

# The Mount Sinai Hospital CHNA Implementation Strategy

Adopted by The Mount Sinai Hospital Governing Board on May 15, 2021

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](http://www.mountsinai.org/about-us/community).

The document contains the following information:

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

## 1. About The Mount Sinai Hospital

The Mount Sinai Hospital is an affiliate of Mount Sinai Health System - a nationally recognized, not-for-profit charitable health care organization located in New York City. Founded in 1852, The Mount Sinai Hospital is comprised of two campuses, The Mount Sinai Hospital in Manhattan, a 1,139-bed, tertiary-care teaching facility acclaimed internationally for excellence in clinical care, and Mount Sinai Queens in Queens, a 235-bed acute care facility, located in Astoria, Northwestern Queens. To enhance clarity, we use following acronyms throughout this document:

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

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

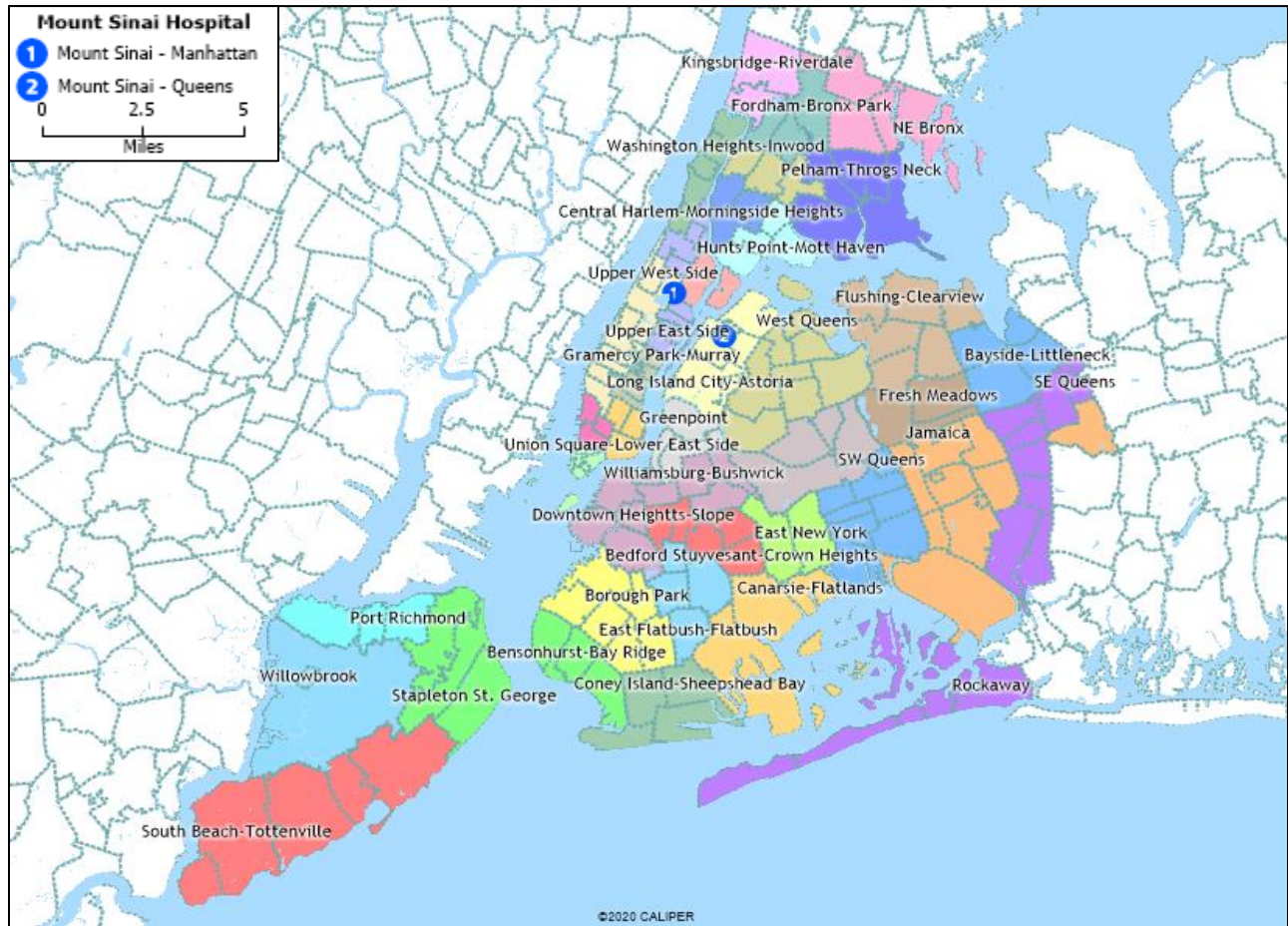
- **Mission.** The mission of the Mount Sinai Health System is to provide compassionate patient care with seamless coordination and to advance medicine through unrivaled education, research, and outreach in the many diverse communities we serve.
- **Vision.** The Mount Sinai Health System’s vision is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

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

## 2. Definition of the Community Served

For the purposes of the MSH CHNA, the community was defined as the entirety of New York City. This community definition covers 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 2019, over 80 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 8,463,033 persons.

### 3. Summary of Prioritized Significant Community Health Needs

The 2020 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 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

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 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 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. In 2018, the payments for services provided to Medicaid patients were approximately 78 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 Mount Sinai Beth Israel to provide care to community members;
- Financial support to various primary care physician practices affiliated with the Icahn School of Medicine of Mount Sinai which provide care to community members;
- Financial support of other Mount Sinai entities to develop programs to improve the health of community members.

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

**Mount Sinai Department of Health Education.** The Mount Sinai Department of Health Education provides community-based health education programming in partnership with schools, senior centers, and non-profit organizations. The department offers onsite, school-based health education for students, parents, and staff, including mental health and sexual and reproductive

health curricula. It also offers programming for older adults, women and families in transitional housing settings, and groups operated by local community agencies.

**Karpas Health Information Center.** The Karpas Health Information Center provides wellness programs to enable residents remain safe, active, and vital members of the community. Staffed by health educators, Karpas is committed to providing resources that are nurturing to the mind, body, and spirit. Karpas health and wellness programs are established through partnerships with community-based organizations, and dedicated to improving health outcomes for the community. The Karpas Health Education and Community Outreach Department reaches into the community and sponsors screenings, health presentations, and wellness workshops throughout Manhattan and Brooklyn.

**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 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 MSH 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 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;
- Psychiatry Residency;
- Psychosomatic Medicine Fellowship;
- T32 Clinical Neuroscience Research 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, part of the Mount Sinai Behavioral Health System, is committed to improving mental and emotional health by providing outstanding inpatient and outpatient services 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. In addition to the outpatient clinic, two inpatient units, and dedicated emergency room, the Department of Psychiatry is home to a series of specialized treatment centers, which combine research, clinical service, and education into a comprehensive model of care for disorders ranging from Autism to Alzheimer's disease. Specific services include treatment for the following:
  - Alzheimer's disease;
  - Attention Deficit Hyperactivity Disorder (ADHD);
  - Autism Spectrum disorders;



- Eating disorders;
- Mood disorders (such as depression and bipolar disorder);
- Obsessive-Compulsive Disorder (OCD);
- Personality and Impulse Control disorders;
- Post-Traumatic Stress Disorder (PTSD);
- Schizophrenia;
- Substance abuse; and
- Tourette's Disorder.

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

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

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

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

The 2020 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;
- Anesthesiology Residency;
- Clinical Research Fellowship in Family Medicine;
- Critical Care Anesthesiology;
- Critical Care Medicine Fellowship;
- Emergency Medicine Residency;
- Emergency Medicine Simulation;
- Family Planning Fellowship;
- General Internal Medicine Fellowship;
- General Surgery Residency;
- Geriatric Medicine Fellowship;
- 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;
- Pediatric Emergency Medicine Fellowship;
- Pediatric Hospital Medicine Fellowship;
- Pediatric Residency Training Program at Mount Sinai Hospital; and
- PGY-2 Ambulatory Care Pharmacy Residency.

**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—homebound adults, consisting of geriatrics patients, as well as those with psychiatric, neurological, complex, and terminal illnesses. The team also reaches out to families and caregivers to offer emotional support and counseling.

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

The 2020 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 Endoscopy Fellowship;
- Advanced Fellowship in Inflammatory Bowel Disease;
- Allergy and Immunology 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 Genetics Laboratory Training Program;
- Colon and Rectal Surgery Fellowship;
- Dermatopharmacology Fellowship at Icahn School of Medicine;
- Diagnostic Radiology Residency;
- Endocrinology, Diabetes, and Bone Disease Fellowship;
- ENT Pathology Fellowship;
- Epilepsy Fellowship;
- Gastroenterology Fellowship;
- Gastrointestinal Pathology Fellowship;
- General Preventive Medicine Residency;
- Gynecologic and Oncology Fellowship – Mount Sinai Hospital;
- Gynecologic Pathology Fellowship;
- Head and Neck Oncology, Microvascular Reconstructive Surgery Fellowship;
- Headache Medicine Fellowship;
- Independent ACGME Thoracic Fellowship Program;

- Internal Medicine Residency;
- Interventional Cardiology Fellowship;
- Interventional Radiology-Integrated Residency;
- Liver Pathology Fellowship;
- Mount Sinai Hospital Neurologic Residency;
- Multiple Sclerosis Fellowship;
- Nephrology Fellowship;
- Neuro-AIDS 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;
- Pain Medicine Fellowship;
- Pathology Residency;
- Pediatric Cardiology Fellowship;
- Pediatric Endocrinology Fellowship;
- Pediatric Gastroenterology Fellowship;
- Pediatric Nephrology Fellowship;
- Pediatric Physician Scientist Research Residency;
- Pediatric Pulmonology Fellowship;
- PGY-2 Ambulatory Care Pharmacy Residency;
- Physical Medicine and Rehabilitation Residency;
- Pulmonary Critical Care and Sleep Medicine Fellowship;
- Radiation Oncology Residency;
- Reproductive Health Care and Advocacy Fellowship;
- Rheumatology Fellowship;
- Spine Fellowship;
- Surgical Oncology Fellowship;
- Urology Residency;
- Vascular and Interventional Radiology Fellowship;
- Vascular Diagnostic and Intervention Fellowship;
- Vascular Surgery Fellowship; and
- Vascular Surgery Residency.

**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 at Mount Sinai, including the Tisch Cancer Institute – Clinical Trails Office;
  - Women’s Cancer Program located in the Blavatnik Family – Chelsea Medical Center;
  - The Mobile Mammography Van;
  - Mount Sinai Queens Breast Health Program;
  - Esperanza y Vida (Hope and Life) and the Witness Project of Harlem™;
  - Center for Head and Neck Cancer;
  - Skin Cancer Awareness Month and Melanoma Monday;
  - National Cancer Survivors Day®;
  - Gynecologic Cancer Awareness Health Fair;
  - Raising Awareness about Colon Cancer;
  - Push-Up Challenge to Bring Awareness to Prostate Health at Mount Sinai;
  - Lung Cancer Awareness Month;
  - Cancer Support Services; and
  - Mount Sinai’s Rutenberg Treatment 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.
- **Clinical Nutrition.** The Clinical Nutrition Department plays an integral role in patient care, as well as the promotion of employee wellness and community health. During hospital stays, patients not only receive nourishment, but quality nutrition education and counseling, and resources designed to promote optimum recovery and overall wellness. The Clinical Nutrition Department combines extensive experience with cutting-edge research to optimize health and recovery.
  - **Diabetes care.** The hospital provides diabetes-related specialty care with endocrinology specialists and community education programs. The hospital also maintains close affiliation with the Mount Sinai Diabetes Institute, which maintains a team of doctors, nurses, and certified diabetes educators who are dedicated to providing comprehensive and integrated care. Specific community service programs of the Mount Sinai Diabetes Institute include the 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 your blood glucose levels allows for adjustments in the treatment regime.
  - Diabetes Prevention Program/Viva Fitness is a program with the YMCA of Greater New York that is targeted to adults who are at risk for diabetes or who have a diagnosis of prediabetes. This program is designed to reduce the risk for type 2 diabetes through education and motivation.
  - The High-Risk Ob/Gyn Program provides diabetes education to pregnant women with diabetes throughout the Mount Sinai Health System.
- **Infectious Disease.** The Jack Martin Fund Clinic on the Upper East Side provides primary outpatient and inpatient treatment for adults and children with infectious diseases. It is a New York State Department of Health Designated AIDS Center. Specific services include the following:
    - Medical, mental health, social services and case management;
    - Sub-specialty care, including dermatology, hepatitis C co-infection, neurology/neuropsychology, nephrology, ophthalmology, pediatrics, and psychiatry;
    - Psychiatric services;
    - Tuberculosis screening and treatment;
    - Psychological assessment and counseling
    - Pre- and post-test HIV counseling;
    - AIDS prevention education and risk reduction;
    - Access to clinical drug trials;
    - Immediate access to a nurse, by phone, during regular clinic hours;
    - Urgent Care Program for ill patients who do not require hospitalization;
    - Routine gynecological care for HIV-positive women;
    - Adherence program; and
    - Support groups, including HIV basics, legal aid, nutrition, safer sex, entitlements, stress management, parenting, HIV and pregnancy, and adherence.
- **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 in the Medical Intensive Care Unit (MICU) using the most effective multidisciplinary approach. Physicians offer



individualized treatment plans for conditions such as asthma, sleep apnea, cystic fibrosis, pneumonia, emphysema, and chronic pulmonary obstructive disease (COPD), and others. Through an affiliation with National Jewish Health, the Mount Sinai - National Jewish Health Respiratory Institute to provides patient care and conduct cutting-edge research.

- **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 MSH 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 MSH 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.

**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 COVID-19 prevention and treatment are as follows:

- General Preventive Medicine Residency,
- Infectious Diseases Fellowship,
- Pediatric Infectious Diseases Fellowship, and
- T32 Pediatric Environmental Health Fellowship.

**Social Work Services at Mount Sinai Hospital.** Social Workers are part of the health care team in nearly every part of The Mount Sinai Hospital and its medical practices. Social Workers 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 the Mount Sinai Hospital, including emergency services, inpatient services, ambulatory services, and care coordination.

**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 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 online<sup>1</sup> 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.

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

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

The 2020 MSH 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 MSH activities that impact multiple needs.

**Social Work Services at Mount Sinai Hospital.** Social Workers are part of the health care team in nearly every part of The Mount Sinai Hospital and its medical practices. Social Workers 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 the Mount Sinai Hospital, including emergency services, inpatient services, ambulatory services, and care coordination.

**Translation Services at The Mount Sinai Hospital.** The Mount Sinai Hospital provides over the phone and in-person interpreter services, 24 hours a day, at no cost to patients. Included in translation services are sign language interpreters and telecommunication devices for the deaf (TDD). Phone interpretation services are available in over 200 languages, and video remote interpretation services are available in 35 languages. The New York State Patients' Bill of Rights is available in Braille as well as in English and Spanish on closed-circuit television.

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

**LGBT Services.** The Mount Sinai Health System is dedicated to meeting the special health care needs of the lesbian, gay, bisexual, and transgender (LGBT) community. We provide a wide range of health, referral, and educational services that promote LGBT health equity and access to care. This 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.

**Center for Transgender Medicine and Surgery.** The Mount Sinai Center for Transgender Medicine and Surgery (CTMS) delivers advanced care for transgender and non-binary people. The CTMS team is a comprehensive group of providers who have expertise in primary care, hormone therapy, behavioral health support, gender-affirming surgeries, and other supportive services. Thus, patients at CTMS can receive primary care, as well as see specialists in the areas of endocrinology, behavioral health, plastic surgery, urology, gynecology, and more.

## *F. Substance Abuse*

The 2020 MSH CHNA found that substance abuse in the community includes alcohol and multiple illegal substances. Alcohol abuse is evidenced by binge drinking in local bars, and opioid abuse disproportionately impacts homeless individuals.

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

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

- Behavioral Neurology and Neuropsychiatry Fellowship;
- Child and Adolescent Psychiatry Fellowship;
- Geriatric Psychiatry Fellowship;
- Psychiatry Residency;
- Psychosomatic Medicine Fellowship;
- 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 Abuse Services.** Substance abuse services are available at the hospital campuses, outpatient facilities, and physician practices throughout the community. As part of the Mount Sinai Health System, integrated resources such as electronic health records facilitate the referral of patients to needed services provided by other Mount Sinai hospital and health professionals. Specific substance abuse services available include ones listed below.

- **Inpatient addiction services.** The Addiction Institute at Mount Sinai provides inpatient treatment and is often the beginning of the recovery process for many patients. Inpatient treatment is designed to help an individual develop the basic skills that they will need to achieve a successful recovery from addiction. Inpatient programs are offered at two Addiction Institute at Mount Sinai (AIMS) inpatient locations, Mount Sinai Beth Israel and Mount Sinai West. 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 you and/or your 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, services for adolescents, Comprehensive Addiction Treatment Program (CATP), Crystal Clear Project (Methamphetamine), and others. Services are available at Mount Sinai Beth Israel, Mount Sinai Morningside, and Mount Sinai West.

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

**REACH (Respectful and Equitable Access to Comprehensive Healthcare).** Co-located within Mount Sinai Hospital’s Internal Medicine Associates, 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 offers overdose prevention services, access to buprenorphine, and other medicines to treat substance use disorders.

## **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)

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

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

- Resource constraints,
- Relative lack of expertise or competencies to effectively address the need,
- A relatively low priority assigned to the need,
- A lack of identified effective interventions to address the need, and/or
- 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 MSH CHNA found that the population is aging and “aging in place.” 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 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 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 offers a variety of health promotion and disease prevention programs that specialize in working with older adults. The Center provides expert consultation and share connections to healthy living activities, educational programs, and community referrals.

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

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

**Geriatrics Services.** The Mount Sinai Geriatrics Services provides clinical services and programs that encourage healthy aging, treat patients with chronic illnesses, and provide support and education for family members and caregivers. Mount Sinai 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.

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

### *B. Environmental Determinants of Health*

The 2020 MSH CHNA found that residents of local neighborhoods experience considerable traffic, pollution, crime, and noise. 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 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 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;
- Occupational and Environmental Medicine Residency; and
- T32 Pediatric Environmental Health Fellowship.

### *C. Homelessness*

The 2020 MSH 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. 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 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 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 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 online<sup>2</sup> 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 MSH 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. MSH, together with the Mount Sinai Health System, has expertise and resources related to medical services but insurance coverage and financial resources are predominant factors related to access to evolving healthcare provider options. The resulting lack of proven interventions, combined with finite resources, restrict planned interventions in the 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 MSH activities that impact multiple needs.

**Social Work Services at Mount Sinai Hospital.** Social Workers are part of the health care team in nearly every part of The Mount Sinai Hospital and its medical practices. Social Workers 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 the Mount Sinai Hospital, including emergency services, inpatient services, ambulatory services, and care coordination.

**Mount Sinai Access.** MSH participates in Mount Sinai Access, a 24/7 concierge service available to assist physicians, patients, and family members connect with Mount Sinai specialists. Mount Sinai Access is staffed by nurses who work closely with physicians to arrange

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

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 MSH refer patients to effective primary and specialized care services provided by other hospital facilities and Mount Sinai health professionals. Supporting services can assist patients access needed care both within the Mount Sinai Health System and with other community organizations.

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

The 2020 MSH 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. 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 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 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 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 online<sup>3</sup> 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.

**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,

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

Child Health Plus, and qualified health plans through the New York State of Health insurance marketplace.

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

#### *F. Safe and Affordable Housing*

The 2020 MSH 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. 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 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 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 Senior Citizen Rent Increase Exemption Program, and others.

## **6. Implementation Strategy Adoption**

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