Creating a Healthy Community

Mount Sinai Rehabilitation Hospital

2016 Community Benefit Report
At Mount Sinai Rehabilitation Hospital, it is our Mission to be a transformative, healing presence in the community. This is an opportunity to complement our health care role by creating partnerships that address needs outside the walls of our hospital. We are honored to share in our annual Community Benefit Report the ways we are taking action through educational forums, assessing how our community can achieve better “wellness,” and bringing needed services closer to your home. From recreational programming designed to allow optimal well-being for patients to multiple sclerosis research recognized worldwide, our goals for Mount Sinai’s community health and well-being are Mission investments we gladly share in cooperation with our Trinity Health Of New England family. We are pleased to walk hand in hand with the communities we serve!
The word “create” takes on different shadings for different people. To a sculptor, it can mean carving a rough hunk of stone into a graceful form. To a pastry chef, it can mean whipping up ordinary eggs into a gravity-defying soufflé. To a violinist, it means rubbing a bow over four strings to produce, not a squawk, but a sound that pleases the ear and the heart. And to a child, the word can mean something as simple as dipping all 10 fingers into tubs of paint, squishing those paint-covered fingers on a piece of paper, and making a colorful masterpiece.

Applying the word “create” to a health care institution might seem unexpected. The medical world is often seen as one of clinical data and scientific protocol. That’s true to a point, but it’s important to remember that every innovation requires imagination—and creativity. And that’s just as true for developing a miracle medication or structuring a complex health care system as it is for writing a symphony.

A healthy community is not something that can be created by a single entity. We will need partners to succeed.
Broadening the Definition of Community Benefit

Creating a Healthy Community is the theme for this year’s Community Benefit Report, which provides a summary of our work to create a community in which all share in the blessing of good health. Creating a healthy community requires as much knowledge, skill, heart, and imagination as any other creative endeavor—and it is one that will involve the efforts of many, both within and outside our walls.

The term “community benefit” has long been used in the nonprofit world, but since the passage of the Affordable Care Act, every participating health care institution has been required to publish an annual Community Benefit Report (CBR) on its efforts to promote health and healing in the community in response to health needs that have been identified there. (The Affordable Care Act also requires health care institutions to regularly assess community needs and publish the results in a document called a Community Health Needs Assessment, or CHNA.)

Our Community Benefit efforts are undertaken in response to data in three areas:

- **Charity Care** — free or discounted services offered to those who can’t afford to pay.
- **Government-Sponsored Health Care** — the amount the hospital must make up when government payments fall short of actual costs.
- **Community Benefit Services** — activities designed to address community needs, such as public health programs, outreach education, partnerships with local agencies and clinical care provided despite a negative margin.

Like many in the health care field, we have seen a need to extend our reach even further. As a rehabilitation hospital, we serve clients whose lives have been upended by devastating injuries to brain or body, catastrophic illnesses or hospitalizations that have caused serious physical debilitation, or defective physiological processes that have resulted in lack of physical control. Our goal is to help all of our clients to achieve their personal best, to live life to the fullest, and to ensure continuity of care.

We believe that in order to help all members of our community achieve and sustain their personal best, we must expand the health care field’s traditional concept of Community Benefit. Of course, we will always focus on access to health care and health services, and we will strive for the very best health outcomes possible. But we have redefined and broadened the term, so that the Community Benefit services we provide take place outside the traditional hospital setting. When we talk about Community Benefit, we talk about nothing less than transforming the community to improve overall health and well-being.

A History of Caring and Commitment to the Community

This outlook, though new in the context of Community Benefit, is very much an extension of our original Mission. Mount Sinai Rehabilitation Hospital was founded in 1923 as a Jewish-sponsored institution, to serve the
In 1990, Mount Sinai Rehabilitation Hospital affiliated with Saint Francis Hospital and Medical Center, a Catholic institution with a similar Vision and Mission. The collaboration marked the first recorded instance of a Catholic and Jewish hospital affiliation in United States history.

At the time of the merger, there was a region-wide need for acute rehabilitative services, and a decision was made to build a new rehabilitation hospital on the grounds of the Mount Sinai Hospital campus. The institution that would come to be known as the Mount Sinai Rehabilitation Hospital was dedicated in 1995.

Today, the 60-bed facility is Connecticut’s only freestanding acute-care rehabilitation hospital. Its focus is to restore the lives of people impaired by serious illness or injury through programs for traumatic brain injury, stroke/neurological rehabilitation, sports medicine, spinal cord injuries, and orthopedics. In addition, it offers rehabilitation services for patients who have become debilitated following a serious illness or a long hospital stay. It is also home to the Joyce D. and Andrew J. Mandell Center for Comprehensive Multiple Sclerosis Care and Neuroscience Research. Since its opening in 2008, the center has provided MS patients with services that were not previously available in the region.

Throughout our history, we have made it our Mission to serve people at every stage of life, from every walk of life. And we have always made a special effort to serve the poor and the most vulnerable of society. We remain committed to those values, even as we focus on rehabilitation services.

Today, despite change and uncertainty in the health care system, we plan to continue our efforts. Our confidence owes, in part, to our affiliation with Trinity Health, one of the largest health care systems in the nation. Trinity Health was born nearly 170 years ago and now comprises some 93 hospitals and 120 continuing care facilities, as well as home care agencies and outpatient centers in 22 states. Trinity Health’s Mission and values—and longtime dedication to service—match our own, and the resources and benefits afforded to us by its regional approach have made it possible for us to take a broader, more comprehensive view of health.

We will continue to deploy the latest medical breakthroughs and adaptive technologies and dedicate our efforts to the well-being of our clients, toward the goal of Creating a Healthy Community.

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Mount Sinai Rehabilitation Hospital’s service area is highly diverse: a rainbow of races and ethnicities; a mix of rich, poor and everything in between; a population spread over urban, suburban and rural communities. The service area of our parent institution, Saint Francis Hospital and Medical Center, is composed of 32 municipalities centered in Hartford and extending to the surrounding towns.

As a regional rehabilitation hospital, however, Mount Sinai Rehabilitation Hospital serves numerous patients from beyond the immediate area. In fact, our Mandell Center for Multiple Sclerosis serves people from all over Connecticut, as well as Rhode Island, Massachusetts, and eastern New York.

A significant number of patients seen at Mount Sinai Rehabilitation Hospital are from Hartford itself, whose population is younger, poorer and more densely distributed than those of the surrounding communities. In some areas of the city, infrastructure that is basic to health and well-being—reliable transportation, access to healthy food, and other factors that public health professionals call “the social determinants of good health”—are lacking. For the urban poor, the simple realities of daily life pose huge obstacles to achieving good health—and for those among the urban poor who need the high-level rehabilitation services that we provide, the obstacles are even greater.

Despite their geographic and socio-economic differences, residents of the various corners of our service area struggle with many of the same health issues: traumatic brain injury, stroke/neurological rehabilitation, sports medicine, spinal cord injuries, orthopedics, multiple sclerosis, and serious physical debilitation resulting from catastrophic injury or long-term hospitalization.
With a client base of such varied medical needs and diverse socio-economic backgrounds, Mount Sinai Rehabilitation Hospital is taking a comprehensive approach to its Community Benefit programs. Our nationally recognized staff of rehabilitation specialists in physical and occupational therapy, physiatry, neurology, neuropsychology, orthopedics, otolaryngology, and speech pathology is equipped to provide our clients with every service needed to reach their best possible rehabilitative outcomes.

We are committed to helping our clients:

- Gain access to the latest medical breakthroughs and adaptive technologies
- Get the maximum benefits from continuity of care
- Achieve and sustain their personal-best lifestyles.
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Active Recreational Activities

The guiding principle at Mount Sinai Rehabilitation Hospital is that clients should be encouraged to live their best-possible lives. Facilitating participation in recreational activities is one way that we help our clients do so. Adaptive recreation—recreational pursuits that are tailored to people with physical challenges—provides an array of benefits. Physical activity enhances fitness and overall health, and having the opportunity to take part in a leisure activity that would otherwise be difficult if not impossible for someone with impaired mobility offers great psychosocial benefits, as well.

We offer several programs that enable our clients to take part in popular leisure activities. Two of our most popular programs are Golfers in Motion and the Connecticut Adaptive Rowing Program:

- **Golfers in Motion** provides individuals with physical disabilities a supportive environment in which to enjoy the game of golf. Participants include amputees and people who have had strokes and spinal cord injuries, as well as those with multiple sclerosis and other conditions that limit physical mobility. Participants work with PGA instructors and experienced golfers with knowledge of disabilities. They receive supervised training at both indoor and outdoor facilities, including putting green, driving range, and on-course participation. The program is supported jointly by Mount Sinai Rehabilitation Hospital and the Connecticut Chapter of the Professional Golfers Association.
Golfers Association of America, the Bret Chernik Amputee Foundation, the Connecticut Chapter of the National Spinal Cord Injury Association, and Willowbrook Golf Course, located in South Windsor, just 20 minutes from Hartford.

- **The Connecticut Adaptive Rowing Program** provides individuals with physical disabilities an opportunity to enjoy the sport of rowing. The program is designed so that participants engage in non-jarring exercise of all available muscle groups. Specially outfitted two-person rowing shells are equipped to accommodate rowers with disabilities, including special seats for added security and pontoons to increase stability. The program is based on the Connecticut River at the Greater Hartford Jaycees Community Boathouse in Hartford’s Riverside Park. It is led by therapeutic rehabilitation specialists and physical therapists from Mount Sinai Rehabilitation Hospital. Safety is a priority. Participants receive comprehensive training before they go out on the water with an experienced coach who has been trained in adaptive rowing. The program is supported jointly by Mount Sinai Rehabilitation Hospital, the Christopher and Dana Reeve Foundation, Riverfront Recapture, Inc., the Connecticut Chapter of the National Spinal Cord Injury Association, and the Bret H. Chernik Amputee Foundation. While not every participant can easily master all the skills of rowing, all can enjoy the fundamentals of the sport and the natural beauty of the setting.
Case Studies

The Joyce D. and Andrew J. Mandell Center for Comprehensive Multiple Sclerosis Care and Neuroscience Research

The Mount Sinai Rehabilitation Hospital community enjoys the rare privilege of sharing its campus with the Joyce D. and Andrew J. Mandell Center for Comprehensive Multiple Sclerosis Care and Neuroscience Research. Multiple sclerosis (MS) is a disease of the central nervous system that typically results in physical disability; specific symptoms can vary from patient to patient. The center provides MS patients with services that were not previously available in the region, including a unique robotic walking system, known as the Lokomat®, now being applied in specialized MS research.

The center is named for Joyce D. and Andrew J. Mandell, whose initial gift of $1 million spurred the founding of the center. Until 2001, the Mandells’ lives centered on raising their family, building their business, and a lifelong commitment to “giving back” to the community through support of nonprofit and civic organizations. In that year, however, Andy was diagnosed with a form of MS for which there were few if any treatments. In their quest to find treatment that would enable him to live the best life possible, the couple discovered an approach that is known in the field as a “comprehensive care,” which addresses medical, psychosocial, and rehabilitation services. Andy benefitted from the approach, especially the cutting-edge Lokomat® walking system. The Mandells wanted to help others gain access to the kind of care Andy received, and because Joyce was a member of the Saint Francis Hospital and Medical Center board of directors, its affiliate, Mount Sinai Rehabilitation Hospital, was the obvious choice for a center dedicated to MS care and research. The center opened at Mount Sinai in 2008 and in 2011, it completed a major $1.7 million expansion. In 2013, the center was recognized as a Center for Comprehensive Multiple Sclerosis Care through the National Multiple Sclerosis Society’s Partners in MS Care program.

Clients who come to Mount Sinai Rehabilitation Hospital to seek treatment for MS will find:

- A nationally recognized team of MS specialists—Neurologists, physiatrists, therapists, urologists, a dedicated nursing staff, and support staff, all with one goal in mind: helping our clients enjoy life as fully as possible.
- A broad range of therapeutic programs—Physical therapy, speech therapy, occupational therapy, aquatic therapy, robotic therapy, as well as access to off-site programs such as Golfers in Motion and the Connecticut Adaptive Rowing Program. The center also offers a wide range of support groups.
- State-of-the-art facilities—The center offers Lokomat® locomotion therapy, ARMEO® hand and arm therapy, and other...
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robotic therapy equipment; a therapeutic pool that is temperature-regulated specifically for persons with MS; plus the full facilities support of Mount Sinai Rehabilitation Hospital.

- **A dedicated infusion therapy suite**—The center’s on-site infusion therapy suite allows multiple sclerosis patients to receive infusion therapy treatments conveniently.

- **Groundbreaking research projects and clinical trials**—Clients with MS have a benefit available at relatively few rehabilitation hospitals: an on-site research department that is continually conducting multiple research studies and clinical trials. In 2016, the center hosted “Multiple Sclerosis Brain: Bridging the Gap,” a symposium meeting of stakeholders, health care professionals, and patients alike, from around the world. The meeting’s name referred to bridging the gap between research and clinical applications in the areas of rehabilitation, epidemiology, gut microbiome, and complementary and alternative medicine.

The work of the Mandell Center is truly a collaborative effort, combining the support of Mount Sinai Rehabilitation Hospital, the Mandell family, the Connecticut Chapter of the National Multiple Sclerosis Society, Saint Francis Hospital and Medical Center, and Trinity Health Of New England.

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Community Benefit | Services

What are the activities? Community Benefit reporting is categorized into three broad areas which include: Charity Care, Government-Sponsored Health Care, and Community Benefit Services. The following list outlines, in more detail, the Community Benefit Services portion.

A. Community Health Improvement Services

These activities are carried out to improve community health and are usually subsidized by the health care organization. There are four groupings within this category: Community Health Education, Community-Based Clinical Services, Health Care Support Services and Other Community Health Improvement Services. Some of these include:

Community Health Education
- Multiple Sclerosis Support Groups
- Family Support Groups
- Amputee Support Groups
- Rowing/Golf Programs
- Brain Injury Education

B. Health Professions Education

This category includes the unpaid costs of undergraduate training, internships, clerkships, residencies, nursing training, residency education, and continuing medical education (CME) offered to physicians outside of the medical staff.

C. Subsidized Health Services

This category includes health services and clinical programs that are provided despite a financial loss. These services are provided because they meet an identified community need that is not being fulfilled by the government or another not-for-profit organization.

D. Research

This category includes clinical and community health research that is shared with the public and funded by the government or a tax-exempt entity (including the organization itself).
- Research Grants Focusing on Multiple Sclerosis
- Research Grants Focusing on Rehabilitation Medicine

E. Financial and In-Kind Donations

This category includes funds and in-kind services donated to individuals not affiliated with the organization or to community groups and other not-for-profit...
organizations. In-kind services include hours contributed by staff to the community while on work time; overhead expenses of space donated to not-for-profit community groups, and the donation of food, equipment, and supplies.

- Mt. Sinai Facility Use
- Free Meals

**F. Community-Building Activities**

This category includes programs that address underlying social problems, such as poverty, homelessness, and environmental issues. These activities support community assets by offering the expertise and resources of the health care organization.

- Food Bank
- Board Involvement With Local Organizations

**G. Community-Benefit Operations**

This category includes the costs associated with assigned staff and community health needs and/or assets assessment, as well as other costs associated with community benefit strategy and operations.
Community Benefit | The Numbers at a Glance

During 2016, Mt. Sinai Rehabilitation Hospital provided Community Benefit Services to 34,618 individuals who received financial assistance for their medical care and support through our Community Benefit programs.

**Charity Care**

$0

Free or discounted health services are provided to persons who cannot afford to pay and who meet the organization’s financial assistance policy criteria. Charity care is reported in terms of costs, not charges. Charity care does not include bad debt, which may be reported elsewhere but not as a community benefit.

**Community Benefit Services**

$104,950

These are services provided to meet community needs because the services would otherwise not be available to meet patient demand. Included are clinical patient care services provided despite a negative margin, public health programs, community outreach and education, and partnerships to meet community needs.

**Government-Sponsored Health Care**

$0

Government-sponsored healthcare community benefits include unpaid costs of public programs for low-income persons. These include the shortfall created when a facility receives payments that are less than the cost-of-caring for program beneficiaries.

**Total Community Benefit**

$104,950
Summary

Community Benefit was part of the Mission of Mount Sinai Rehabilitation Hospital—and before it, Mount Sinai Hospital—long before that term came into vogue, and it will inform our work for a long time to come. We are committed to helping our clients gain access to the latest medical breakthroughs and adaptive technologies, get the maximum benefits from continuity of care, and achieve and sustain their personal-best lifestyles—all toward the goal of Creating a Healthy Community.
Mount Sinai Rehabilitation Hospital
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