

Mount Sinai Beth Israel Hospital CHNA Implementation Strategy

Adopted by the Mount Sinai Beth Israel Hospital Governing Board on May 15, 2021

The Mount Sinai Beth Israel Hospital (MSBI) is comprised of two campuses, Mount Sinai Beth Israel in Manhattan (MSBI – Manhattan) and Mount Sinai Brooklyn in Brooklyn (MS – Brooklyn). This document outlines the MSBI Implementation Strategy for improving the health of the population in the community they serve by addressing priorities identified through the Community Health Needs Assessment (CHNA).

The CHNA and Implementation Strategy were undertaken to better understand and address community health needs and to fulfill the requirements of the Internal Revenue Service (IRS) regulations, pursuant to the Patient Protection and Affordable Care Act of 2010.

The hospital may amend the Implementation Strategy as circumstances warrant. For example, certain needs may become more pronounced and merit enhancements to the described strategic initiatives. Alternatively, other organizations in the community may decide to address certain community health needs included in the plan. The full CHNA and Implementation Strategy are available at www.mountsinai.org/about-us/community.

The document contains the following information:

1. About MSBI
2. Definition of the Community Served
3. Summary of Significant Community Health Needs
4. Implementation Strategy to Address Significant Health Needs
5. Significant Health Needs MSBI Will Not Address Directly
6. Implementation Strategy Adoption

1. About MSBI

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

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

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

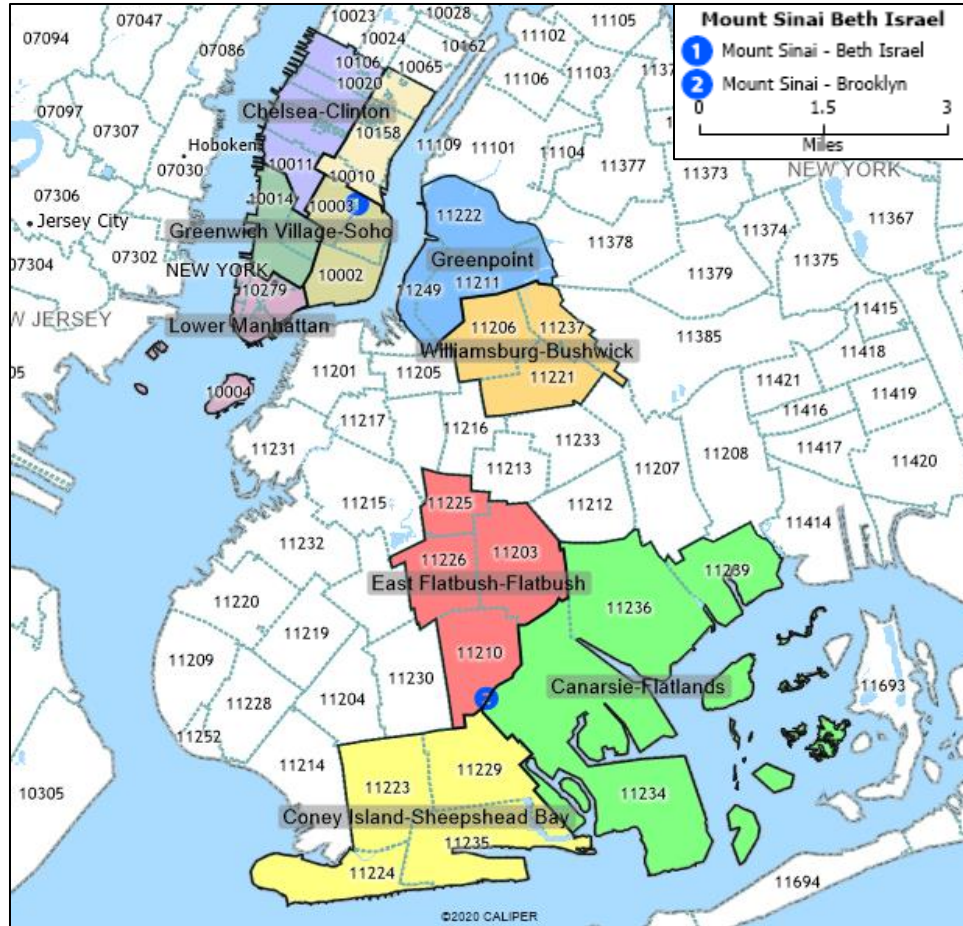
- **Mission.** The mission of the Mount Sinai Health System is to provide compassionate patient care with seamless coordination and to advance medicine through unrivaled education, research, and outreach in the many diverse communities we serve.
- **Vision.** The Mount Sinai Health System’s vision is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

2. Definition of the Community Served

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

The community is mapped below. In 2016, 60 percent of the hospital's inpatient discharges originated from this area.



Sources: Caliper Maptitude (2020) and the Mount Sinai Health System.

In 2018, the community was estimated to have a population of 1,778,281 persons.

3. Summary of Prioritized Significant Community Health Needs

The 2020 MSBI CHNA identified a number of significant health needs in the community. The CHNA process considered and assessed a wide range of primary and secondary data sources including structured interviews with persons who represent the broad interests of the community and those with expertise in public health, and assessments and studies prepared by other organizations. The CHNA report identified twelve health needs as significant in the community, as listed below in alphabetical order.

Significant Community Health Needs Identified in the 2020 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
- COVID-19 Pandemic and Effects
- 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

MSBI has a proud tradition of serving the community and providing significant resources towards community benefit activities. Over the next three years, the hospital plans to continue this commitment to meet health needs in the community. To develop the planned response to significant community health needs identified in the 2020 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 2021-2023 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;
- COVID-19 Pandemic and Effects;
- 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 MSBI intends to take, including programs and resources it plans to commit;
- II. Anticipated impact of these actions and a plan to evaluate that impact;
- III. Planned collaborations between the hospital and other organizations; and
- IV. Planned commitments of resources.

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

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

Health professions education. The health professions education activities of MSBI respond to both the current and future community health needs for chronic disease treatment and prevention. MSBI actively participates in two dozen residency and fellowship programs.

Participation in Medicaid. Medicaid provides health coverage to low-income individuals through federal and state funding. MSBI participation in New York State Medicaid includes inpatient and outpatient services. In 2018, the payments for services provided to Medicaid patients were approximately 81 percent of the cost to provide these services.

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

- Health screenings and wellness workshops;
- Community health education;
- Community outreach and health information distribution;
- Funding of grants for community programs; and
- Assistance with applications for Medicaid and other programs.

Subsidized Health Services. MSBI hospital provides numerous inpatient and outpatient service lines that operate as losses. MSBI continues to provide these services because the health of community members would diminish because other providers would be unlikely to provide these services. Subsidized health services provided by MSBI include clinic services.

Health Care Services. A full-range of health care services is available at the hospital campuses, outpatient facilities, and physician practices throughout the community. As part of the Mount Sinai Health System, 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.

Center for Spirituality and Health

The Center for Spirituality and Health at Mount Sinai's Icahn School of Medicine is dedicated to providing compassionate patient care with seamless coordination and to advancing spiritual care through unrivaled education, research, and outreach in the many diverse communities it serves.

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. This care is available to patients, families, friends, staff, and community members.

Other activities of MSBI impact needs that the hospital selected to focus its efforts during the 2021-2023 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. COVID-19 Pandemic and Effects
- E. Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care; and
- F. Substance Abuse.

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

The 2020 MSBI CHNA found that mental health status is poor for many residents because of the impact of the COVID-19 pandemic, 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 MSBI activities that impact multiple needs.

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

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

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

- **Mount Sinai Comprehensive Behavioral Health Center.** MSBI is developing a center for inpatient and outpatient behavioral health services at 45 Rivington Street. Upon completion, the \$140 million Center will be a transformational, state-of-the-art, community-oriented destination for “one-stop” care and services that provides the community with a continuum of integrated care for behavioral health, physical health, and psychosocial needs. The Center will provide the following:
 - Expansion of the crisis platform by the creation of new Intensive Crisis and Respite beds;
 - Creation of a behavioral health “sub-acute”/intensive outpatient platform, including a Partial Hospitalization Program/Intensive Outpatient Program;
 - Introduction of new integrated primary care services with select specialty services;
 - Integration of inpatient, crisis, and outpatient services to create a singular, streamlined care experience in one location; and
 - Specialized peer-based Behavioral Health Care Engagement Teams focusing on critical transitions of care and master treatment plan coordination.

- **The Department of Psychiatry and Behavioral Sciences.** The MSBI Department of Psychiatry and Behavioral Sciences is committed to providing personalized and comprehensive mental health care that is fully integrated with other medical needs. The department's multidisciplinary team of psychiatrists, psychologists, counselors, social workers, registered nurses, and spiritual leaders is committed to giving patients of all ages the tools and support they need to achieve their highest level of mental health. Care options include outpatient and ambulatory services, inpatient services, geriatric psychiatry, child and adolescent psychiatry and family services, The Department of Psychiatry offers highly skilled therapeutic care for a wide range of conditions, including the following
 - Mood and anxiety disorders;
 - Psychosis such as schizophrenia;
 - Substance abuse and behavioral addictions;
 - Neuropsychiatric manifestations of HIV;
 - Alzheimer's disease; and
 - Post-traumatic stress disorder.

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

The 2020 MSBI CHNA found that New York City has a robust health provider network. However, access to this network can be limited to individuals with limited financial resources, including lack of health insurance and relatively high deductibles / co-pays.

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

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

- Internal Medicine Residency;
- Mount Sinai Beth Israel Residency in Urban Family Medicine;
- PGY1 Pharmacy Residency Program; 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. Primary care services cover a variety of areas, with specialties including:

- Acute and chronic diseases;
- High cholesterol;
- Diabetes;
- Pain;
- Arthritis; and
- Tobacco use.

Mount Sinai Beth Israel Senior Health Home Call Program. The Mount Sinai Beth Israel Senior Health Home Call Program delivers comprehensive primary care to an underserved segment of the population. The program aims to:

- Provide high-quality, patient-centered primary and palliative care to homebound patients in Manhattan;
- Offer emotional support and social services to the families and caregivers of homebound patients; and
- Provide education and experience in home care to medical trainees.

C. Chronic Diseases and Contributing Lifestyle Factors

The 2020 MSBI CHNA found that chronic diseases in the community include arthritis, asthma, cancers, cardiovascular disease, diabetes, hypertension, kidney disease, and pulmonary issues. Contributing lifestyle factors might also include poor nutrition, alcohol consumption, and physical inactivity.

Planned activities to help reduce the incidence of and manage current chronic disease, including increasing healthy life factors, are described below. These activities are in addition to the MSBI activities that impact multiple needs.

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

- Breast Imaging Fellowship;
- Breast Surgery Fellowship;
- Cardiology Fellowship;
- Endocrinology and Diabetes Fellowship;
- Gastroenterology Fellowship;
- Internal Medicine Residency;
- Interventional Cardiology;
- Interventional Cardiology Fellowship;
- Interventional Endoscopy Fellowship;
- Nephrology Fellowship;
- Neurology Residency;
- Pain Medicine Fellowship;
- PGY1 Pharmacy Residency Program;
- PGY1 Pharmacy Residency Program; and
- Pulmonary Critical Care Medicine 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.

- **Cancer care.** According to New York State Comprehensive Cancer Control Plan 2018-2023, each year, nearly 110,000 New Yorkers learn they have cancer, and around 35,000 succumb to the disease, making it the second leading cause of death in the state. The Mount Sinai Health System aims to increase breast cancer screening rates. Planned initiatives include the following:
 - Provide culturally targeted intervention workshops and education sessions in multiple languages including English, Spanish, Mandarin, Cantonese, and French;

- Offer onsite mobile mammography screenings at work sites, in non-clinical settings, onsite translation and patient navigation support, and offer flexible hours to remove barriers for screening; and
- Provide cancer support services to help patients manage their distress that may arise from physical symptoms, emotional issues, and spiritual concerns they may experience with cancer.

In addition to these interventions, the Mount Sinai Health System maintains a variety of programs related to cancer prevention, detection, and treatment, including the following:

- Dubin Breast Center of the Tisch Cancer Institute;
 - Mobile Mammography Van Program;
 - Ruttenberg Treatment Center;
 - Mount Sinai Queens Breast Health Program;
 - Cancer Supportive Services/Support Groups;
 - National Cancer Survivors Day;
 - Esperanza y Vida and the Witness Project of Harlem™; and
 - Women's Cancer Program at Blavatnik Center.
- **Cardiovascular Disease and Stroke.** The Mount Sinai Health System aims to increase the percentage of adults with chronic conditions (cardiovascular disease, diabetes, prediabetes and obesity) who have taken a course or class to learn how to manage their condition. Planned interventions by MSHS include the following:
 - Expand community-based outreach services on health education events related to heart health, stroke prevention and diabetes;
 - Offer blood pressure screening, cholesterol testing, result/ consultation; nutrition and diet counseling, and more at the annual Go Red for Women health fair sponsored system-wide by Mount Sinai Heart;
 - Expand access to evidence-based, self-management interventions for individuals with chronic disease (cardiovascular disease, diabetes, prediabetes, and obesity); and
 - Increase awareness of diabetes prevention, good nutrition, healthy eating, benefits of exercising, weight management, and controlling stress levels.

In addition to these interventions, the Mount Sinai Health System maintains a variety of programs related to cardiovascular disease and stroke prevention, detection, and treatment, including the following:

- The American Heart Association's Go Red for Women's Health campaign;
- Mount Sinai Heart, providing cardiovascular medicine and advanced diagnostic and therapeutic technologies;
- FAMILIA Project to promote cardiovascular health in Harlem and the Bronx;
- Harlem Healthy Hearts Series;
- Mount Sinai Stroke Centers, providing care for both the treatment and prevention of stroke and other cardiovascular disorders;

- Educating the Community about High Blood Pressure and Stroke; and
 - Women’s Heart NY.
- **Diabetes care.** The Mount Sinai Beth Israel Diabetes Center, part of The Mount Sinai Clinical 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 ones listed below.
 - 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.
 - 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 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.
 - **Nephrology and 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, including chronic kidney disease, dialysis, general kidney disease, geriatric nephrology, glomerulonephritis (GN), hypertension, kidney transplantation, polycystic kidney disease, and kidney supportive care.
 - **Pulmonary Care.** Mount Sinai provides care for all types of lung diseases and sleep disorders as well as inpatient critical care for patients using the most effective multidisciplinary approach, partnership with National Jewish Health Respiratory Institute. The Mount Sinai-National Jewish Respiratory Institute provides comprehensive patient-centered pulmonary care downtown, and pulmonologists work with other

specialists, such as radiologists and thoracic surgeons, to provide unparalleled care for complex lung diseases. Additionally, the Cystic Fibrosis Center at Mount Sinai Beth Israel is one of the few facilities in the country fully accredited as a Cystic Fibrosis Specialty Center by the U.S Department of Health.

- **Sleep Health.** The Mount Sinai - National Jewish Health Respiratory Institute Integrative Sleep Center provides a comprehensive and multidisciplinary approach to treating sleep disorders.

D. COVID-19 Pandemic and Effects

The 2020 MSBI CHNA found that COVID-19 has become a health emergency for New York City, the nation, and the world since its emergence in 2019. The virus has wrought severe illness and death, and stressed New York City healthcare providers. Further, the pandemic has contributed to unmet basic needs from the resulting economic crises, chronic disease severity, increased mental health needs, and decreased access to health services.

Throughout the course of the COVID-19 outbreak in New York, the Mount Sinai Health System has been on the forefront of both treating and researching the disease. MSHS COVID-19 treatment innovations include the following:

- Developing an antibody test to identify individuals who have recovered from COVID-19, and using plasma from these individuals to help critically ill patients recover; and
- Applying research by colleagues at the Icahn School of Medicine at Mount Sinai to frontline physicians treat varied aspects of the disease—from thrombosis to the sudden inflammatory response known as a “cytokine storm.”

The Mount Sinai Health System remains committed to continuing its innovation surrounding COVID-19 prevention and treatment based on the most recent information.

Planned activities to help prevent and treat COVID-19, and future infectious disease incidences, are described below. These activities are in addition to the MSBI activities that impact multiple needs.

COVID-19 Testing and Treatment. The hospital provides in-person testing at its urgent care clinics throughout New York City, as well as virtual appointments. Additionally, the hospital provides treatment for COVID-19 at its hospital facilities and urgent care facilities, as well as providing Mount Sinai Now Virtual Care for those seeking access to services related to COVID-19.

COVID-19 Vaccination. The hospital participates in vaccine distribution activities developed by the New York State Department of Health (DOH). Mount Sinai is committed to providing vaccinating to New York City residents efficiency, effectively, and quickly. To facilitate vaccine distribution, the hospital maintains a COVID-vaccine webpage that provides details to vaccine access, as information to combat vaccine disinformation.

Center for Post-COVID Care. Recovery from COVID-19 is posing a new set of challenges for patients and healthcare providers. The Center for Post-COVID Care at Mount Sinai has developed an interdisciplinary team to guide development of COVID-19 aftercare by applying emerging evidence.

COVID-19 Resources. In addition to testing, treatment, and post-COVID care, the hospital also provides a range of resources aimed at preventing and limiting the spread of COVID-19. These resources include COVID-19 resources translated into Spanish, Chinese, and Russian, as well as resources specifically for disabled residents and adolescents.

Social Work Services. Social Workers are part of the health care team in nearly every part of Mount Sinai Beth Israel and its medical practices. Social Workers collaborate within interdisciplinary teams to serve patients and the larger community from both a micro and macro level including both direct care and prevention. Social work services can be found throughout MSBI, including emergency services, inpatient services, ambulatory services, and care coordination.

Financial Assistance and Billing and Collections Policy. MSBI, together with the other MSHS hospitals, recognizes that many of the patients served may be unable to access quality health care services without financial assistance because of the economic impact of the pandemic.

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 online¹ 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.

¹ <http://www.wehealny.org/services/financialassistance/index.html>

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

The 2020 MSBI CHNA found that access to care may be limited for residents who do not feel welcomed by providers. Insufficient cultural competence and language limitations can serve as barriers. For some residents, barriers may be influenced by real or perceived differences in services based on race, ethnicity, socioeconomic background, sexual orientation, and/or other characteristics.

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

Social Work Services. Social Workers are part of the health care team in nearly every part of Mount Sinai Beth Israel and its medical practices. Social Workers collaborate within interdisciplinary teams to serve patients and the larger community from both a micro and macro level including both direct care and prevention. Social work services can be found throughout MSBI, including emergency services, inpatient services, ambulatory services, and care coordination.

Language & Communication Access Services. MSBI 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). Phone interpretation services are available in over 200 languages, and video remote interpretation services are available in 35 languages. Available assistive devices include videophones, captioned telephones, multilingual communication boards, sound amplifiers, and large-type forms.

MSHS Task Force to Address Racism. The Mount Sinai Health System is committed to addressing racism and its effects on faculty, staff, students, trainees, patients, visitors, and communities served. To this end, the system launched The Mount Sinai Health System Task Force to Address Racism. The goal is for Mount Sinai to become an anti-racist health care and learning institution that intentionally addresses structural racism.

Patient Representatives. At MSBI, patient representatives are available to help patients communicate with other staff members and can advocate on a patient's behalf when appropriate. Patient representatives help in the understanding of hospital policies and procedures, as well as answer questions about patient rights and advance directives.

LGBT Health Services. The Mount Sinai Health System is dedicated to meeting the special health care needs of the lesbian, gay, bisexual, and transgender (LGBT) community. A wide range of health, referral, and educational services that promote LGBT health equity and access to care is provided. This range of services includes advocacy for LGBT health equity, access to comprehensive transgender health services, information and referrals, outreach and patient health education, primary care, specialty care, hospital care, and professional education and training.

Asian Services. MSBI responds to the needs of the Asian American community by providing easy and seamless access to high quality inpatient and outpatient care as well as support services.

A personalized approach ensures the best possible experience for both patients and referring physicians. Asian-American patients admitted to the hospital will find an environment that honors culture, traditions, and language with:

- Asian physicians specializing in hospital medicine;
- Experienced multi-lingual medical interpreters;
- A dedicated social worker;
- Free newspapers; and
- Multi-lingual signs.

F. Substance Abuse

The 2020 MSBI 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 MSBI activities that impact multiple needs.

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

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

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.

- **Mount Sinai Comprehensive Behavioral Health Center.** MSBI is developing a center for inpatient and outpatient behavioral health services at 45 Rivington Street. Upon completion, the \$140 million Center will be a transformational, state-of-the-art, community-oriented destination for “one-stop” care and services that provides the community with a continuum of integrated care for behavioral health, physical health, and psychosocial needs. The Center will provide the following:
 - Expansion of the crisis platform by the creation of new Intensive Crisis and Respite beds;
 - Creation of a behavioral health “sub-acute”/intensive outpatient platform, including a Partial Hospitalization Program/Intensive Outpatient Program;
 - Introduction of new integrated primary care services with select specialty services;
 - Integration of inpatient, crisis, and outpatient services to create a singular, streamlined care experience in one location; and
 - Specialized peer-based Behavioral Health Care Engagement Teams focusing on critical transitions of care and master treatment plan coordination.

- **Inpatient addiction services.** As part of the Addiction Institute of Mount Sinai, MSBI 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. Specific substance abuse services include the following:
 - Biopsychosocial assessment, including:
 - Addiction Severity Index (ASI);
 - American Society of Addiction Medicine Placement Criteria (APC);
 - Brief Symptom Inventory (BSI);
 - Family evaluation;
 - Psychiatric evaluation;
 - Development of initial treatment plan;
 - Feedback session with patients and/or family;
 - Insurance analysis and pre-certification;
 - Telephone and/or written report to referral source;
 - Diagnostic lab tests and urine toxicology;
 - History and physical examination; and
 - Triage and monitoring for withdrawal, medical, and psychiatric problems
 - Detoxification services; and
 - Inpatient rehabilitation services.

- **Outpatient treatment services.** Outpatient programs are provided as not all individuals require the intensity of inpatient services. Specific outpatient services include ambulatory detoxification, brief therapy, outpatient medication-assisted treatment programs, and services for adolescents.

Expanding Medication-Assisted Treatment. The Addiction Institute of Mount Sinai (AIMS) offers addiction services throughout New York City, including a center associated at Mount Sinai Beth Israel. AIMS provides comprehensive and personalized care, and treat people with addictions related to alcohol, substances, and behaviors such as compulsive eating or gambling.

II. Anticipated impact of these actions and a plan to evaluate that impact

The anticipated impact of activities is improved mental and physical health of community residents.

Reviews of individual activities are ongoing and an inclusion of an evaluation is anticipated in the next CHNA. Metrics used to assess activities include quantitative measures, such as the number of services provided, as well as qualitative considerations, such as continued interest in the programs by community members and medical professionals. While it is hoped that the intended impact will improve community health, identifying valid outcomes-based impact measures is difficult for multiple reasons, including lags in data collection, analysis, and reporting of community health indicators by independent measures of changes. Adding to the difficulty in measuring outcomes-based impact includes the size of the community population, changes in the population through in-migration and out-migration, and changes in the overall environment. Furthermore, assessing the causal impact of any correlation between this activity and outcome measures may not be possible.

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

III. Planned collaborations between the hospital and other organizations

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

- Mount Sinai's Icahn School of Medicine;
- Individual practicing professionals; and
- Local religious leaders.

Health professions education involves numerous entities including educational institutions (such as schools, colleges, and universities), accrediting organizations (such as the Liaison Committee on Medical Education, the Accreditation Council for Graduate Medical Education, the Council on Podiatric Medical Education, the Accreditation Council for Pharmacy Education, and the Accreditation Commission For Education in Nursing), and individual practicing professionals.

IV. Planned commitments of resources

Planned commitments of resources include direct support for many activities, such as Health Professions Education, Community Health Improvement Activities, and Subsidized Health Services. Planned commitments of resources also include indirect and in-kind support, such as financial shortfalls for providing services to Medicaid enrollees and use of facilities by individuals attending support groups.

5. Significant Health Needs that Will Not Be Addressed (Directly)

MSBI is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization 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
- Initiatives provided other facilities or organizations in the community.

The hospital evaluated the significant needs identified in the CHNA based on the IRS criteria. Based on these criteria, the hospital identified significant needs that it will not address with direct interventions, although planned interventions in the 2021-2023 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 2020 MSBI CHNA found that the population is aging and “aging in place.” This growth will increase needed support for healthcare, housing, transportation, and nutrition assistance. MSBI, together with the Mount Sinai Health System, has expertise and resources related to medical services. However, a lack of core competencies in housing, transportation, and nutrition assistance, combined with finite resources, restrict planned interventions in the 2021-2023 time period. Furthermore, numerous other resources in the community are responding to this issue, including the New York City Department for the Aging and initiatives funded by the New York City Council.

Planned activities for healthcare directly and indirectly related to an aging population are described below. These activities are in addition to the MSBI activities that impact multiple needs.

Health professions education. The health professions education activities of MSBI respond to both the current and future community health needs for chronic disease treatment and prevention. MSBI actively participates in 24 residency and fellowship programs, including the following one especially related to aging issues are as follows:

- Geriatric Psychiatry Fellowship.

Social Work Services. Social Workers are part of the health care team in nearly every part of Mount Sinai Beth Israel and its medical practices. Social Workers collaborate within interdisciplinary teams to serve patients and the larger community from both a micro and macro level including both direct care and prevention. Social work services can be found throughout MSBI, including emergency services, inpatient services, ambulatory services, and care coordination.

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. MSBI provides a model for geriatric medicine that can change the way community members think about and experience aging.

Geriatrics Services. MSBI provides clinical services and programs that encourage healthy aging, treat patients with chronic illnesses, and provide support and education for family members and caregivers. MSBI uses a team-based approach in which geriatrics physicians, nurses, and social workers collaborate with other medical specialties to provide the most thorough treatment plan possible. After a patient receives hospital care, a discharge plan for patients and their families that is developed and personalized to meet the needs of each patient.

B. Environmental Determinants of Health

The 2020 MSBI CHNA found that residents of local neighborhoods experience considerable traffic, pollution, crime, and noise. Transportation is difficult for individuals with limited mobility. MSBI, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in traffic, pollution, crime, and noise, combined with finite resources, restrict planned interventions in the 2021-2023 time period. Furthermore, numerous other resources in the community are responding to this issue including the New York City Department of Environmental Protection and the New York City Department of Transportation.

Planned activities indirectly related to environmental determinants of health are described below. These activities are in addition to the MSBI activities that impact multiple needs.

Referrals to Health Care Services

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

C. Homelessness

The 2020 MSBI 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 impact of COVID-19 has contributed to recent increases. MSBI, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in short-term shelter and long-term housing, combined with finite resources, restrict planned interventions in the 2021-2023 time period. Furthermore, numerous other resources in the community are responding to this issue including the New York City Department of Homeless Services.

Planned activities indirectly related to homelessness are described below. These activities are in addition to the MSBI activities that impact multiple needs.

Financial Assistance and Billing and Collections Policy. MSBI, together with the other MSHS hospitals, recognizes that many of the patients served may be unable to access quality health care services without financial assistance because of the economic impact of the pandemic.

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 online² 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 2020 MSBI CHNA found that many changes in the health care provider environment are leading to anxiety by residents. Additional changes, such as the emergence of Urgent Care Clinics, are leading to uncertainty among residents in how to access healthcare services. MSBI, 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 2021-2023 time period. Furthermore, other resources in the community have greater abilities to assist in navigation, notably insurance providers.

Planned activities indirectly related to navigation are described below. These activities are in addition to the MSBI activities that impact multiple needs.

Social Work Services. Social Workers are part of the health care team in nearly every part of Mount Sinai Beth Israel and its medical practices. Social Workers collaborate within interdisciplinary teams to serve patients and the larger community from both a micro and macro level including both direct care and prevention. Social work services can be found throughout MSBI, including emergency services, inpatient services, ambulatory services, and care coordination.

Mount Sinai Access. MSBI 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.

As part of the Mount Sinai Health System, integrated resources help MSBI 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.

² <http://www.wehealny.org/services/financialassistance/index.html>

E. Poverty, Financial Hardship, and Basic Needs Insecurity

The 2020 MSBI CHNA found that lower-income residents can experience considerable difficulty in accessing basic needs, including healthy food and safe, affordable housing. Primary care access can be limited due to the relatively high cost of deductible and/or co-pays. Unmet mental health needs may be an issue due to daily stress. MSBI, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in economic development, combined with finite resources, restrict planned interventions in the 2021-2023 time period. Furthermore, numerous other resources in the community are responding to this issue including the New York City Human Resources Administration/Department of Social Services.

Planned activities indirectly related to Poverty, Financial Hardship, and Basic Needs Insecurity are described below. These activities are in addition to the MSBI activities that impact multiple needs.

Financial Assistance and Billing and Collections Policy. MSBI, together with the other MSHS hospitals, recognizes that many of the patients served may be unable to access quality health care services without financial assistance because of the economic impact of the pandemic.

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 online³ 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.

³ <http://www.wehealny.org/services/financialassistance/index.html>

F. Safe and Affordable Housing

The 2020 MSBI CHNA found that inadequate housing contributes to poor health outcomes. Demand for housing in the community is increasing rents and new housing units will be market rates, unaffordable to some residents. MSBI, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in residential housing, combined with finite resources, restrict planned interventions in the 2021-2023 time period. Furthermore, numerous other resources in the community are responding to this issue including the New York City Department of Housing Preservation and Development and the New York City Housing Authority.

Planned activities indirectly related to Safe and Affordable Housing are described below. These activities are in addition to the MSBI activities that impact multiple needs.

Referrals to Community Resources. MSBI refers patients to various community resources. As part of the Mount Sinai Health System, integrated resources help MSBI respond to patients in need. For example, robust social services can direct patients to community organizations that assist with housing needs, such as the Disability Rent Increase Exemption Program, the Senior Citizen Rent Increase Exemption Program, and others.

6. Implementation Strategy Adoption

The Board of Directors for the Mount Sinai Beth Israel Hospital reviewed and adopted this plan on May 15, 2021.