

New York Eye and Ear Infirmary of Mount Sinai CHNA Implementation Strategy

Adopted by the New York Eye and Ear Infirmary of Mount Sinai Governing Board
on May 15, 2024

This document outlines the New York Eye and Ear Infirmary of Mount Sinai (NYEE) Implementation Strategy for improving the health of the population in the community it serves by addressing priorities identified through the Community Health Needs Assessment (CHNA).

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

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

The document contains the following information:

1. About the New York Eye and Ear Infirmary of Mount Sinai
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 New York Eye and Ear Infirmary of Mount Sinai Will Not Address Directly
6. Implementation Strategy Adoption

1. About the New York Eye and Ear Infirmary of Mount Sinai

The New York Eye and Ear Infirmary of Mount Sinai is an affiliate of Mount Sinai Health System - a nationally recognized, not-for-profit charitable health care organization located in New York City. NYEE is a 69-bed teaching facility founded in 1820, located in Manhattan.

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

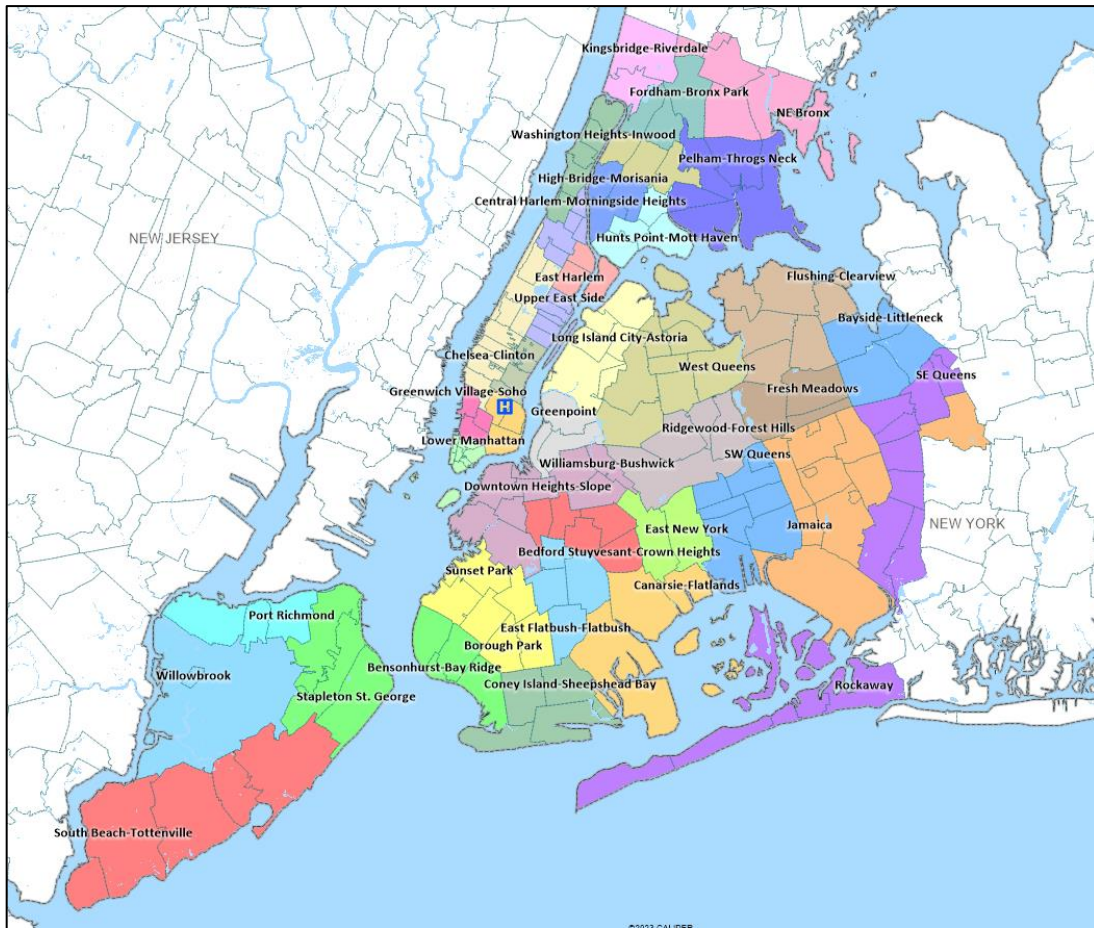
- **Mission.** The mission of the Mount Sinai Health System is to provide compassionate patient care with seamless coordination and to advance medicine through unrivaled education, research, and outreach in the many diverse communities we serve.
- **Vision.** The Mount Sinai Health System's vision is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

2. Definition of the Community Served

For the purposes of the NYEE 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 NYEE community.

The community is mapped below. In 2022, 56 percent of the hospital’s 2022 ambulatory surgery visits 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 NYEE 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

NYEE 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 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:

- Aging Population; and
- Chronic Diseases and Contributing Lifestyle Factors.

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

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

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

Participation in Medicaid. Medicaid provides health coverage to low-income individuals through federal and state funding. NYEE participation in New York State Medicaid includes inpatient and outpatient services. NYEE social workers help patients apply for Medicaid coverage. In 2021, the payments for services provided to Medicaid patients were approximately 70 percent of the cost to provide these services.

Community Health Improvement Activities. NYEE supports numerous activities to improve community health through grants and in-kind contributions. Community health improvement activities include facilitating support groups for head and neck cancer survivors as well as for individuals with macular degeneration, uveitis, and glaucoma.

Subsidized Health Services. NYEE provides numerous inpatient and outpatient service lines that operate as losses. NYEE 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 NYEE focus on helping patients receive pharmaceutical products at no out-of-pocket cost.

Health Care Services. A range of specialized health care services is available at the hospital, 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.

Community Activities. Throughout the year, NYEE partners with senior centers and community centers to provide vision and hearing screenings. Physicians participate in “Lunch & Learn” lectures and presentations at major organizations and associations to educate the public about preventing and treating eye disease as well as hearing/ENT and balance topics. NYEE also attends corporate health fairs and events throughout the city providing information on its specialty services. Further, many NYEE physicians conduct annual global mission trips, performing surgery in developing countries.

Spiritual Care. As NYEE is committed to healing the body, mind, and spirit, chaplains contribute to caring for the whole person. Spiritual care staff is interfaith and highly respectful of everyone’s individual beliefs. Spiritual care is offered to help patients and their families find comfort and hope while experiencing challenges.

Other activities of NYEE 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. Aging Population; and
- B. Chronic Diseases and Contributing Lifestyle Factors.

A. Aging Population

The 2023 NYEE 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.

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

Specialty Medical Services. NYEE is one of the world's leading facilities for the diagnosis and treatment of diseases of the eyes, ears, nose, and throat, and related structures of the head and neck. Its specialty medical services treat conditions and diseases that are more prevalent in older populations. Treatments for these conditions and diseases enable seniors to be healthier and live independently. NYEE specializes in vision and hearing services, including the following:

- **Eye Services.** NYEE provides patients with the most advanced and comprehensive treatments for all eye conditions, including cataracts, corneal disease, eye trauma, glaucoma, low vision, uveitis, and retina conditions such as age-related macular degeneration, and many other ophthalmologic disorders;
- **Ear, Nose, and Throat Services.** NYEE provides a full range of superb health care services for all conditions of the ears, nose, throat, sinuses, head, and neck with expertise in the treatment of sinus problems, voice and throat conditions, hearing disorders, sleeping and airway difficulties, and cosmetic issues of the face and neck;
- **Plastic and Reconstructive Surgery.** NYEE has been a referral center for plastic and reconstructive surgery since 1983; available is reconstructive plastic surgery following trauma, disease, or hereditary malformation, as well as aesthetic plastic surgery; and
- **Sleep Services.** The NYEE sleep center offers a full range of diagnostic services for adults and children affected by sleep disorders, including obstructive sleep apnea, snoring, insomnia, narcolepsy, periodic limb movement disorder (PLMD), and daytime sleepiness.

Events. NYEE conducts special events throughout the year. Examples of special events include an annual Holiday Eyeglass Donations Drive, “Lunch & Learn” lectures and presentations at major organizations and associations to educate the public about preventing and treating eye disease as well as hearing/ENT and balance topics; corporate health fairs and events throughout the city; and tours of a local museum for people with low vision.

B. Chronic Diseases and Contributing Lifestyle Factors

The 2023 NYEE 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 NYEE activities that impact multiple needs.

Health professions education. The health professions education activities of NYEE respond to both the current and future community health needs for chronic disease treatment and prevention. NYEE actively participates in two residency programs, as follows:

- Ophthalmology Residency; and
- Otolaryngology Resident Training Program.

Chronic Disease Services. The hospital provides specialty care at its Manhattan campus, as well as the health system's 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. Specialty health care services related to chronic diseases and contributing lifestyle factors include the ones listed below.

- **Eye Services.** NYEE offers the most advanced care for all eye conditions, including cataracts, glaucoma, age-related macular degeneration, corneal disease, retina conditions, and many other ophthalmologic disorders;
- **After-Hours Emergency Eye Care.** NYEE's after-hours emergency team provides state-of-the-art urgent eye care led by NYEE's world-renowned faculty physicians, ophthalmology residents and fellows, registered nurses, and ophthalmic technicians;
- **Ear, Nose, and Throat Services.** The NYEE Department of Otolaryngology provides a full range of superb health care services for all conditions of the ears, nose, throat, sinuses, head, and neck, including expertise in the treatment of sinus problems, voice and throat conditions, hearing disorders, sleeping and airway difficulties, and cosmetic issues of the face and neck;
- **Eye Clinic.** The NYEE Comprehensive Eye Clinic with highly trained physicians and support staff are experts in the treatment of a wide range of eye disorders offers an array of subspecialty services including comprehensive eye services, cornea and dry eye, low vision, minor surgery, neuro-ophthalmology, oculoplastic and orbital surgery, refraction/eyeglasses, and laser vision correction;
- **Medical Photography and Imaging Service.** The NYEE Department of Medical Photography/Imaging provides diagnostic ophthalmic services with highly specialized diagnostic imaging technologies and equipment to evaluate and document parts of the eye providing detailed information to enable physicians to accurately diagnose conditions and develop effective treatment plans;

- **Plastic and Reconstructive Surgery.** NYEE is a referral center that offers reconstructive (restorative) plastic surgery services that include breast reconstruction following cancer, craniofacial reconstruction, post trauma reconstruction (facial and orbital fracture repair, burn reconstruction, and scar revision), as well as with aesthetic (cosmetic) plastic surgery services that include facial surgery, breast enhancement, body contouring, and non-surgical procedures; and
- **Sleep Services.** The NYEE Sleep Center offers a full range of diagnostic services for adults and children affected by sleep disorders, including obstructive sleep apnea, snoring, insomnia, narcolepsy, periodic limb movement disorder (PLMD), and daytime sleepiness.

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 The Mount Sinai Hospital & Mount Sinai Queens;
- 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)

NYEE 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 2024-2026 time period may have indirect impact. These significant needs, discussed below, are as follows:

- A. Access to Mental Health Care and Poor Mental Health Status
- B. Access to Primary Health Care Services by Individuals with Limited Resources
- C. Environmental Determinants of Health
- D. Homelessness
- E. Navigating a Changing Health Care Provider Environment
- F. Poverty, Financial Hardship, and Basic Needs Insecurity
- G. Safe and Affordable Housing
- H. Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care
- I. Substance Use Disorder

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

The 2023 NYEE 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. NYEE, together with the Mount Sinai Health System, has expertise and resources related to specialized medical services. The resulting lack of core competencies mental health care services, 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 NYC Department of Health and Mental Hygiene and the New York State Office of Mental Health.

Planned activities indirectly related to mental health care and poor mental health status are described below. These activities are in addition to the NYEE activities that impact multiple needs.

Referrals to Mental Health Services. NYEE refers patients to various providers of mental health care services. As part of the Mount Sinai Health System, the continuum of care can be enhanced with referrals to effective mental health services provided by other Mount Sinai hospital facilities and Mount Sinai health professionals. For example, patients in need of mental health consultations can be referred to services at the Mount Sinai-Behavioral Health Center, which is within walking distance of NYEE.

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

The 2023 NYEE 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. NYEE has expertise and resources related to specialized medical services. This focus on specialized health care services rather than primary health care services, 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 NYC Department of Health and Mental Hygiene and NYC Health + Hospitals.

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

Referrals to Primary Health Care Services. NYEE refers patients to various providers of primary health care services. As part of the Mount Sinai Health System, the continuum of care can be enhanced with referrals to effective primary and specialized care services provided by other Mount Sinai hospital facilities and Mount Sinai health professionals. For example, patients in need of primary care services can be referred to an array services provided at Mount Sinai-Union Square, which is within walking distance of NYEE.

C. Environmental Determinants of Health

The 2023 NYEE CHNA found that residents of local neighborhoods experience considerable traffic, pollution, crime, and noise and that transportation is difficult for individuals with limited mobility. NYEE, 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 NYEE activities that impact multiple needs.

Referrals to Health Care Services

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

D. Homelessness

The 2023 NYEE CHNA found that homelessness is problematic within the community, that 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. NYEE, 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 NYEE activities that impact multiple needs.

Financial Assistance and Billing and Collections Policy. NYEE, 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.

E. Navigating a Changing Health Care Provider Environment

The 2023 NYEE CHNA found that navigating the healthcare system, already challenging for residents with limited access to technology and limited English literacy, 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. NYEE, 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 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 NYEE activities that impact multiple needs.

Social Work Services. NYEE Social Workers help patients and family members understand and cope with issues related to treatment, work with the medical team to create safe discharge plans, and link patients with community resources. Specific services include counseling, discharge planning, transportation needs, and facilitation of support groups.

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.

Mount Sinai Access. NYEE 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.

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

F. Poverty, Financial Hardship, and Basic Needs Insecurity

The 2023 NYEE 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. NYEE, 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 NYEE activities that impact multiple needs.

Financial Assistance and Billing and Collections Policy. NYEE, 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.

Social Work Services. NYEE Social Workers help patients and family members understand and cope with issues related to treatment, work with the medical team to create safe discharge plans, and link patients with community resources. Specific services include counseling, discharge planning, transportation needs, and facilitation of support groups.

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

G. Safe and Affordable Housing

The 2023 NYEE 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. NYEEH, 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 NYEE activities that impact multiple needs.

Referrals to Community Resources. NYEE refers patients to various community resources. As part of the Mount Sinai Health System, integrated resources help NYEE 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), the Senior Citizen Rent Increase Exemption Program.

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

The 2023 NYEE 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 NYEE activities that impact multiple needs.

Social Work Services. NYEE Social Workers help patients and family members understand and cope with issues related to treatment, work with the medical team to create safe discharge plans, and link patients with community resources. Specific services include counseling, discharge planning, transportation needs, and facilitation of support groups.

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 NYEE, 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.

In addition, NYEE works in close cooperation with Mount Sinai's Center for Transgender Medicine and Surgery (CTMS) to deliver advanced care for trans, gender non-binary, and gender non-conforming people. Surgical treatments offered at NYEE include trans-feminine (Male to Female) procedures, such as facial feminization, breast augmentation, vaginoplasty, and voice feminization, and trans-masculine (Female to Male) procedures, such as chest masculinization, metoidioplasty, and phalloplasty.

I. Substance Use Disorder

The 2023 NYEE 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 NYEE activities that impact multiple needs.

Referrals to Substance Use Disorder Services. NYEE refers patients to various providers of treatment services for substance use disorder. As part of the Mount Sinai Health System, the continuum of care can be enhanced with referrals to effective substance use disorder services provided by other Mount Sinai hospital facilities and Mount Sinai health professionals. For

example, patients in need of mental health consultations can be referred to the Addiction Institute at Mount Sinai West.

6. Implementation Strategy Adoption

The Board of Directors for the New York Eye and Ear Infirmary of Mount Sinai reviewed and adopted this plan on May 15, 2024.