is needed within the community. The MSSL & MSW hospital, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in residential housing, combined with finite resources, restrict planned interventions in the 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 MSSL & MSW activities that impact multiple needs.

Referrals to Community Resources

The MSSL & MSW hospital refers patients to various community resources. As part of the Mount Sinai Health System, integrated resources help the MSSL & MSW hospital 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 Mount Sinai St. Luke's/West Hospital reviewed and adopted this plan at its May 15, 2018 meeting.