



# **The Transformation of Mount Sinai Beth Israel**

June 8<sup>th</sup> Presentation before PHHPC



## Mount Sinai Health System: Who We Are

- Integrated Health System of 7 hospitals with more than 200 community locations
- Anchored by a medical school
- More than 150,000 inpatient admissions and more than 3 million outpatient visits
- More than 2,000 residents – the largest teaching program in the country
- 38,000 employees and 7,000 physicians
- Provides significant care for Medicaid, Medicare, and patients eligible for financial assistance
- Mount Sinai is 100% committed to serving all of their patients regardless of their financial situation



4+ million patient visits



Largest Teaching Program in the U.S.



## **The Reality at Mount Sinai Beth Israel**

- An aging and outmoded infrastructure
- A rapidly decreasing inpatient census – dropping roughly 10% annually since 2012
- On average, more than 50% of the hospital’s licensed beds are unoccupied
- MSBI has sustained losses of \$350 Million over the past 4 years; if it were a stand-alone hospital, it would have already run out of cash
- Rebuilding MSBI would require a \$1.3 billion investment and ultimately not meet community’s evolving need for local access to care



## Trends in Healthcare

- Hospital use is declining as patients get more care in non-hospital settings
- 18 NYC hospitals closed over the past 13 years; many others are financially strapped
- Government is prioritizing funding for coordinated care and treating patients in non-hospital settings
- The rate of overall empty beds in NYC has ***increased*** in the past several years, despite hospital closures

### **New York Hospitals in Critical Condition as Deficit Looms:**

Hospital stays citywide dropped over 5 percent between 2012 and 2014.

Over the past 13 years **18 private hospitals have closed** in the city.

*Bloomberg, 8/22/2016*

Hospital systems have begun in earnest to shift more of their capital spending to outpatient facilities ... **hospital systems need access points in the community that offer convenient care at what is normally a fraction of the cost of going to the hospital.**

*Modern HealthCare, 5/27/2017*



# Building to Meet Our Communities' Needs



## **The Way Forward: Our Challenge**

Unlike other hospitals that have shut their doors, we are transforming MSBI and changing the way we deliver care by expanding access, improving quality, and preserving jobs in order to better meet the evolving needs of our communities.



## **The Way Forward: Our Solution**

We are building a multi-campus healthcare system spanning the island of Manhattan from river-to-river below 34<sup>th</sup> Street. This new Downtown network will be fully integrated with Mount Sinai's numerous high volume Centers of Excellence, which specialize in providing specific complex care.



## The Way Forward: Our Transformation

- **The current Beth Israel is going to remain open and will continue to welcome patients for services throughout this transformation**, which is expected to take about four years. At no point will the community be without access to emergency care.
- Some more complex cases will be treated at Centers of Excellence throughout the Mount Sinai Health System. These Centers provide highly specialized world-class care conducted by renowned physicians and teams (e.g. cardiac surgery, neurosurgery, etc.)





# Investing and Transforming Downtown





## Over \$500 Million Investment to Create the New Mount Sinai Downtown Multi-Campus Network

- Three major sites with enhanced ambulatory procedural capabilities
- More than 16 physician practice locations with over 600 physicians
- Enhanced behavioral health services
- Over 220 beds throughout the Downtown Network
- More than 35 operating and procedure rooms
- NYEE Infirmary of Mount Sinai's services will be preserved and many will be enhanced



# THE NEW MOUNT SINAI DOWNTOWN NETWORK

## MOUNT SINAI DOWNTOWN LOCATIONS:

- 1 The New Mount Sinai Beth Israel Hospital and New ED**  
14th Street and Second Avenue
  - 2 New York Eye and Ear Infirmary of Mount Sinai**  
310 East 14th Street
  - 3 Mount Sinai Downtown Behavioral Health**  
10 Nathan D Periman Place
  - 4 Mount Sinai Downtown Union Square**  
10 Union Square East
  - 5 Mount Sinai Downtown Chelsea Center**  
325 West 15th Street
- **Mount Sinai Doctors at Stuyvesant Town**  
516-518 East 20th Street
  - **Mount Sinai Doctors, clinics, and other facilities**





## **Commitment To Our Employees**

- The transformation will take place over the next several years
- Mount Sinai is the largest private employer in the City and, on average, hires approximately 2,000 people each year
- All union employees will be offered other union opportunities at equal pay
- We are committed to retraining and placing as many of our employees within our system as possible and we will assist the few who cannot be placed with finding alternate employment
- So far, more than 300 employees have accepted a new opportunity at the same or higher salaries within the Mount Sinai Health System



## Commitment To The Community

### Community input is vital to the success of the Downtown Transformation

As of June 2017:

- Over 30 meetings have been held with elected officials and community leaders to discuss the transformation
- The public has had opportunities to weigh in at two public forums in 2016 and 2017
- Mount Sinai participates regularly in a working group with elected officials
- Regular updates on the transformation are shared publicly at <http://www.mountsinai.org/downtown>

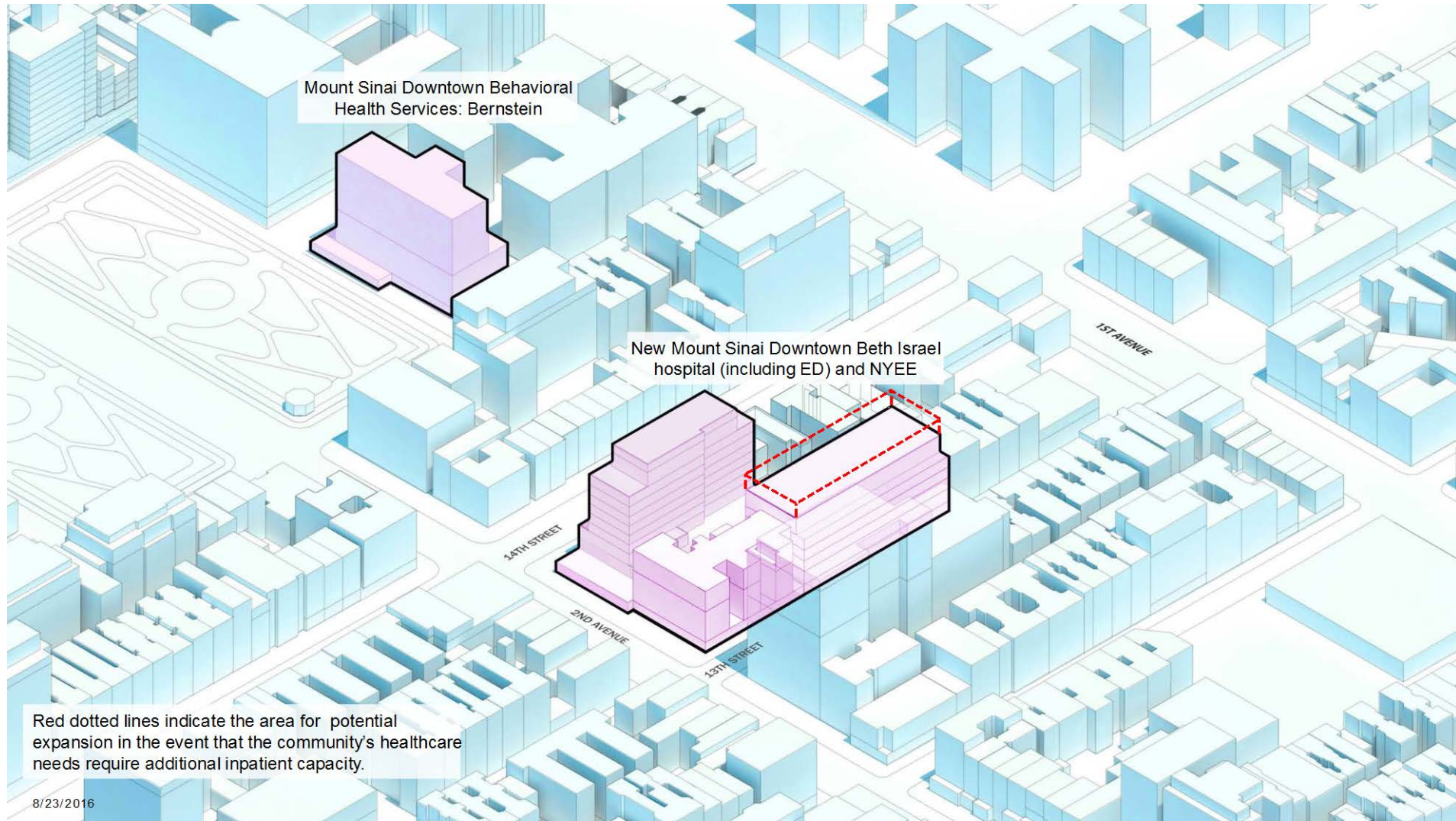


# Central to Our Network: A new Mount Sinai Beth Israel Hospital with a new Emergency Department

- **A new inpatient hospital:**
  - Will be located at 14<sup>th</sup> St. & 2<sup>nd</sup> Ave., two blocks from Beth Israel, with operating and procedure rooms, lab services and imaging equipment
  
- **A new full-service emergency department and pediatric ED:**
  - Able to handle all of the same emergencies that the current ED handles, including: heart attacks, pneumonia, stroke, broken bones, asthma attacks, appendicitis and all other emergencies
  - **Beth Israel's current ED will remain open until the new ED is constructed**



# Location of New Hospital



Mount Sinai Downtown Behavioral Health Services: Bernstein

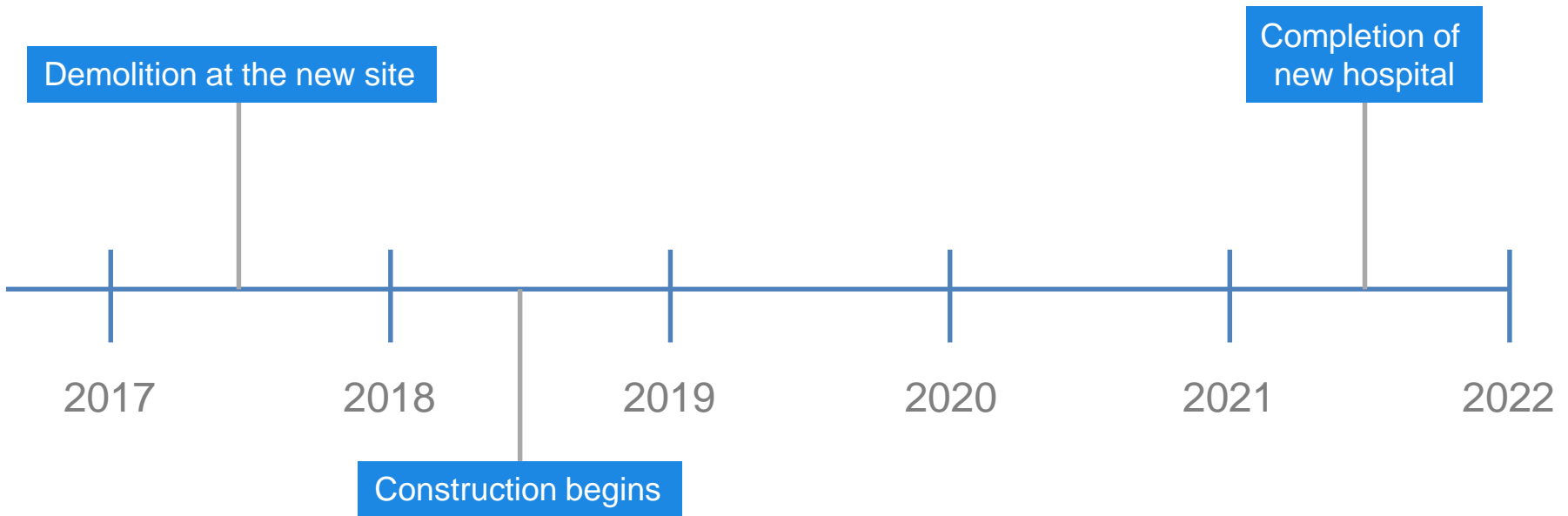
New Mount Sinai Downtown Beth Israel hospital (including ED) and NYEE

Red dotted lines indicate the area for potential expansion in the event that the community's healthcare needs require additional inpatient capacity.



# Mount Sinai Downtown Beth Israel Hospital Timeline

We have retained renowned architectural firm Perkins Eastman, which will oversee design work and construction. Pending approvals, here is the expected schedule for completion of the new hospital:







## Transformation of Beds from MSBI to Downtown Network

Mount Sinai Beth Israel is currently licensed for 799 beds, but on average less than 400 beds are in use each day and the census continues to decline.

- 150 behavioral health beds
- 250 other beds

**The future Mount Sinai Downtown network will have 220 beds\***

- 150 existing behavioral health beds
- 70 beds at the new Mount Sinai Beth Israel Hospital at 14<sup>th</sup> Street & 2<sup>nd</sup> Ave.

*\*The number of beds may be increased in the event that the community's healthcare needs require additional capacity*



# 180 Patients To Be Cared for Outside of MSBI Hospital

## ***Shift in healthcare delivery:***

Shift to Ambulatory Care

Shorter LOS (e.g. improve timely discharge rates)

## ***Improvements in care delivery:***

Alternative Care Models (e.g. Hospital at Home)

Specialty Care Innovation

(e.g. extended hours at ambulatory infusion locations)

Mount Sinai Hospitals uptown for complex care and deliveries

## ***Patient convenience:***

Brooklyn patients treated closer to home

25 patients

20 patients

25 patients

20 patients

60 patients

30 patients



# Mount Sinai Downtown – Union Square (formerly PACC)

We are expanding and upgrading Mount Sinai Downtown - Union Square. In addition to the existing service, it will become a more specialized care facility with a new Urgent Care Center.

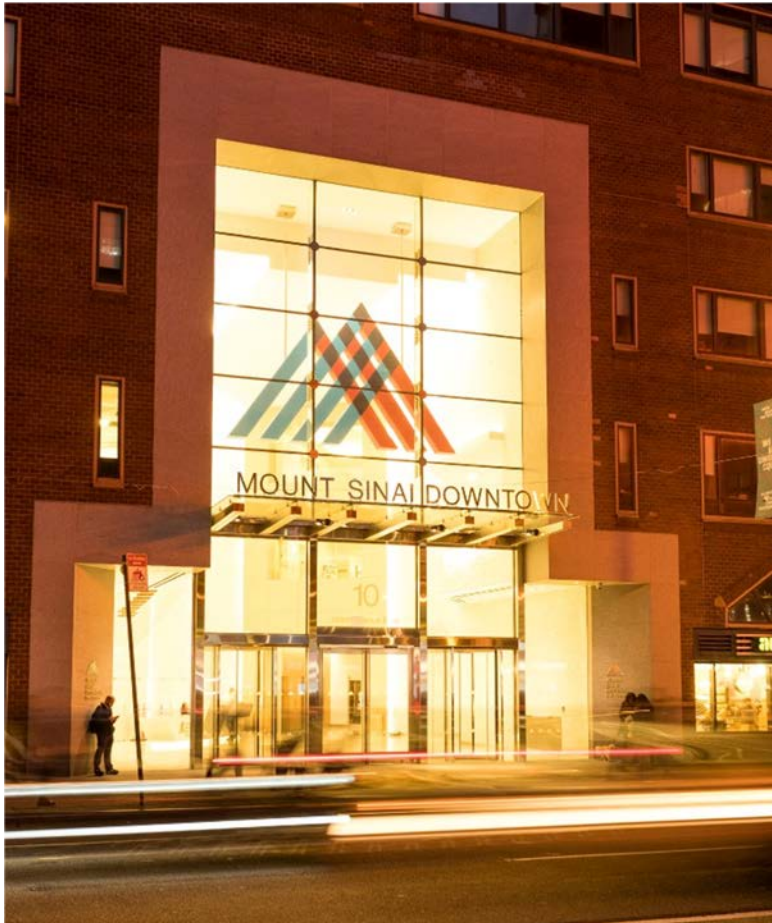
## **At 275,000 sq. ft., Mount Sinai Downtown - Union Square** **New York's largest freestanding care center**

- New comprehensive Urgent Care Center
  - Adult and pediatric care
  - Weekend and evening hours
  - Opens Fall 2017
  
- Renovations
  - Lobby renovation is complete, with enhanced patient access
  - Technology upgrades for health records systems in progress
  
- New, specialized services at Union Square
  - Disease management programs
  - Thyroid Center
  - Heart Services
  - Expanded and enhanced ambulatory procedural capabilities



*Building to Meet Our Communities' Needs*

# Mount Sinai Downtown – Union Square New Lobby





## **Mount Sinai Downtown – Chelsea Center (formerly Mount Sinai Cancer Center West)**

At Mount Sinai Downtown Chelsea, we have opened a Women's Cancer Center facility with integrated breast cancer and gynecologic oncology services, upgraded technology, and expanded mammography services.



# Continued and Enhanced Access To Specialized Services



## **Innovative Hospital at Home Program**

- Provides patients with an option to receive care at home for certain conditions that would otherwise require a hospital admission
- A Mobile Acute Care Team led by physicians to provide home-based, essential acute care services
- Mount Sinai is a national leader in this model of care with better outcomes and higher patient satisfaction than traditional inpatient care



## Women and Children

- Outstanding gynecology and prenatal and postnatal obstetrics care will remain in the Downtown network
- Roughly half of women currently delivering babies at Mount Sinai Beth Israel are Brooklyn residents. To better accommodate them Mount Sinai is working to expand its strategic relationship with The Brooklyn Hospital Center to include delivery
- For delivery, delivery suites and operating rooms are available at Mount Sinai West and Mount Sinai Hospital and The Brooklyn Hospital Center
- General and specialty pediatrics and urgent and emergency pediatric care will be expanded and enhanced in the Downtown network
- Much of our pediatric care will be provided in the new hospital, but those requiring more advanced care, including intensive care, will be connected to Kravis Children's Hospital at Mount Sinai, which is expanding to accommodate increased volume



# Centers of Excellence



## Centers of Excellence

To better address the needs of the community and modern medicine, in addition to building the Downtown Network, Mount Sinai is continuing to create highly specialized care at Centers of Excellence.

- **Enhanced Care and Better Outcomes** – By giving patients access to those surgeons and trained medical staff who have the most experience and expertise in handling these highly specialized cases, we ensure they are getting the best possible care.
- **Greater Access** – Each hospital in the Mount Sinai system, including the new MSBI, will serve as entry points through which a patient can gain access to excellent care and services to the most complex issues that require specialized hospital stays.
- **Pre- and Post-Procedure Care Close to Home** – While the procedure may take place at a Center of Excellence, the prep and follow up care will be downtown at one of our specialty centers close to home and easier to access.



## Centers of Excellence

By coming to MSBI or another Downtown location, local residents will have access to all of the Centers of Excellence across our system, including:

- **Mount Sinai Hospital:**

- Heart
- Cancer
- Spine
- Transplant
- Kravis Children's Hospital
- Obstetrics

- **Mount Sinai West:**

- Orthopedics
- Epilepsy/Movement Disorders
- Intracranial Hemorrhage
- Neonatology
- Obstetrics

- **Mount Sinai St. Luke's:**

- Trauma Center
- Heart/Revascularization



## Centers of Excellence Downtown

- **Mount Sinai Downtown Behavioral Health:**
  - Comprehensive network of psychiatric services including addiction services
  - Enhanced integrated intensive outpatient and ambulatory services including primary care service.
  - Mount Sinai recognized for Psychiatry in 2016-17 *U.S. News & World Report: Best Hospitals*
  
- **New York Eye and Ear Infirmary of Mount Sinai:**
  - Internationally recognized leader for diagnosis and treatment of eyes, ears, nose and throat
  - NYEE serves roughly 30,000 surgical cases and 225,000 outpatient visits annually
  - Recently named in *U.S. News & World Report: One of America's Top Ophthalmology Hospitals*
  - Two time recipient of Magnet status for excellence in nursing care



## **Integrated Multidisciplinary Care Downtown**

Downtown residents across the city will be treated at newly enhanced programs located in the Downtown community.

- **Mount Sinai Beth Israel:**

- Heart attack and stroke care
- Hospital at Home Care
- Emergency Services
- Bariatric surgery

- **Mount Sinai Downtown - Chelsea Center:**

- Specialized Cancer services from diagnosis to treatment to surgery
- Women's cancer (GYN Oncology and Breast)

- **Mount Sinai Downtown - Union Square:**

- Thyroid Center
- Weight management
- Comprehensive Urgent Care Center
- Diabetes center
- Heart Center



Mount  
Sinai

THANK YOU

