



## **Mount Sinai Rehabilitation Hospital CHNA Implementation Strategy Fiscal Years 2019-2021**

Assessment (CHNA) that was approved on 9-26-19 in adherence with applicable federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment took into account a comprehensive review of secondary data analysis of patient outcomes, community health status, and social determinants of health, as well as primary data collection including input from representatives of the community, community members, and various community organizations.

The complete CHNA report is available electronically at  
<http://www.stfranciscare.org/documents/NewEngland/2019-Saint%20Francis-CHNA.pdf>

Printed copies are available from:  
Department of Community Health and Well Being at Trinity Health Of New England  
140 Woodland St.  
Hartford, CT 06105.  
860-714-5770

### **Hospital Information**

Mount Sinai Rehabilitation Hospital's service area comprises urban, suburban, and rural communities that together form a rich mixture of highly diverse races and ethnicities, and a wide range of socioeconomic categories. Most patients seen have disabilities; spinal cord injuries; brain injuries; and complications due to stroke. Stroke is the most common reason for hospitalization and risk factors include diabetes, obesity and smoking; all of which were identified in the CHNA as priorities. Additionally, patients with Multiple Sclerosis and other neurological diseases are frequently served by Mount Sinai Rehabilitation Hospital. Trauma due to gunshots, violence, motor vehicle accidents and other accidents are also common; as are amputees who suffer with diabetes. Mount Sinai serves to treat the consequences of these conditions with primary treatment and engages in secondary prevention through education, community outreach and programs to reduce incidence. Mount Sinai serves the entire State of Connecticut. Its primary service area includes 25 towns and corresponds largely with the greater Hartford region. The Hospital's secondary service area includes 28 towns largely to the west and south of the primary service area. housing units in Greater Hartford were single-family, although housing construction permits have shifted toward multi-family buildings in recent years. Greater Hartford's median household income is similar to Connecticut as a whole, but the region is home to significant income inequality. In 2017, the city of Hartford had the lowest median household income in the state, while the median household income is nearly three times as high in the Outer Ring towns. In addition to the geographic concentration of

wealth, multiple significant wage gaps can be seen when looking at gender, race, and education level. Likely related, at least in part, to this income inequality, Greater Hartford's neighborhoods are growing more segregated as middle-class neighborhoods shrink and neighborhoods at both income extremes grow. Further compounding these economic challenges, inflation-adjusted median household incomes grew modestly between 1990 and 2017 in Outer Ring towns, while decreasing in the Inner Ring and urban core.

### **Mission**

We, Trinity Health, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

### **Our Core Values:**

- **Reverence** - We honor the sacredness and dignity of every person.
- **Commitment to Those Who are Poor** - We stand with and serve those who are poor, especially those most vulnerable.
- **Justice** - We foster right relationships to promote the common good, including sustainability of Earth.
- **Stewardship** - We honor our heritage and hold ourselves accountable for the human, financial and natural resources entrusted to our care.
- **Integrity** - We are faithful to who we say we are

### **Significant Needs**

The CHNA conducted in 2019 identified the significant health needs within the Mount Sinai Rehabilitation Hospital community. Those needs were then prioritized based on the magnitude and severity of impact of the identified need, the populations impacted, and the rates of those needs compared to referent (generally the state) statistics. The significant health needs identified, in order of priority include:

<b>1) Access to Rehabilitation Healthcare Services</b>	<ul style="list-style-type: none"> <li>– Navigating health insurance plans &amp; high deductibles plans</li> <li>– Transportation</li> <li>– Continuity of Care</li> </ul>
<b>2) Demand for Rehabilitation Services</b>	<ul style="list-style-type: none"> <li>– High demand for rehabilitation services with aging population</li> <li>– High rates of obesity increase demand for rehabilitation services</li> <li>– Veterans and MS populations need for specialized care.</li> </ul>

### **Hospital Implementation Strategy**

Mount Sinai Rehabilitation Hospital resources and overall alignment with the hospital's mission, goals and strategic priorities were taken into consideration of the significant health needs identified through the most recent CHNA process.

### **Significant health needs to be addressed**

Mount Sinai Rehabilitation Hospital will focus on developing and/or supporting initiatives and measure their effectiveness, to improve the following health needs:

- **Demand for Rehabilitation Services** – page 8
- **Access to Rehabilitation Services** – page 9

### **Significant health needs that will not be addressed**

Mount Sinai Rehabilitation Hospital acknowledges the wide range of priority health issues that emerged from the CHNA process, and determined that it could effectively focus on only those health needs which it deemed most pressing, under-addressed, and within its ability to influence. Mount Sinai Rehabilitation Hospital will not take action on the following health needs:

- **Access to Rehabilitation Services** as it relates to transportation and navigation of insurance and high deductible plans will not be addressed by Mount Sinai. These issues have been worked on by a variety of community partners and Mount Sinai will continue to partner with them to address these needs.

This implementation strategy specifies community health needs that the hospital has determined to address in whole or in part and that are consistent with its mission. The hospital reserves the right to amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During these three years, other organizations in the community may decide to address certain needs, indicating that the hospital then should refocus its limited resources to best serve the community.

## CHNA IMPLEMENTATION STRATEGY

### FISCAL YEARS 2019-2021

<b>Hospital Facility:</b>	Mount Sinai Rehabilitation Hospital		
<b>CHNA Significant Health Need:</b>	Demand for Rehabilitation Services for Multiple Sclerosis		
<b>CHNA Reference Page:</b>	8	<b>Prioritization #:</b>	3

#### Brief description of need:

Multiple Sclerosis is a chronic condition that needs specialized rehabilitation services to maintain quality of life. The Mandell Center for MS at Mount Sinai Hospital provides this specialized care for patients throughout CT and beyond.

**Goal:** Improve access to care for patients diagnosed with MS.

#### SMART Objective:

Provide high quality state of the art care to those suffering from issues related to Multiple Sclerosis as measured by 10% more patients reached with outreach activities.

#### Actions the hospital facility intends to take to address the health need:

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Collaborate with partners to redesign outreach activities targeted to patients with MS.	x	x	x	Hospital staff, budget and administrative support	In-kind staff time, resources and services from community partners	Public and private partners in rehabilitation, MS Society, patients diagnosed with MS, Mandell Family Foundation
Increase portfolio of research projects to address MS patient's needs.	x	x	x			

#### Anticipated impact of these actions:

CHNA Impact Measures	Baseline	Target
Current Patients # reached annually	2,000	2,200

#### Plan to evaluate the impact:

Report to leadership on the research portfolio on a quarterly basis; report through CBISA numbers of individuals enrolled in the outreach programs targeted to MS patients.

## CHNA IMPLEMENTATION STRATEGY FISCAL YEARS 2019-2021

<b>Hospital Facility:</b>	Mount Sinai Rehabilitation Hospital		
<b>CHNA Significant Health Need:</b>	Access to and Demand for Rehabilitation Services for patients impacted by brain injury or stroke.		
<b>CHNA Reference Page:</b>	9	<b>Prioritization #:</b>	3

### Brief description of need:

Those who suffer brain injuries or stroke often have significant special needs for rehabilitation in order to re-establish their quality of life. Mount Sinai Rehabilitation Hospital is able to provide this specialized care for patients throughout CT and beyond.

**Goal:** Improve access and quality of care for patients suffering from brain injury or stroke.

### SMART Objective:

Provide high quality state of the art care to those suffering from issues related to brain injury or stroke as measured by an increase of 10% for numbers served with clinical services by 2021.

### Actions the hospital facility intends to take to address the health need:

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Collaborate with partners to redesign outreach activities targeted to patients with brain injury or stroke.	x	x	x	Hospital staff, budget and administrative support	In-kind staff time, resources and services from community partners	Public and private partners, Stroke Society, patients diagnosed with brain injury or stroke, foundations and research funders.
Increase reach of programs to address rehabilitation for patients experiencing brain injury or stroke.	x	x	x			

### Anticipated impact of these actions:

CHNA Impact Measures	Baseline	Target
Patients Served annually	400	440
Outreach Programs Annually	2,000	2,200

### Plan to evaluate the impact:

Review of CBISA reports on individuals enrolled in the outreach programs targeted to stroke and brain injury patients.

## Implementation Strategy

On January 31, 2020, the 2019-2021 Implementation Strategy for addressing the community health needs identified in the 2019 Community Health Needs Assessment was approved by the authorized body of Trinity Health Of New England.

  
Carlos Brown (Feb 3, 2020)

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Carlos Brown  
Regional Vice President, Community Health and Well Being

Feb 3, 2020

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Date