

The Mount Sinai Hospital CHNA Implementation Strategy

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

This document outlines The Mount Sinai Hospital (MSH) Implementation Strategy for improving the health of the population in the community they serve by addressing priorities identified through the Community Health Needs Assessment (CHNA).

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

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

The document contains the following information:

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

1. About The Mount Sinai Hospital

The Mount Sinai Hospital is an affiliate of Mount Sinai Health System - a nationally recognized, not-for-profit charitable health care organization located in New York City. Founded in 1852, The Mount Sinai Hospital is comprised of two campuses, The Mount Sinai Hospital in Manhattan, a 1,134-bed, tertiary-care teaching facility acclaimed internationally for excellence in clinical care, and Mount Sinai Queens in Queens, a 228-bed acute care facility, located in in the Astoria section of Queens. To enhance clarity throughout this document, the acronyms below are used.

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

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

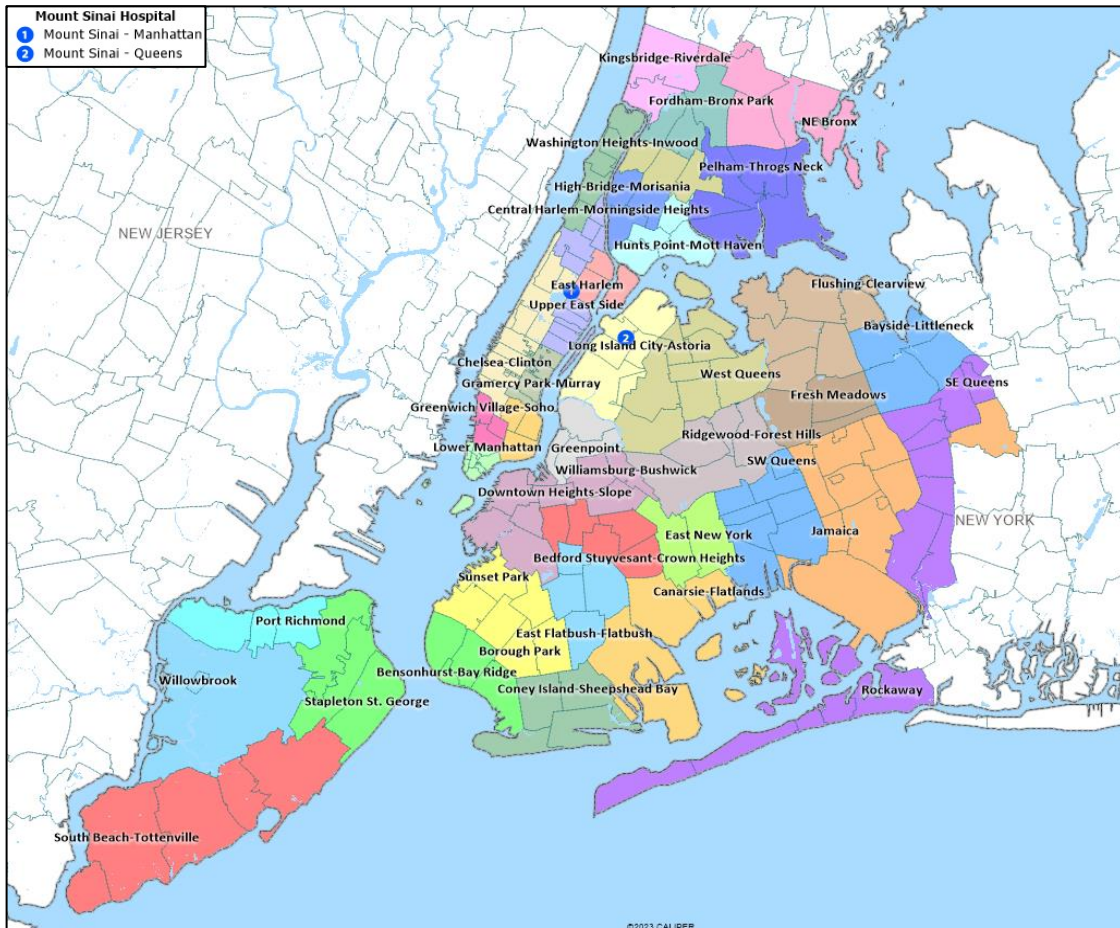
- **Mission.** The mission of the Mount Sinai Health System is to provide compassionate patient care with seamless coordination and to advance medicine through unrivaled education, research, and outreach in the many diverse communities we serve.
- **Vision.** The Mount Sinai Health System’s vision is to continue to grow and challenge convention through our pioneering spirit, scientific advancements, forward-thinking leadership, and collaborative approach to providing exceptional patient care in the many unique communities we serve.
- **Core Values.** *Safety:* We protect our patients and our colleagues from harm. *Equity:* We create a diverse and inclusive environment for our patients, students, and colleagues, free from bias, racism, and favoritism, to foster optimal care and just opportunities based on one's individual needs and abilities. *Agility:* We are flexible and quick to adapt to changes. *Creativity:* We identify and develop forward-thinking approaches to challenge conventions, solve problems, and push the boundaries of medicine. *Empathy:* We demonstrate a deep understanding of our colleagues, our patients, and their loved ones through inclusion, compassion, respect, and caring. *Teamwork:* We are better together by including the diverse perspectives of each team member to achieve outcomes far superior to those any individual could achieve alone.

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

2. Definition of the Community Served

For the purposes of the MSH CHNA, the community was defined as the entirety of New York City. This community definition covers approximately 200 ZIP Codes across the five boroughs of the Bronx, Brooklyn, Manhattan, Queens, and Staten Island. The community is divided into neighborhoods utilized by the New York State Department of Health; all of the 42 neighborhoods in New York City are in the MSH community.

The community is mapped below. In 2022, over 79 percent of the hospital's inpatient discharges originated from this area.



Sources: Caliper Maptitude (2023) and the Mount Sinai Health System.

In 2021, the community was estimated to have a population of 8,736,047 persons.

3. Summary of Prioritized Significant Community Health Needs

The 2023 MSH CHNA identified a number of significant health needs in the community. The CHNA process considered and assessed a wide range of primary and secondary data sources including structured interviews with persons who represent the broad interests of the community and those with expertise in public health, and assessments and studies prepared by other organizations. The CHNA report identified eleven health needs as significant in the community, as listed below in alphabetical order.

Significant Community Health Needs Identified in the 2023 CHNA

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

4. Implementation Strategy to Address Significant Health Needs

MSH has a proud tradition of serving the community and providing significant resources towards community benefit activities. Over the next three years, the hospital plans to continue this commitment to meet health needs in the community. To develop the planned response to significant community health needs identified in the 2023 CHNA, the hospital reviewed the CHNA findings and applied the following criteria to determine the most appropriate needs for the hospital to address:

- The extent to which the hospital has resources to address the need;
- The extent to which the hospital has expertise or competencies to address the need;
- The priority assigned to the need;
- The availability of effective interventions that address the need; and
- The extent 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 2024-2026 time period:

- Access to Mental Health Care and Poor Mental Health Status;
- Access to Primary Health Care Services by Individuals with Limited Resources;
- Chronic Diseases and Contributing Lifestyle Factors;
- Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care; and
- Substance Use Disorder.

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

- I. Actions MSH intends to take, including programs and resources it plans to commit;
- II. Anticipated impact of these actions and a plan to evaluate that impact;
- III. Planned collaborations between the hospital and other organizations; and
- IV. Planned commitments of resources.

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

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

Health professions education. The health professions education activities of MSH respond to both the current and future community health needs for chronic disease treatment and prevention. MSH actively participates in over 160 residency and fellowship programs.

Participation in Medicaid. Medicaid provides health coverage to low-income individuals through federal and state funding. MSH participation in New York State Medicaid includes inpatient and outpatient services. MSH social workers help patients apply for Medicaid coverage. In 2021, the payments for services provided to Medicaid patients were approximately 59 percent of the cost to provide these services.

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

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

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

- Financial support to other Mount Sinai entities; and
- Financial support to various primary care physician practices affiliated with the Icahn School of Medicine of Mount Sinai which provide care to community members.

Health Care Services. A full range of health care services is available at the hospital campuses, outpatient facilities, and physician practices throughout the community. As part of the Mount Sinai Health System, patients have access to a full range of clinical care specialties and treatments, as well as facilitated clinical and academic relationships through the Mount Sinai Health Network. The quality of comprehensive care is enhanced through technological tools, including provider-to-provider communication with Mount Sinai Connect and online patient gateways with the MyMountSinai® mobile phone application and MyChart desktop portal.

Mount Sinai Department of Health Education. The Mount Sinai Department of Health Education provides community-based health education programming, training, content development, and capacity building in partnership with schools, senior centers, and non-profit organizations. In partnership with the community, the department provides high-quality education and empowerment programming which addresses inequities and disparities that disproportionately impact marginalized groups. The department offers internal consulting for Mount Sinai Health System colleagues to work collaboratively to enhance efforts across the hospital system to provide maximum impact on individual, family, and community health. The department also offers programming for older adults, women and families in transitional housing settings, and groups operated by local community agencies. In addition to these programs, Mount Sinai has introduced new the following new programs to support the community:

- The Public Health and Racial Justice Program, an award-winning education and empowerment program, was designed to introduce teenage girls of color to the field of public health through a racial justice lens; and
- Youth Mental Health Programming was developed as a mental health program for youth of color in response to the changing social-emotional needs of adolescents since the COVID-19 pandemic and national conversation around racism.

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. Chaplains help people of all faiths find meaning, healing, hope, and comfort while experiencing the challenges of life.

Other activities of MSH impact needs that the hospital selected to focus its efforts during the 2024-2026 time period. These activities, described below, impact the following selected needs:

- A. Access to Mental Health Care and Poor Mental Health Status;
- B. Access to Primary Health Care Services by Individuals with Limited Resources;
- C. Chronic Diseases and Contributing Lifestyle Factors;
- D. Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care; and
- E. Substance Use Disorder.

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

The 2023 MSH CHNA found that mental health status is poor for many residents because of lingering trauma from the COVID-19 pandemic, day-to-day pressures, substance use, and psychiatric disorders. The supply of mental health providers is insufficient to meet the demand for mental health services.

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

Health professions education. The health professions education activities of MSH respond to both the current and future community mental health needs. MSH actively participates in over 160 residency and fellowship programs. Residency and fellowship programs that are especially related to mental health care services are as follows:

- Behavioral Neurology and Neuropsychiatry Fellowship;
- Child and Adolescent Psychiatry Fellowship;
- Geriatric Psychiatry Fellowship;
- Postdoctoral Fellowship In Clinical Neuropsychology;
- Postdoctoral Fellowship in Clinical Neuropsychology and Rehabilitation Research;
- Psychiatry Residency;
- T32 Clinical Neuroscience Research Fellowship;
- T32 Pediatric Environmental Health Fellowship;
- Transgender Psychiatry Fellowship Program;
- Triple Board Pediatrics, Psychiatry, and Child Psychiatry Combined Residency; and
- VA Fellowship in Psychosis, Suicide, and Major Mental Illness.

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's Department of Psychiatry. The Mount Sinai Hospital's Department of Psychiatry is committed to improving mental and emotional health by providing outstanding clinical psychiatric care for all ages. The department's multidisciplinary team of psychiatrists, psychologists, and social workers is committed to giving patients of all ages the tools and support they need to achieve their highest level of mental health. Mount Sinai Hospital provides inpatient psychiatric and emergency psychiatric care, as well as outpatient clinic services for children, adolescents, and adults. The Department also provides robust psychiatric consultation services for patients with active mental health issues while on inpatient medical/surgical services, as well as collaborative mental health care in its primary care clinic at the Mount Sinai Internal Medical Associates (IMA) on 102nd street. In addition, the Department of Psychiatry is home to several

specialized treatment centers, which combine research, clinical service, and education into a comprehensive model of care for a full spectrum of disorders.

One of two adult outpatient sites re-located from East 106th Street to the brand new Mount Sinai Harlem Health Center in mid-2023, located on 124th Street. This newly constructed Center is licensed under Mount Sinai Morningside, and is a multispecialty health care facility offering a wide range of services and inclusive, equitable, and high-quality care including primary care and mental health care, including child, adolescent, and adult outpatient clinic services as well as the Partial Hospital Program, which was also previously located at East 106th Street.

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

By December 31, 2024, Mount Sinai Health System aims to help reduce the age-adjusted suicide mortality rate from 10 to 7 percent per 100,000 population.

As noted above, Mount Sinai Hospital provides mental health services across the age span, and key to the goal of preventing mental disorders and to decrease the lifetime risk of poor health outcomes is to identify and treat children and adolescents at risk of or already have mental illness. Mount Sinai Hospitals' child and adolescent outpatient psychiatric services are under the MSHS Mount Sinai Child Behavioral Health and Science Center. One of the few hospitals in New York City that provides child/adolescent psychiatric care, the hospital is committed to providing comprehensive and equitable care to some of New York's vulnerable residents. The team approach encourages the whole family to become involved in care.

In addition, the hospital's renowned Adolescent Health Center located on 94th Street has been providing primary care, counseling and mental health treatment, nutrition and wellness programs, and sexual and reproductive health care to young people aged 10 to 26. The unique, New York City-based program delivers comprehensive, integrated, confidential medical and mental health services and prevention education to young people ages 10 to 26, all under one roof and at no cost to patients.

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

The 2023 MSH CHNA found that New York City has a robust health provider network. However, access to this network can be limited to individuals with limited financial resources, including lack of health insurance and relatively high deductibles / co-pays.

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

Health professions education. The health professions education activities of MSH respond to both the current and future community health needs for professional services. MSH actively participates in over 160 residency and fellowship programs. Residency and fellowship programs that are especially related to primary health care services are as follows:

- Adolescent Medicine Fellowship;
- Clinical Research Fellowship in Family Medicine;
- Complex Family Planning Fellowship - Mount Sinai Hospital;
- Emergency Medicine Residency;
- Emergency Medicine Simulation;
- General Dentistry Residency;
- General Internal Medicine Fellowship;
- General Preventive Medicine Residency;
- Geriatric Medicine Fellowship;
- Global Women's Health Fellowship – Mount Sinai Hospital;
- Harlem Residency in Family Medicine;
- Integrative Family Medicine Fellowship;
- Internal Medicine and Pediatrics Combined Residency;
- Internal Medicine Residency;
- Mid-Hudson Family Practice Residency;
- Obstetrics and Gynecology Residency – Mount Sinai Hospital;
- Pediatric Dentistry Residency;
- Pediatric Emergency Medicine Fellowship;
- Pediatric Hospital Medicine Fellowship;
- Pediatric Infectious Diseases Fellowship;
- Pediatric Residency Training Program at Mount Sinai Hospital;
- PGY-2 Ambulatory Care Pharmacy Residency;
- Physical Medicine and Rehabilitation Residency;
- Podiatric Medicine and Surgery Residency; and
- Reproductive Health Care and Advocacy Fellowship.

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:

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

Mount Sinai Visiting Doctors Program. The Visiting Doctors Program delivers comprehensive primary care throughout Manhattan to an underserved segment of the population. The Visiting Doctors Program is a multidisciplinary practice that engages patients and caregivers to help patients remain at home. The team includes physicians, nurse practitioners, nurses, social workers, community health workers, and administrative staff. The team works closely with families and caregivers to offer comprehensive management, support, and advocacy.

C. Chronic Diseases and Contributing Lifestyle Factors

The 2023 MSH 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 MSH activities that impact multiple needs.

Health professions education. The health professions education activities of MSH respond to both the current and future community health needs for chronic disease treatment and prevention. MSH actively participates in over 160 residency and fellowship programs. Residency and fellowship programs that are especially related to chronic disease services are as follows:

- Advanced Cardiac Imaging Fellowship;
- Advanced Endoscopy Fellowship;
- Advanced Fellowship in Inflammatory Bowel Disease;
- Advanced GI & Minimally Invasive and Bariatric Surgery Fellowship;
- Advanced Heart Failure and Transplant Cardiology Fellowship;
- Allergy and Immunology Fellowship;
- Anesthesiology Residency;
- Body MRI Fellowship;
- Brain Injury Medicine Fellowship;

- Breast Imaging Fellowship;
- Breast Pathology Fellowship;
- Breast Surgery Fellowship;
- Cardiology Clinical Track;
- Cardiology Electrophysiology;
- Cardiology Heart Failure and Transplantation;
- Cardiology Vascular Medicine;
- Cardiothoracic Anesthesia;
- Cerebrovascular Disease-Stroke Fellowship at the Mount Sinai Health System;
- Chest Fellowship;
- Clinical Cardiac Electrophysiology Fellowship;
- Clinical Fellowship in Endocrine Surgery;
- Clinical Genetics Laboratory Training Program;
- Clinical Informatics Fellowship at The Mount Sinai Hospital;
- Clinical Medical Physics Residency Program;
- Clinical Neurophysiology Fellowship (EMG and EEG Tracks);
- Clinical Research Fellowship in Family Medicine;
- Colon and Rectal Surgery Fellowship;
- Complex Family Planning Fellowship - Mount Sinai Hospital;
- Cosmetic Dermatologic Surgery Fellowship at Icahn School of Medicine;
- Critical Care Anesthesiology;
- Critical Care Medicine Fellowship;
- Cytopathology Fellowship;
- Dermatology Research Fellowship;
- Dermatology Residency at The Mount Sinai Hospital;
- Dermatopathology Fellowship;
- Dermatopharmacology Fellowship at Icahn School of Medicine;
- Diagnostic Radiology Residency;
- Endocrine Surgery Fellowship;
- Endocrinology, Diabetes, and Bone Disease Fellowship;
- ENT Pathology Fellowship;
- Epilepsy Fellowship;
- Facial Plastic Surgery Fellowship;
- Female Pelvic Medicine and Reconstructive Surgery Fellowship – Mount Sinai Hospital;
- Gastroenterology Fellowship;
- Gastrointestinal Pathology Fellowship;
- General Surgery Residency;
- Gynecologic and Oncology Fellowship – Mount Sinai Hospital;
- Gynecologic Pathology Fellowship;
- Hand and Elbow Fellowship;
- Head and Neck Oncology, Microvascular Reconstructive Surgery Fellowship;
- Headache Medicine Fellowship;
- Hematology and Medical Oncology Fellowship;
- Hemopathology Fellowship;

- Hospice and Palliative Medicine Fellowship;
- Independent ACGME Thoracic Fellowship Program;
- Infectious Diseases Fellowship;
- Integrated Thoracic Surgery Residency Program;
- Interventional Cardiology Fellowship;
- Interventional Radiology-Independent Residency;
- Laryngology Fellowship;
- Liver Pathology Fellowship;
- Liver Transplant Anesthesia Fellowship;
- Maternal-Fetal Medicine Fellowship – Mount Sinai Hospital;
- Medical Genetics Residency and Fellowship Training Programs;
- Minimally Invasive Pelvic Surgery Fellowship – Mount Sinai Hospital;
- Minimally Invasive Urology Fellowship Program;
- Mohs Micrographic Surgery and Dermatologic Oncology Fellowship Program;
- Molecular Genetic Pathology Fellowship;
- Movement Disorders Fellowship;
- Multiple Sclerosis Fellowship;
- Musculoskeletal Radiology Fellowship;
- Neonatal-Perinatal Medicine Fellowship;
- Nephrology Fellowship;
- Neuro-AIDS Fellowship;
- Neuro-Oncology Fellowship;
- Neuroanesthesia Fellowship - Mount Sinai Hospital;
- Neurocritical Care Fellowship;
- Neuroendovascular Surgery Fellowship;
- Neurology Research Residency;
- Neurology Residency;
- Neurology Residency plus PhD Program;
- Neuromuscular Medicine Fellowship;
- Neuropathology Fellowship;
- Neuroradiology Fellowship;
- Neurosurgery Residency;
- Nuclear Medicine Residency;
- Obstetric Anesthesiology Fellowship;
- Occupational and Environmental Medicine Residency;
- Oral and Maxillofacial Pathology Residency;
- Oral and Maxillofacial Surgery (OMFS) Residency Program;
- Orthopedic Residency;
- Otolaryngology Residency;
- Pain Medicine Fellowship;
- Pathology Residency;
- Pediatric Advanced Cardiac Imaging Fellowship;
- Pediatric and Medical Genetics Combined Residency;
- Pediatric Cardiology Fellowship;

- Pediatric Critical Care Medicine Fellowship;
- Pediatric Endocrinology Fellowship;
- Pediatric Gastroenterology Fellowship;
- Pediatric Hematology/Oncology Fellowship;
- Pediatric Nephrology Fellowship;
- Pediatric Neurology Residency;
- Pediatric Physician Scientist Research Residency;
- Pediatric Pulmonology Fellowship;
- Physical Therapy Neurologic Residency at Mount Sinai Hospital;
- Plastic and Reconstructive Surgery Residency;
- Procedural Dermatology Fellowship;
- Psychosomatic Medicine Fellowship;
- Pulmonary Critical Care and Sleep Medicine Fellowship;
- Radiation Oncology Residency;
- Reconstructive Urology Fellowship;
- Regional Anesthesiology;
- Renal/Genitourinary Pathology Fellowship;
- Reproductive Endocrinology and Infertility Fellowship – Mount Sinai Hospital;
- Rhinology and Skull Base Surgery Fellowship;
- Shoulder Fellowship;
- Spinal Cord Injury Fellowship;
- Spine Fellowship;
- Sports Medicine Fellowship;
- Surgical Oncology Fellowship;
- The Surgical Trauma Critical Care Fellowship;
- Transplant Hepatology Fellowship;
- Transplant Nephrology Fellowship;
- Transplant Surgery Fellowship;
- Urologic Oncology Fellowship at The Mount Sinai Hospital;
- Urology Residency;
- Vascular and Interventional Radiology Fellowship;
- Vascular Diagnostic and Intervention Fellowship;
- Vascular Surgery Residency; and
- Visiting Fellowship in Dermatology at Icahn School of Medicine.

Chronic Disease Services. The hospital provides specialty care at its campuses, as well as physician practices within the community. The hospital, together with The Mount Sinai Health System, is a leader in providing quality health care to its patients regardless of their ability to pay. In the 2021-2022 “Best Hospitals” issue of U.S. News & World Report, the institution was nationally ranked in 11 specialties. The pediatric center, The Kravis Children’s Hospital, was awarded top rankings among the magazine’s list of the country’s best children’s hospitals in four specialties. Clinical service areas related to chronic diseases and contributing lifestyle factors include the following:

- Adolescent Health;
- Allergy and Immunology;
- Alzheimer's Disease;
- Ambulatory Surgery;
- Bariatric Surgery-Weight Loss Surgery;
- Breast Health and Breast Cancer Services;
- Cancer;
- Colon and Rectal Surgery;
- Dermatology;
- Diabetes;
- Digestive Diseases - Gastroenterology;
- Ear, Nose, and Throat;
- Endocrinology and Diabetes;
- Geriatrics;
- Heart - Cardiology and Cardiovascular Surgery;
- Infusion Therapy;
- Interventional Radiology;
- Kidney Disease - Nephrology;
- Liver Care;
- Lung and Pulmonary;
- Medical Genetics;
- Neurology;
- Neurosurgery;
- Obstetrics and Gynecology;
- Ophthalmology;
- Orthopedics;
- Palliative Care;
- Pediatrics;
- Primary Care;
- Pulmonology;
- Radiation Oncology;
- Radiology;
- Rehabilitation;
- Rheumatology;
- Spine;

- Stroke Care;
- Surgery;
- Thoracic Surgery; and
- Transplantation, Abdominal.

Clinical Nutrition. The Clinical Nutrition Department plays an integral role in patient care, as well as the promotion of employee wellness and community health. During hospital stays, patients not only receive nourishment, but quality nutrition education and counseling, along with resources designed to promote optimum recovery and overall wellness. The Clinical Nutrition Department combines extensive experience with cutting-edge research to optimize health and recovery.

Mount Sinai Outdoor Greenmarket. The Mount Sinai Greenmarket is a partnership between The Mount Sinai Hospital and GrowNYC. The market operates seasonally and provides community members with access to buy locally grown fresh fruits and vegetables and seasonal baked goods. Electronic Benefit Transfer (EBT), Senior Vouchers, New York City Health Bucks, Mount Sinai Greenmarket coupons, debit and credit cards; and Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) are accepted at the market. Incentives encourage community members to shop at the market.

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

- Breast Health Program, which provides annual clinical breast exams, mammograms, and other diagnostic services, including biopsies, Pap tests and pelvic exams, for uninsured and underinsured women 40 years of age and older;
- Colorectal Cancer Screening, which provides free colorectal cancer screening and education to men and women 50 years of age and older who are uninsured or underinsured with limited income;
- Mobile Mammography, which provides on-site breast cancer screening services for women 40 and over who have not had a mammogram in the past year and show no signs or symptoms of the disease; the Breast Cancer Screening Bus visits all five boroughs and offers high-quality, state-of-the-art, digital 3D mammography technology to help all women 40 and over get annual screening mammograms;
- Mount Sinai Robert F. Smith Mobile Prostate Cancer Screening, which is a state-of-the-art mobile facility, equipped with advanced scanning and trained staff, that brings diagnostic teams and tools directly to neighborhoods in central, eastern, and west Harlem; the Upper East Side; and Queens; in addition to raising awareness about prostate cancer, the Prostate Screening Bus helps residents schedule any necessary follow-up visits with urologists; and
- Stay Well Program, which provides monthly blood pressure screenings at local senior centers and community events.

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

The 2023 MSH CHNA found that social and cultural factors may contribute to access challenges. Some residents may hesitate or find it difficult to engage with healthcare providers who do not speak their native language or are not culturally sensitive with care. Social factors may be especially evident in residents with low health literacy, language barriers, and individuals with substance use disorders. Such issues are exacerbated by a lack of diversity among healthcare providers.

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

Social Work Services at Mount Sinai Hospital. Social Workers are part of the health care team in nearly every part of The Mount Sinai Hospital and its medical practices. Mount Sinai social workers provide professional and compassionate counseling for patients and family members during hospitalization, as well as arrange for post-hospital care. Social workers provide information on and referrals to outside care providers, short-term counseling, and crisis intervention services. Social workers help advocate for patients and family members.

Language & Communication Access Services. The hospital, as part of The Mount Sinai Health System, provides interpretation and translation services to patients and/or family members who prefer to communicate in a language other than English. Included are in-person interpretation services through staff or agency interpreters, over-the-phone interpretation services in more than 200 languages; video remote interpretation services available in 35 languages, ASL or other Sign Language, and tactile interpreters for Deaf-blind individuals. Assistive devices are also available to persons with disabilities to help them communicate with providers and staff during their visit. Written translation includes multilingual forms, patient education material, and Bill of Rights signage. All services are provided free of charge.

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 The Mount Sinai Health System to become an anti-racist health care and learning institution that intentionally addresses structural racism. A key component to success is the involvement of the entire community. As a member of The Mount Sinai Health System, the hospital participates in the work of the Task Force.

Patient Representatives. At The Mount Sinai Hospital, patient representatives are available to assist patients and family members with any questions, complaints, or concerns regarding health care or services. Patient representatives are also available to provide information regarding patients' rights, as well as hospital policies and procedures.

LGB/TGNB Health. The Mount Sinai Health System is committed to meeting the special health care needs of the lesbian, gay, bisexual, transgender and gender non-binary (LGB/TGNB) community with respect and compassion. A wide range of health, referral, and educational services that promote LGB/TGNB health equity and access to care is provided. Mount Sinai has

been consistently acknowledged as an LGBTQ Healthcare Equality Index Leader by the Human Rights Campaign Foundation for its efforts in caring for LGB/TGNB patients and recognizing the contributions of its LGB/TGNB employees. As a member of The Mount Sinai Health System, the hospital is committed to ensuring that LGB/TGNB patients can access quality healthcare in a welcoming, supportive, affirming, and safe environment.

Center for Transgender Medicine and Surgery. Mount Sinai Center for Transgender Medicine and Surgery (CTMS) delivers advanced care for transgender and gender diverse people. The CTMS team is a comprehensive group of providers who have expertise in primary care, hormone therapy, behavioral health support, gender-affirming surgeries, and other supportive services. All medical care can be provided at CTMS, including specialty services related to endocrinology, obstetrics & gynecology, plastic surgery, plastic surgery & urology, and otorhinolaryngology.

Community Partnerships. The hospital maintains a network of affiliations, alliances, and partnerships with governing bodies, schools, religious institutions, social agencies, Chambers of Commerce, and individual community residents. The mission is to increase access to quality care for medically underserved populations. Specific initiatives include the following:

- **Community roundtables** are conducted regularly at each campus to identify and address the needs of local residents; community leaders, educators, elected officials, and local residents attend these meetings;
- **Established relationships** are maintained with a range of local community organizations including schools, civic associations, charities, and New York City agencies;
- **Community Advisory Boards** comprised of local residents for each hospital campus.

F. Substance Use Disorder

The 2023 MSH CHNA found that substance use disorder has proliferated within the community due to a myriad of factors, including unmet mental health issues and widespread availability of substances, including alcohol.

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

Health professions education. The health professions education activities of MSH respond to both the current and future community health needs for treatment related to substance use disorder. MSH actively participates in over 160 residency and fellowship programs. Residency and fellowship programs that are especially related to substance use disorder are as follows:

- Behavioral Neurology and Neuropsychiatry Fellowship;
- Child and Adolescent Psychiatry Fellowship;
- Geriatric Psychiatry Fellowship;
- Postdoctoral Fellowship In Clinical Neuropsychology;
- Postdoctoral Fellowship in Clinical Neuropsychology and Rehabilitation Research;
- Psychiatry Residency;
- T32 Clinical Neuroscience Research Fellowship;
- Triple Board Pediatrics, Psychiatry, and Child Psychiatry Combined Residency; and
- VA Fellowship in Psychosis, Suicide, and Major Mental Illness.

Substance Use Disorder Services. Substance use disorder services are available several 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.

The Mount Sinai Health System established the Addiction Institute of Mount Sinai (AIMS) to encompass clinical, research, and educational goals to understand the science of addiction disorders, identify groundbreaking new treatments, provide outstanding clinical care for people living with addiction disorders, and to educate and train current and future generations of health care providers on addiction disorders. Mount Sinai Hospital is proud to offer REACH (Respectful and Equitable Access to Comprehensive Healthcare Program) in Primary Care services in Internal Medicine Associates (IMA). REACH provides a patient-centered, harm reduction approach to primary care for persons who use alcohol and other drugs, and for individuals living with hepatitis C virus (HCV) infection. REACH provides comprehensive primary care services, including office-based buprenorphine treatment, stigma-free risk reduction counseling, HCV treatment, overdose response training, integrated psychiatric treatment, and psychosocial assessment and support including support groups. The REACH model of care uses patient navigators to coordinate services and guide patients through the complex health care system, thereby removing barriers to accessing quality care and treatment. REACH also conducts community HCV education and testing.

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

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

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

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

III. Planned collaborations between the hospital and other organizations

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

- Mount Sinai Beth Israel Hospital & Mount Sinai Brooklyn, Mount Sinai Morningside & Mount Sinai West, and New York Eye & Ear Hospital;
- Mount Sinai's Icahn School of Medicine;
- Individual practicing professionals; and
- Local religious leaders.

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

IV. Planned commitments of resources

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

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

MSH is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization to continue providing a wide range of community benefits. However, no entity can address all of the health needs present in its community.

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

- Resource constraints,
- Relative lack of expertise or competencies to effectively address the need,
- A relatively low priority assigned to the need,
- A lack of identified effective interventions to address the need, and/or
- Initiatives provided other facilities or organizations in the community.

The hospital evaluated the significant needs identified in the CHNA based on the IRS criteria. Based on these criteria, the hospital identified significant needs that it will not address with direct interventions, although planned interventions in the 2024-2026 time period may have indirect impact. These significant needs, discussed below, are as follows:

- A. Aging Population
- B. Environmental Determinants of Health
- C. Homelessness
- D. Navigating a Changing Health Care Provider Environment
- E. Poverty, Financial Hardship, and Basic Needs Insecurity
- F. Safe and Affordable Housing

A. Aging Population

The 2023 MSH CHNA found that the number of older adults in the community is growing rapidly and that this growth will increase needed support for healthcare, housing, transportation, and nutrition assistance. MSH, together with the Mount Sinai Health System, has expertise and resources related to providing medical services. However, a lack of core competencies in housing, transportation, and nutrition assistance, combined with finite resources, restrict planned interventions in the 2023-2026 time period. Furthermore, numerous other resources in the community are responding to this issue, including the New York City Department for the Aging and initiatives funded by the New York City Council.

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

Health professions education. The health professions education activities of MSH respond to both the current and future community health needs for chronic disease treatment and prevention. MSH actively participates in over 160 residency and fellowship programs. Residency and fellowship programs that are especially related to aging issues are as follows:

- Geriatric Medicine Fellowship;
- Geriatric Psychiatry Fellowship;
- Hospice and Palliative Medicine Fellowship;
- Integrated Geriatrics and Palliative Medicine Fellowship;
- LEAP into Geriatrics Leadership Fellowship; and
- Rheumatology Fellowship.

The Martha Stewart Center for Living. The Martha Stewart Center for Living at Mount Sinai offers a departure from traditional doctor-oriented medical models. The medical staff includes geriatricians (specialists in the care of older adults), internal medicine, and family physicians who are pursuing further training in geriatric medicine, as well as geriatrics nurse practitioners, nurses, and social workers, and medical subspecialists. The inpatient program not only treats the medical illnesses responsible for hospitalization but also addresses the hazards of hospitalization itself, such as muscle weakness due to lack of exercise or confusion due to disorientation or isolation.

The Mount Sinai Visiting Doctors Program and Mount Sinai at Home. The Mount Sinai Visiting Doctors Program and Mount Sinai at Home provide primary medical care and hospital services respectively for patients whose illness confines them to their homes or for whom “hospital level care” can be provided safely outside of the hospital walls. Care for each patient is personalized, provided by teams of physicians, nurses, social workers, and pharmacists. This team-based care enables the team to meet the medical, emotional, and social needs of older adults both in and out of the hospital.

Social Work Services at Mount Sinai Hospital. Social Workers are part of the health care team in nearly every part of The Mount Sinai Hospital and its medical practices. Mount Sinai

social workers provide professional and compassionate counseling for patients and family members during hospitalization, as well as arrange for post-hospital care. Social workers provide information on and referrals to outside care providers, short-term counseling, and crisis intervention services. Social workers help advocate for patients and family members.

B. Environmental Determinants of Health

The 2023 MSH CHNA found that residents of local neighborhoods experience considerable traffic, pollution, crime, and noise and that transportation is difficult for individuals with limited mobility. MSH, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in traffic, pollution, crime, and noise, combined with finite resources, restrict planned interventions in the 2024-2026 time period. Furthermore, numerous other resources in the community are responding to this issue including the New York City Department of Environmental Protection and the New York City Department of Transportation.

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

Health professions education. The health professions education activities of MSH respond to both the current and future community health needs for chronic disease treatment and prevention. MSH actively participates in over 160 residency and fellowship programs. The residency and fellowship program that is especially related to environmental health services is as follows:

- Allergy and Immunology Fellowship;
- General Preventive Medicine Residency;
- Infectious Diseases Fellowship;
- Occupational and Environmental Medicine Residency;
- Pediatric Infectious Diseases Fellowship; and
- T32 Pediatric Environmental Health Fellowship.

C. Homelessness

The 2023 MSH CHNA found that homelessness is problematic within the community, access to stable housing is a critical challenge to the most vulnerable community members, and that homelessness is complex and intertwines with other issues including affordable housing, access to mental health care, substance abuse, and poverty. MSH, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in short-term shelter and long-term housing, combined with finite resources, restrict planned interventions in the 2024-2026 time period. Furthermore, numerous other resources in the community are responding to this issue including the New York City Department of Homeless Services.

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

Financial Assistance and Billing and Collections Policy. The Mount Sinai Hospital, together with the other MSHS hospitals, recognizes that many of the patients served may be unable to access quality health care services without financial assistance.

The Financial Assistance and Billing and Collections Policy ensures that the hospital and other MSHS hospitals can continue to uphold their mission of providing quality health care to the community, while carefully taking into consideration the ability of the patient to pay, as applied in a fair and consistent manner. The Financial Assistance and Billing and Collections Policy, as well as the application for Financial Assistance is available online¹ in English, Spanish, Chinese, Haitian Creole, Russian, and Polish.

A uniform Financial Assistance Policy across hospital facilities and providers can help low-income patients manage treatment plans while remaining in their homes.

D. Navigating a Changing Health Care Provider Environment

The 2023 MSH CHNA found that navigating the healthcare system is increasingly difficult due to changes in the healthcare and social support environment. The 2023 CHNA also found that a lack of understanding of how to access health care is an issue for many community members, including migrants and refugees, generations of families without a regular provider, and adult children caring for aging parents. MSH, together with the Mount Sinai Health System, has expertise and resources related to medical services, but insurance coverage and financial resources are predominant factors related to navigating the evolving healthcare provider options. The resulting lack of proven interventions, combined with finite resources, restrict planned interventions in the 2023-2026 time period. Furthermore, other resources in the community have greater abilities to assist in navigation, notably insurance providers.

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

Social Work Services at Mount Sinai Hospital. Social Workers are part of the health care team in nearly every part of The Mount Sinai Hospital and its medical practices. Mount Sinai social workers provide professional and compassionate counseling for patients and family members during hospitalization, as well as arrange for post-hospital care. Social workers provide information on and referrals to outside care providers, short-term counseling, and crisis intervention services. Social workers help advocate for patients and family members.

Language & Communication Access Services. The hospital, as part of The Mount Sinai Health System, provides interpretation and translation services to patients and/or family members who prefer to communicate in a language other than English. Included are in-person interpretation services through staff or agency interpreters, over-the-phone interpretation services

¹ <https://www.mountsinai.org/about/financial-assistance>

in more than 200 languages; video remote interpretation services available in 35 languages, ASL or other Sign Language, and tactile interpreters for Deaf-blind individuals. Assistive devices are also available to persons with disabilities to help them communicate with providers and staff during their visit. Written translation includes multilingual forms, patient education material, and Bill of Rights signage. All services are provided free of charge.

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

E. Poverty, Financial Hardship, and Basic Needs Insecurity

The 2023 MSH CHNA found that lower-income residents can experience considerable difficulty in accessing basic needs, including healthy food and safe, affordable housing. The CHNA also found that primary care access can be limited due to the relatively high cost of deductible / co-pays and that unmet mental health needs may be an issue due to daily stress. MSH, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in economic development, combined with finite resources, restrict planned interventions in the 2024-2026 time period. Furthermore, numerous other resources in the community are responding to this issue including the New York City Human Resources Administration/Department of Social Services.

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

Financial Assistance and Billing and Collections Policy. The Mount Sinai Hospital, together with the other MSHS hospitals, recognizes that many of the patients served may be unable to access quality health care services without financial assistance.

The Financial Assistance and Billing and Collections Policy ensures that the hospital and other MSHS hospitals can continue to uphold their mission of providing quality health care to the community, while carefully taking into consideration the ability of the patient to pay, as applied in a fair and consistent manner. The Financial Assistance and Billing and Collections Policy, as well as the application for Financial Assistance is available online² in English, Spanish, Chinese, Haitian Creole, Russian, and Polish.

A uniform Financial Assistance Policy across hospital facilities and providers can help low-income patients manage treatment plans while remaining in their homes.

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

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

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

- Insurance Resources, such as Healthcare.gov and the New York State of Health;
- Medicaid Resources, such as the New York State Medicaid Helpline and the New York City Medicaid Helpline;
- Medicare Resources, such as the Center for Medicare Advocacy, Medicare.gov, and the Medicare Rights Center;
- Other Insurance and Public Benefit Resources, such as Access NYC, the Disability Rent Increase Exemption Program, the Supplemental Nutrition Assistance Program, the Home Energy Assistance Program (HEAP), the NYC Human Resources Administration, the New York State Office of Temporary and Disability Assistance, the New York State Office of Victim Services, and the NYC Senior Citizen Rent Increase Exemption Program;
- Social Security Resources, such as the Social Security Administration and the Social Security Administration's Ticket to Work program for individuals with disabilities;
- Veterans Resources, such as the US Department of Veterans Affairs and the New York Regional office of the Veterans Benefits Administration;
- Caregiving Resources, such as AARP Caregiving, the Family Caregiver Alliance, the National Alliance for Caregiving, Next Step in Care, NYC Caregiver, and Share the Care;
- Abuse and Neglect Resources, such the Administration for Children's Services, Adult Protective Services, the Rape Abuse and Incest National Network, Safe Horizon, and the Sexual Assault and Violence Intervention Program;
- Legal Resources, such as the Legal Aid Society, Lenox Hill Neighborhood House, and the New York Legal Assistance Group (NYLAG);
- Resources for Persons with Disabilities, such as the New York Center for Independence of the Disabled, the Mayor's Office for People with Disabilities, the New York State Office of Temporary and Disability Assistance, and the New York State Vocational Rehabilitation;
- Prescription Drug Assistance, such as the AIDS Drug Assistance Program, the Elderly Pharmaceutical Insurance Coverage (EPIC) Program, Medicare Extra Help, Needy Meds, and the New York Prescription Saver Card;
- Special Accommodations that are specific to certain medical conditions, such as the Hope Lodge, Ronald McDonald House, and the Transplant Living Center; and
- Other Resources, such as the Health Information Tool for Empowerment, the MSHS Community Resource Guide, accommodations near hospital facilities, and Access a Ride.

F. Safe and Affordable Housing

The 2023 MSH CHNA found that inadequate housing contributes to poor health outcomes and that demand for housing in the community is contributing to increases in rent prices. MSH, together with the Mount Sinai Health System, has expertise and resources related to medical services. The resulting lack of core competencies in residential housing, combined with finite resources, restrict planned interventions in the 2023-2026 time period. Furthermore, numerous other resources in the community are responding to this issue including the New York City Department of Housing Preservation and Development and the New York City Housing Authority.

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

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

6. Implementation Strategy Adoption

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