

Master Plan for Hospital Development

Years 2015-2025



October 15, 2014

Table of Contents

1. Inventory of Facilities and Services	3
a. MSMC Services	3
b. MSMC Facilities	7
2. Description of Proposed Projects	8
3. Site Plan 2018	9
4. Goals, Objectives, and Policies	10
5. Consistency with the City's Comprehensive Plan	12
6. Data Pertaining To New Construction or Rehabilitation	13

SERVICES

Mount Sinai is a tertiary care provider offering a wide range of inpatient and outpatient medical and surgical services. Outpatient services and various ancillary services support inpatient and outpatient care. A list of these services includes but is not limited to:

Allergy and Immunology

Ambulatory Surgery

Arthritic and Rheumatic Diseases

Cardiovascular Services

- Cardiac Catheterization
- Cardiac Rehabilitation
- Cardiac Stress Testing
- Cardiac Valve repair minimally invasive
- Cardiac Valve replacement minimally invasive
- Coronary Care Unit
- Electrocardiography
- Electrophysiology
- Endovascular Medicine
- Interventional Cardiology
- Nuclear Cardiology
- Open Heart Surgery
- Vascular Laboratory Services

Dermatology

Dialysis

Emergency Department

Endocrinology, Diabetes and Metabolic Diseases

Gastroenterology

Gynecology and Gynecological Surgery

Infectious Diseases/Epidemiology

Infusion Therapy

Internal Medicine

Intensive Care Unit

Memory Disorders Center

Nephrology (Renal Disease)

Neurophysiology Services

Neurology

Neurosurgery

Occupational Health

Occupational Therapy

Oncology Services

Ophthalmology and Ophthalmic Surgery

Open Heart Surgery

Oral Surgery

Orthopedics and Orthopedic Surgery

Otolaryngology

Palliative Care

Pain Management
Pathology and Laboratory Services
Pharmacy Services
Physical and Rehabilitation Therapy
Plastic and Reconstructive Surgery
Podiatry
Proctology
Pulmonary and Respiratory Disease
Radiation Oncology
Geriatric Psychiatry Unit
Adult Psychiatry Unit
Pulmonary Function Laboratory
Radiology
- Bone Densitometry
- Computerized Tomography
- Diagnostic Radiology
- Interventional Radiology
- Mammography
- Magnetic Resonance Imaging
- Nuclear Medicine
- PET Scanning
- Ultrasound
Rehabilitation Units
Respiratory Therapy
Sleep Disorders Center
Special Care Unit (ventilator care)
Surgical Services
Telemetry Units
Thoracic Surgery
Urology
Vascular Surgery
Wellness and Preventive Medicine
Women's and Children's Unit
- Labor and Delivery
- Neonatal Intensive Care Unit
- Nursery
Wound Care Center

Centers of Excellence

The Mount Sinai Heart Institute is a Cardiac Center of Excellence that provides complex coronary interventions, hybrid maze procedures, laser lead extraction, atrial and ventricular fibrillation treatment, along with programs in heart rhythm disorders, pulmonary hypertension and adult congenital heart disease. The Medical Center has made major investments in the Heart Institute including, the deployment of capital to enhance the functionality of the catheterization rooms, open heart surgery suite and interventional lab; expansion of services such as valve repair and valve replacement, with and without surgical intervention; and an affiliation with Columbia University which combines the strength of two industry leaders in cardiovascular services to offer access to a significant base of academic knowledge, state-of-the art technology and research such as new cardiac devices and therapies. Mount Sinai Heart Institute's cardiac physician faculty members have Columbia University faculty appointments.

The Medical Center is the largest cardiac services provider in South Florida, having conducted approximately 645 open-heart procedures in 2012 and 820 procedures in 2013, as well as 3,131 diagnostic and therapeutic cardiac catheterizations in 2012 and 3,228 in 2013. Cardiovascular services available at the Medical Center include clinical cardiology, diagnostic and interventional cardiology, enhanced external counter-pulsation program, a CT scanner with specialized cardiac imaging capability, cardiac prevention, cardiac rehabilitation, medical education and cardiac research. In 2012 and 2013, approximately 3,800 and 3,900, respectively, of the Medical Center's admissions were cardiac admissions. For the six months ended June 30, 2014, there were 1,922 cardiac admissions to the Medical Center, representing 17% of its total admissions during that period.

The Center of Excellence in Lung Care is an integrated, multidisciplinary thoracic oncology program that brings together physicians from several different specialties who work collaboratively to chart the most effective course of treatment for patients with lung cancer and other thoracic malignancies. The physicians, whose specialties include oncology, radiation oncology, radiology, pathology, thoracic surgery and pulmonary medicine, meet regularly to review cases, evaluate test results and coordinate each patient's care. Mount Sinai has one of the most active minimally invasive robotic thoracic surgery programs in the United States. Endobronchial ultrasound (EBUS), a relatively new technology, allows for a minimally invasive, highly effective means of diagnosing lung cancer and other diseases through ultrasound.

The Center of Excellence in Urology is led by the Mount Sinai Columbia University Division of Urology. The Medical Center uses robotic surgery as well as cryotherapy for kidney cancer and also offers state-of-the-art care for patients with kidney stones, using either extracorporeal shock wave lithotripsy (ESWL) or ureteroscopy. Mount Sinai offers specialized treatment for urologic issues, including incontinence, overactive bladder, urinary infection and vaginal prolapse, and green light laser surgery, also called prostate laser surgery, to vaporize prostate tissue that blocks the bladder.

The Mount Sinai Comprehensive Cancer Center is a Cancer Center of Excellence accredited by the American College of Surgeons Commission on Cancer. The Comprehensive Cancer uses advanced technology such as RapidArc radiotherapy technology, the Discovery NM/CT 670 and a CT scan with the sensitive physiologic detail to pinpoint tumors with ultrafine precision and microwave ablation that destroys liver, lung, kidney and other soft tissue cancers. Mount Sinai is one of two hospitals in South Florida to be a "Commission on Cancer" approved center and a winner of the "Outstanding Achievement Award" from the American College of Surgeons Commission on Cancer. Mount Sinai is the only Florida hospital to receive this award three times in a row. It provides patients access to more than 62 active clinical trials.

The Medical Center provides a broad range of inpatient and outpatient oncology services. During 2013, approximately 3.9% of the Medical Center's admissions were oncology cases. Cancer services include chemotherapy, diagnostic radiology, psycho-social programs, radiation therapy and pain management, as well as ancillary services such as laboratory, pharmacy and nutritional counseling.

The Center of Excellence in Neurosciences includes the Harvey R. Chaplin Emergency Chest Pain & Stroke Center, which is accredited as a comprehensive stroke and chest pain center, and an advanced angio-suite for the neuro-interventional treatment of stroke. Mount Sinai provides minimally invasive techniques for brain, spinal cord and peripheral nervous system disorders, endovascular aneurysm procedures, a brain injury rehabilitation program, microsurgery and the trilogy system and other minimally invasive radio-surgery techniques for targeting tumors. The Wien Center for Alzheimer's Disease and Memory Disorders participates in over 19 research studies, including the National Institutes of Health Alzheimer's Disease Neuroimaging Initiative. It is Florida's designated lead memory disorder clinic as well as the coordination site for the State of Florida Brain Bank. Mount Sinai has one of the largest inpatient psychiatric units in Miami-Dade County.

The Medical Center provides a full range of medical and surgical treatments to address a wide variety of disorders affecting the brain, spine and peripheral nervous system. The Medical Center's neurologists provide on-call coverage in the emergency department, and its neurosurgeons are skilled in performing advanced radiosurgery and complex micro- and skull-based surgery. The geriatric psychiatry unit provides acute short-stay psychiatric care through a comprehensive multi-disciplinary treatment program to adult patients 50 years of age and older. It is one of the few programs in the southeastern United States focused on the treatment of patients who have dementia-related psychiatric conditions. The psychiatric care unit had approximately 2,000 admissions in 2012 and 2013, which represented approximately 9.2% of the Medical Center's admissions in those years. For the six months ended June 30, 2014, there were 1,223 psychiatric care admissions to the Medical Center, representing 10.8% of its admissions during that period.

The Center of Excellence in Orthopaedic and Rehabilitative Care at the Medical Center offers comprehensive orthopaedic care, including joint replacement, spine surgery, hand and upper extremity surgery and a geriatric fracture program. The Medical Center's comprehensive inpatient and outpatient rehabilitation program is fully accredited by The Joint Commission and by the Commission on Accreditation of Rehabilitation Facilities.

The Medical Center's orthopaedic services also include major joint repair and replacement, foot/hand, knee, neck/spine and reconstructive surgery. The Medical Center's orthopaedic admissions were 1,319 (approximately 6.0% of total admissions) in 2012 and 1,397 (approximately 6.2% of total admissions) in 2013. In addition, a total of 563 orthopaedic surgical procedures were performed on an outpatient basis in 2013. For the six months ended June 30, 2014, there were 699 orthopaedic admissions to the Medical Center, representing 6.2% of its admissions during that period.

Facilities

Mount Sinai's inpatient and outpatient services are offered at its Main Campus. The Medical Center also offers outpatient services and primary care services in Aventura, Coral Gables, Hialeah and Key Biscayne.

Main Campus:

The Medical Center's Main Campus consists of 19 buildings containing approximately 1,590,000 gross square feet. The Buildings for provision of inpatient care are: deHirsch Meyer Tower, Warner Pavilion, Blum Building and Greene Pavilion. The Buildings for the provision of clinical or outpatient services are: Greenspan Building, Orovitz Emergency Pavilion and Radiology Building, Gumenick Ambulatory Surgery Facility, Knight Magnetic Resonance Imaging Center and the Comprehensive Cancer Center. Other Buildings include the Ascher Building, Pearlman Biomedical Research Building, Retzsky Energy Center, Parking Garage, Lowenstein Building, Young President's Club Child Care Center, Medical Office Pavilion, and the Golden Family Medical Office Building.

Description Of Proposed Projects 2015-2025

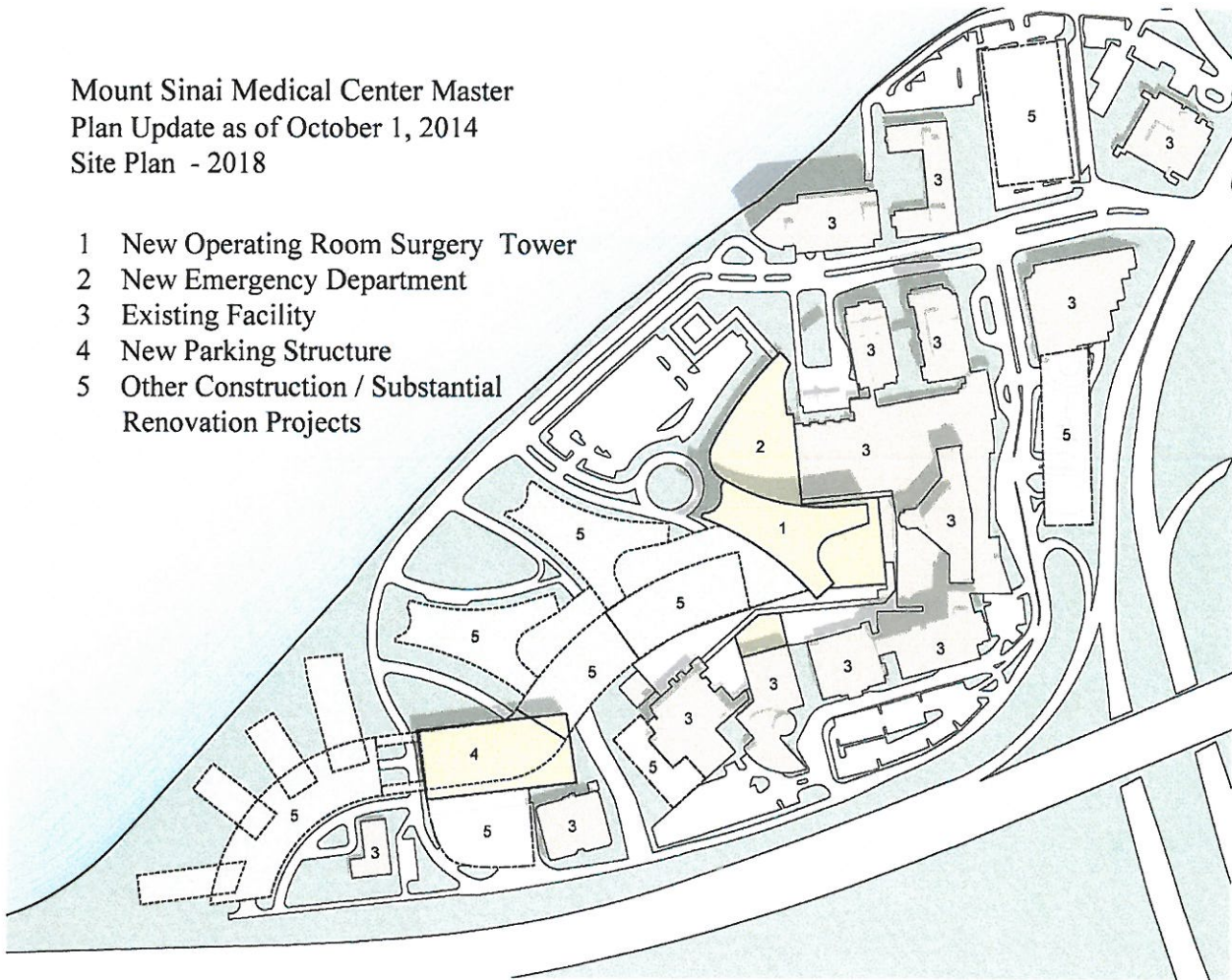
New Construction and/or Substantial Rehabilitation
of Existing Facilities

- Medical Office Building (between Lowenstein and Ascher): 100,000 GSF for physician offices
- Medical Office Building parking (between Lowenstein and Ascher): 800 space parking garage to support Medical Office Building
- New Operating Room Tower and operating suites
- New Emergency Department and City of Miami Beach emergency operations center
- Patient towers renovation: will provide renovated hospital licensed beds, and requisite support services
- Parking: will provide 1,500 parking spaces in one or more garages
- Medical and Research Buildings: 300,000 GSF for approximately 300 medical students and research and faculty space
- Geriatric Continuum of Care: Approximately 300 units for continuum of care for older individuals

Site Plan ¹

Mount Sinai Medical Center Master
Plan Update as of October 1, 2014
Site Plan - 2018

- 1 New Operating Room Surgery Tower
- 2 New Emergency Department
- 3 Existing Facility
- 4 New Parking Structure
- 5 Other Construction / Substantial Renovation Projects



¹ Size and location of the subject development is conceptual. New construction and/or substantial renovation projects are subject to City and other regulatory approval.

Goals, Objectives, and Policies

Mission

To provide high quality health care to our diverse community enhanced through teaching, research, charity care and financial responsibility.

Vision

To be a highly respected regional referral center providing quality healthcare, teaching and research.

Goals

These goals represent the broad and comprehensive dimensions of the medical center's concerns and interests, and are multi-faceted and interdependent in nature.

- **Quality Patient Care**
The provision of quality health care is the most crucial element of Mount Sinai Medical Center's mission. All of the goals below will impact on and determine the quality of patient care provided at Mount Sinai Medical Center: State-of-the-art equipment and technology, quality medical staff and personnel, depth, scope and efficiency of services, employee and patient satisfaction and institution morale are reflected in the goals below as they are required in the provision of quality medical care.
- **Commitment to Community Service**
Throughout the years, Mount Sinai has strived to meet the high expectations set by its originators to serve its community. A community health assessment is performed on an ongoing basis by Mount Sinai to allow the Medical Center to analyze what areas need to be improved. The assessment will include the compilation and analysis of census, vital statistics, hospital discharge and other federal, state, county and city data. It also involves communication with local professionals and community leaders. The purpose of assessment is to review Mount Sinai's existing programs to ensure that the Medical Center is continuing to meet the needs of the community and endeavor to discover new ways Mount Sinai can improve the health of the people of Miami Beach.
- **Commitment to Education and Research**
Mount Sinai continues to reinforce its strong reputation as a premier teaching and research medical facility. The Medical Center provides undergraduate education for students from the University of Miami School of Medicine and

other medical schools; graduate training for more than 160 residents and fellows each year and, in 2013, over 290 medical students; accredited continuing education programs for practicing physicians who need to keep abreast of rapid new developments in medicine; and an entire range of educational programs coordinated with area colleges and universities.

In addition, Mount Sinai offers residency and fellowships programs, independent of, as well as in cooperation with, Jackson Memorial Hospital.

- Increase Market Share

Mount Sinai recognizes the need to continue to enhance the Medical Center's image and reputation among health care consumers. An enhanced image and community recognition will assist the Medical Center in increasing its market share on the local, state, national and international levels. A positive image, customer satisfaction, excellent medical services, education, research, and a secure competitive stance can only be maintained if Mount Sinai continues to develop and becomes increasingly proactive in its action plans. Strategies will be implemented to remain state-of-the-art on all fronts.

- Fiscal Strength

The financial health of the institution is necessary to continue its commitment to quality care and excellence in medical education and research. Fiscal viability will be strengthened through all management decisions and practices including the streamlining of operations, implementation of productivity plans, enhancing the budget process, and cost containment, where possible.

**Mount Sinai Medical Center
Consistency with City's Comprehensive Plan**

Mount Sinai Medical Center's proposed projects are not expected to affect the City of Miami Beach's Comprehensive Plan as the intended impact of these projects is to provide improved quality of patient care especially in times of disaster; additional office and parking space for physicians, patients and employees; a continuum of care for elderly residents; improved facilities for graduate medical education and research and improved operating suites.

Patient and visitor traffic and parking will be developed within proper ratios on the medical center campus to minimize the impact of public roadways. Waste disposal will be handled through Mount Sinai Medical Center and pre-authorized vendors.

Data and information pertaining to new construction or substantial rehabilitation to be submitted to the planning, design and historic preservation division for the purpose of determining whether such work is within the level of services as set forth in the comprehensive plan.

At present, Mount Sinai Medical Center's planned projects are in preliminary stages of development. Therefore, data and information pertaining to new construction or rehabilitation for these projects is not available.

This data will be submitted to the Planning Department as Mount Sinai is prepared to proceed with projects requiring new construction or substantial rehabilitation.