



**McLean Hospital
Community Health Needs Assessment (CHNA) Implementation Strategy
2015-2016 Annual Update**

I. Introduction

McLean Hospital has been meeting the needs of individuals and families with psychiatric illness since its founding in 1811. McLean offers a full spectrum of care spanning inpatient, acute and longer-term residential, partial hospitalization and outpatient services. McLean also offers an expanded array of specialized academic and clinical programs for children and adolescents, as well as dedicated services for older adults with Alzheimer’s disease and other dementias.

As the largest psychiatric clinical care, teaching, and research affiliate of Harvard Medical School, **McLean Hospital’s mission** is as follows:

McLean Hospital is dedicated to improving the lives of people and families affected by psychiatric illness. McLean pursues this mission by:

- Providing the highest quality compassionate, specialized and effective clinical care, in partnership with those whom we serve;
- Conducting state-of-the art scientific investigation to maximize discovery and accelerate translation of findings towards achieving prevention and cures;
- Training the next generation of leaders in psychiatry, mental health and neuroscience;
- Providing public education to facilitate enlightened policy and eliminate stigma.

McLean’s values are as follows:

We dedicate ourselves each and every day to McLean’s mission of clinical care, scientific discovery, professional training and public education in order to improve the lives of people with psychiatric illness and their families. In all of our work, we strive to:

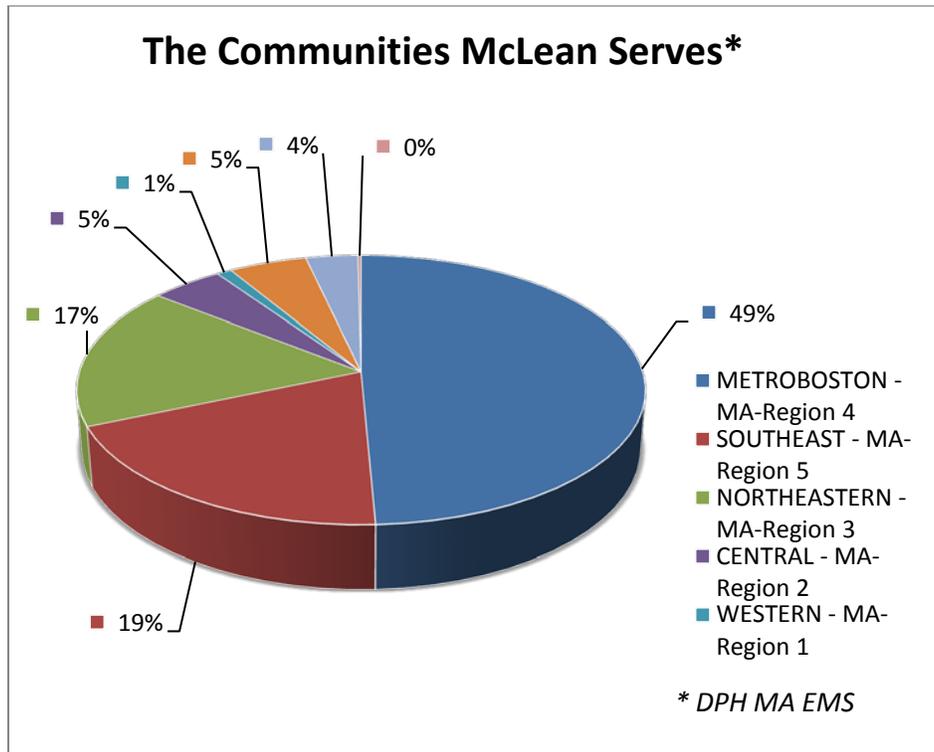
- Conduct ourselves with unwavering integrity;
- Demonstrate compassion and respect for our patients, their families and our colleagues;
- Foster an environment that embraces diversity and promotes teamwork;
- Achieve excellence and ever-better effectiveness and efficiency through innovation.



II. Defining communities that we serve

Over the past 17 years, McLean has expanded its clinical reach beyond Belmont to communities throughout Massachusetts. McLean now operates satellite programs in Ashburnham, Boston, Cambridge, Lincoln, Middleborough, Princeton, and Waltham, while providing emergency psychiatric coverage to hospitals in Attleboro and Plymouth.

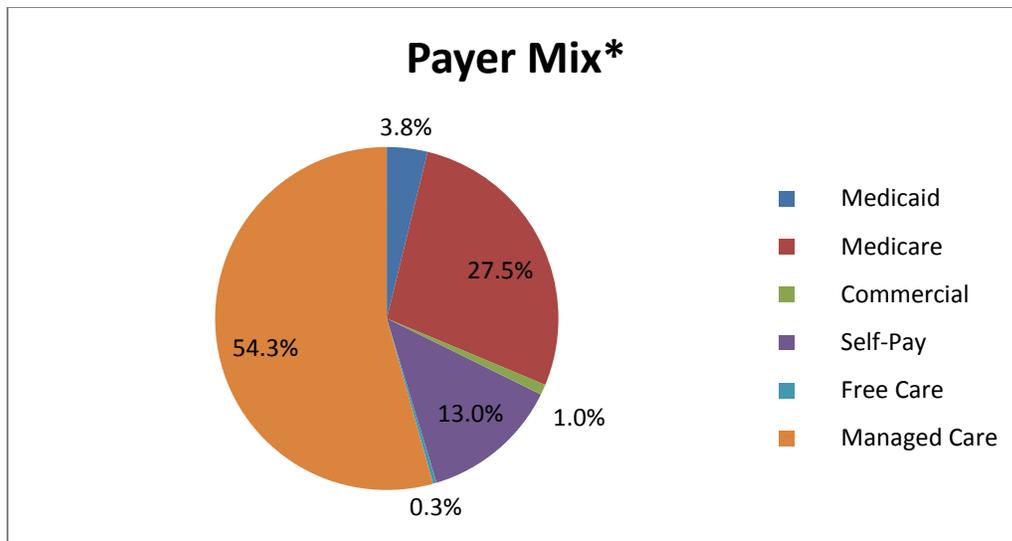
In Fiscal Year (FY) 2014*, McLean discharged 5,762 patients and provided 58,070 inpatient days of care, 26,703 residential days, 38,561 partial hospital days and 43,745 outpatient visits. 49% of patients come from the metropolitan Boston area and 19% come from southeastern Massachusetts. McLean is also a national resource for mental health care, drawing 9% of its patients from other areas of the United States. More than half of McLean's patients use insurance, with the next most prominent payer being Medicare. See more detail in charts below. * FY14 data has been provided as this report was compiled prior to the completion of FY15 in September 2015.





| Demographics | | FY2014 | % |
|--------------|--------------|--------|------|
| Age | less than 13 | 0 | 0% |
| | 13 to 17 | 26 | 0% |
| | 18 to 34 | 2541 | 44% |
| | 35 to 64 | 2595 | 45% |
| | 65 to 75 | 337 | 6% |
| | 75 and older | 263 | 5% |
| | Totals | 5762 | 100% |
| Gender | Male | 2635 | 46% |
| | Female | 3127 | 54% |
| | Totals | 5762 | 100% |
| Race | Caucasian | 4884 | 85% |
| | Hispanic | 167 | 3% |
| | Indian | 11 | 0% |
| | Black | 217 | 4% |
| | Asian | 114 | 2% |
| | Nat American | 0 | 0% |
| | Bi-Racial | 20 | 0% |
| | No Data | 349 | 6% |
| | Totals | 5762 | 100% |

Data based on discharged inpatients, FY 14



* Statistical report from the McLean Finance Department that reflects all levels of care.



III. **Assessing the need for services**

Due to McLean's highly specialized mission and services, we rely on regional and state-wide community needs assessments, including:

- Task Force on Behavioral Health Data Policies and Long Term Stays: Final Report to the Health Policy Commission, the Joint Committee on Mental Health and Substance Abuse and the Joint Committee on Health Care Financing (*June 2015*)
- Action Plan to Address the Opioid Epidemic in the Commonwealth (*June 22, 2015*) based upon the recommendations of the Governor's Opioid Working Group (*June 11, 2015*)
- Newton Wellesley Hospital 2014 Community Health Needs Assessment (*January 21, 2015*)
- Massachusetts Department of Public Health Issue Briefs: Massachusetts Behavioral Health Analysis (*September 22, 2014*)
- CHNA 17 Community Health Needs Assessment under the auspices of Mount Auburn Hospital (*September 2013*)
- Behavioral Health Integration Task Force Report to the Legislature and Health Policy Commission (*July 2013*)
- Mount Auburn Hospital Report (*July 2012*)
- McLean reviewed the need for inpatient psychiatric beds in 2012-2013. With the decrease in state-funded inpatient beds from 836 to 658, and increasing backups and waiting times for patients in emergency rooms, it was very clear that additional capacity was needed. (*2012-2013*)

Across these community needs assessments, common themes related to mental health, behavioral health and substance abuse include:

- Mental health as a top community health concern with specific foci on depression, anxiety, stress and suicide
- Concerns about substance abuse, including use of alcohol, prescription drugs and heroin, and the link between substance abuse and mental health issues
- Urgent need to address the opioid epidemic
- Significant waiting lists for adult mental health services
- Inpatient beds in free-standing psychiatric facilities and psychiatric units at general hospitals operating at or above full capacity
- Patient access to optimal continuum of mental health and substance abuse care seriously reduced by the limited capacity of residential and community care and some types of inpatient care.
- Inadequate services for children and adolescents
- Need for more public education and dialogue about mental health and substance abuse.



IV. Service needs addressed by McLean

McLean intends to leverage its specialized expertise and resources to focus on community needs related to **mental health, behavioral health and substance abuse.**

| Priority | Actions |
|---|--|
| Expand services to meet community needs | <ul style="list-style-type: none"> • Open 31 new inpatient beds on McLean’s Belmont campus • Work with CHNA 17 and other CHNAs within Massachusetts to fund mental and behavioral health projects in response to critical community needs • Expand ECT and TMS services • Expand outpatient opioid treatment services • Offer psychoeducation group for loved ones of individuals with psychiatric illnesses |
| Improve community health through innovative programs | <ul style="list-style-type: none"> • Offer timely mental health consultation to pediatricians and school nurses in southeastern MA as they address the needs of their pediatric and adolescent patients with mental health challenges • Provide clinical and prevention services within the Boston Public School System • Help college students with mental illness and adjustment issues live more productive lives • Provide mental health services to law enforcement and active duty personnel and emergency responders • Partner with emergency departments at community hospitals to improve access to psychiatric care • Provide recovery-based services and activities that help people with mental illness live meaningfully in the community |
| Care for uninsured and underinsured | <ul style="list-style-type: none"> • Help uninsured patients and their families through the application process to receive public benefits • Provide care to patients awaiting state beds • Provide free care and absorb bad debt • Provide scholarship for students at Arlington School and Pathways Academy and residents in McLean’s residential programs |
| Strengthen mental health through education | <ul style="list-style-type: none"> • Develop educational programs for the public that enhance awareness of mental health issues and treatment availability • Provide continuing education for practicing mental health professionals • Provide training for high school and college students, student nurses and social work interns. |
| Provide community support and contributions | <ul style="list-style-type: none"> • Support consumer-to-consumer education and recovery community group dedicated to helping mental health consumers achieve full and healthy lives • Work closely with community groups on a wide range of patient care and advocacy issues • Provide financial support for community organizations |



V. Implementation plan update

A. Expanding services to meet community needs

In 2013, McLean received approval of its application to the Massachusetts Department of Public Health for a Determination of Need for the construction of an expansion to the Admissions Building to house **31 additional inpatient beds** on its Belmont campus. These beds will add capacity to the Psychotic Disorders Unit and the Short Term Unit which provides care to patients with a wide range of diagnostic needs including depression and anxiety. Data collected from regional emergency departments indicated the beds are needed in order to reduce boarding and waiting time in emergency rooms. These beds will open in early 2016.

As part of the Massachusetts Department of Public Health Determination of Need process, McLean has committed \$635,000 (\$127,000/year for 5 years) in **community payments** associated with the Admission Building expansion. McLean will work with CHNA 17 as well as other CHNAs within Massachusetts to fund mental and behavioral health projects in response to critical community needs.

The addition to McLean's Admissions Building has allowed for the relocation and **expansion of the Psychiatric Neurotherapeutics Program (PNP)** which includes Electroconvulsive Therapy (ECT) and Transcranial Magnetic Stimulation Services (TMS). An additional ECT suite has been added to meet the demand for an expanding volume of patients. The TMS Service has been expanded to include the provision of deep and superficial TMS treatments.

McLean recently expanded its **outpatient opioid treatment clinic** that includes provision of Vivitrol (extended-release naltrexone) and buprenorphine, including outpatient inductions with buprenorphine.

The **Family Transitions Group** is a psycho-education and process group led by social workers that is available free of charge for families and loved ones of individuals who suffer from psychiatric illness. The Family Transitions Group allows caregivers and others in individuals' support systems a safe place to come weekly for guidance, education and strategies so they may better support their loved one who is struggling, while working to maintaining their own physical and mental health. Participants include families and caregivers of current and past McLean patients as well as families and caregivers of people with psychiatric illness who receive care throughout Massachusetts and nearby states, addressing a crucial and previously unfilled need of the community.



B. Improving community health through innovative programs

Improving community health is a natural extension of McLean’s tripartite mission of clinical care, research, and education and its long-standing commitment to individuals with psychiatric illness. The following are examples of how McLean is continuously working to serve the community in innovative ways that have a favorable impact on the daily lives of community residents.

Massachusetts Child Psychiatry Access Program (MCPAP) is a state-wide program that offers timely mental health consultation to primary care providers as they address the needs of their pediatric and adolescent patients with mental health challenges. McLean is piloting a new program to offer MCPAP consultation to a small group of school nurses in southeastern Massachusetts. Through MCPAP, psychiatrists and other mental health professionals provide pediatricians, and now school nurses, with clinical back-up that they need to provide quality mental health care in their own offices. When clinicians call MCPAP with a question about a patient, a team of experts promptly provides the information that they need. The school nurse pilot is intended to assist school nurses in early identification of children and parents who can benefit from a warm, familiar adult taking the time to address issues at home or at school that are having a negative impact on a child’s mental health. This model is highlighted as a successful intervention to bring a much needed service to patients and families.

McLean in Public Schools - during the 2014-2015 academic year, McLean’s Program in Education, Afterschool and Resiliency (PEAR) continued to provide clinical and prevention services within the Boston Public School System through the BOOST/RALLY program (Boston’s Outreach and Opportunities for Successful Transition/Responsive Advocacy for Life and Learning in Youth) at two Boston schools: Mario Umana Academy in East Boston and the Sarah Greenwood K-8 School in Dorchester. Consulting and assessment services were provided at the Dearborn School in Roxbury. Developed by McLean clinician Gil Noam, EdD, PhD, in partnership with the United Way of Massachusetts Bay and Merrimack Valley and Boston Public Schools, the BOOST/RALLY program provided services to approximately 120 middle school students and their families who come from neighborhoods throughout Boston.

With a particular focus on resiliency building and early detection of mental health issues, BOOST/RALLY “prevention practitioners” help reduce high school drop-out rates of economically disadvantaged Boston youth by proactively employing a comprehensive, non-stigmatizing approach that responds to student social-emotional



and developmental needs. Students in the program received a variety of services, including one-on-one therapeutic mentorship, targeted groups focused on social-emotional growth, “Lunch Bunches,” a facilitated lunchtime group and classroom and school-wide support. BOOST/RALLY facilitators also provided training and consultation to schools on a variety of issues related to supporting students and families with social-emotional issues. Moving forward, PEAR plans to further refine the curriculum that is at the heart of the BOOST/RALLY program and improve schools’ capacity for system building by embedding PEAR facilitators and assessment tools into the schools’ student support system.

For the past three years, PEAR has also worked in eight Boston Public Schools as part of a Boston After School and Beyond initiative called Advancing Quality Partnerships (AQP). This initiative helps eight turnaround and high support schools measure and document their drive toward transforming the student learning experience through strategic partnerships. AQP provides support for school improvement strategies that integrate academics, social-emotional supports and expanded learning opportunities through school-community partnerships. This effort helps to align schools and partners around measurable and specific shared goals, create an evidence base upon which to focus improvements, and provide school leaders with insights into the value partners bring to their students.

McLean continues to support this important service.

PEAR has also brought its assessment tools, training and coaching to Boston’s Summer Learning Project (SLP), a summer learning initiative funded by the City of Boston, the Boston Opportunity Agenda, the Wallace Foundation, and other key funders. Each program employs a different mix of time, location, enrichment, and staffing based on the specific needs and interests of their students. All are focused on the common goals of academic progress in math and language arts and improvement in specific power skills (critical thinking, perseverance, relationships, and self-regulation).

The College Mental Health Program at McLean continues to help college students with mental illness and adjustment issues live more productive lives by providing the highest level of psychiatric care and working closely with the college student-patients, their families and their institutions of higher education to ensure the greatest probability of academic and personal success.



McLean's College Mental Health Program provides free education and consultation to Belmont High School by delivering a parent education workshop series on facilitating healthy transitions from high school to college. Next year's series will include assessment of additional parent mental health and psycho-educational needs to inform future collaborative programming at Belmont High School.

Law Enforcement, Active Duty, Emergency Responder (LEADER) Program – first responders are always quick to assist others, but are often among the last to seek help themselves. In 2014, McLean launched a program with the goal of changing that trend. Following the 2013 bombing at the Boston Marathon and subsequent manhunt, McLean's leadership recognized the overwhelming need of first responders for mental health services. Working with the Boston Police Department and Emergency Medical Services, the National Guard and other regional law enforcement, McLean has drawn on the expertise of its trauma programs and developed the LEADER (Law Enforcement, Active Duty, Emergency Responder) Program, a specialized program that provides mental health services to men and women in uniform. Components of LEADER include inpatient care and a detoxification program, gender-specific residential and partial hospital care, outpatient trauma services and late-day and weekend support groups specifically for uniformed personnel.

McLean provides scholarships for services that are not covered by insurance.

Emergency Psychiatric Services in the Community - from its main campus in Belmont, serving the mental health needs of the communities of Massachusetts has long been a part of the mission of McLean Hospital. Since 2000, it has expanded its commitment to improve access to care through its Community Hospital Psychiatric Services Program. Through this program, McLean partners with emergency departments at community hospitals by providing immediate access to psychiatric care where there may have been none previously. Current partnerships include Sturdy Memorial Hospital in Attleboro and Beth Israel Deaconess Hospital in Plymouth. McLean clinicians provide care for individuals and families, averaging ~3,000 encounters annually.

Outreach to Older Adults - clinicians and clinical researchers in the McLean Geriatric Psychiatry Program provide educational programs for public audiences on topics such as healthy brain aging, recognition of the early signs of Alzheimer's disease and depression in later life. McLean Geriatric Psychiatry Program staff participates in the annual "Map Through the Maze" Program sponsored by the Alzheimer's Association that attracts over



800 participants including clinicians and family members. They also participate in the annual "Walk to End Alzheimer's Disease" held in Boston each fall.

Waverley Place, McLean's community-based support program, continues to provide recovery-based services and activities that help people with mental illness live meaningfully in the community. The program instills hope and reduces stigma within its own community and in the larger community through the inclusion of certified peer specialists and through promoting member-determined, staff-supported participation in meaningful community roles.

Waverley Place links educational and vocational pursuits by creating partnerships within the community, including Belmont Media Center, Belmont Car Wash, BenePLAN, Middlesex Community College, TJ Maxx, Belmont Food Pantry, Boston University Center for Psychiatric Rehabilitation and Massachusetts Rehabilitation Commission.

Waverley Place supports health and wellness and interest-based pursuits through various weekly outings and groups and partnerships with Waverley Oaks Athletic Club, Belmont Medical Supply, NAMI Walks and Belmont Victory Gardens. Most importantly, Waverley Place supports social connection through promoting mutual peer support from other community members and partnering with other agency programs such as McLean's OnTrack Program, Wayside's S.T.E.P. and Y.A.V.P. youth programs. Waverley members are also empowered to take on leadership roles within the program such as group facilitator.

The Waverley Place community provides skills and resources to self-advocate and reduce stigma through shared decision-making workshops, trips to the State House, fundraising through the support of Belmont Car Wash and facilitating PhotoVoice Workshops. PhotoVoice is a public health research process that gives cameras to people who have been disempowered to take photographs of their communities. Through group reflection, these photos are narrated with the goals of enabling people to record and reflect on their community strengths and concerns in regards to mental illness stigma and prejudice; to promote critical dialogue; and to promote awareness of possible solutions to policy makers. Waverley's PhotoVoice projects have been displayed at the Massachusetts State House, Belmont Art Gallery, Belmont Media Center, McLean Hospital and Boston University Center for Psychiatric Rehabilitation.



C. Caring for uninsured and underinsured

To the extent feasible, McLean Hospital is committed to providing access to quality care for all, regardless of an individual's ability to pay. McLean staff works actively with uninsured patients and their families, helping them through the application process to receive public benefits such as Medicare and Medicaid to which they are entitled. McLean provides care to patients awaiting state beds, provides free care and absorbs bad debt. See chart on page 17. McLean provides scholarship for students in the Arlington School and Pathways Academy and for residents in the Appleton Residence and Child & Adolescent residential and outpatient programs.

D. Strengthening mental health through education

McLean's Office of Public Affairs and Communications works throughout the year to develop educational programs for the public that enhance awareness of mental health issues and treatment availability.

Educating the Community

The McLean Hospital **Speaker's Bureau** is a free service in which McLean works with organizations, including private businesses, schools, advocacy groups and government agencies to provide expert speakers on topics regarding mental health. In FY15, we have already provided more than 30 speakers to organizations throughout Massachusetts and New Hampshire. Topics ranged from teen depression and medical marijuana to mental illness affecting older adults. Our goal over the next two years is to expand the Speaker's Bureau by actively marketing the service through direct mail pieces to key regional businesses and schools and through an expanded page on the McLean Hospital website.

McLean Hospital has an active **media relations** department, receiving ~3,000 media requests annually. Much like the Speaker's Bureau, our media relations team works directly with members of the press to provide timely and accurate information about mental health topics. In FY15, McLean Hospital experts have been featured on CNN, in the New York Times, Wall Street Journal, Vice and BuzzFeed.

In addition to standard media outreach, McLean's Public Affairs team also participates in the annual **Blue Cross/Blue Shield Health Coverage Fellowship**. This program is designed to help newspaper, radio, television, and online reporters and editors do a better job covering critical health care issues. Each year, ten journalists are selected



from across the country for an intensive nine days and nights of training. McLean Hospital hosts the reporters for a day, giving them exclusive access to our experts, as well as volunteers who discuss what it is like to have a psychiatric illness. Our goal over the next two years is to increase McLean's proactive media outreach in an effort to drive the mental health conversation on a regional, national and global level.

In FY15, in an effort to increase public awareness about mental health and provide accurate information about mental illness, McLean Hospital increased its activity on the **social media platforms** Facebook and Twitter. In the last year, McLean has hosted Twitter chats with experts and engaged in Facebook advertising campaigns in an effort to increase engagement and develop dialogue about mental health issues. To date, McLean has 17,000 followers on Facebook and 4,500 followers on Twitter.

In FY15, McLean partnered with Screenings for Mental Health to offer free online mental health screenings as part of our **Depression Awareness campaign**. We promoted the screenings on our website homepage, via Twitter and Facebook. As a result, between September 30, 2014 and October 30, 2014, 709 mental health screenings were completed. Following each screening, if a person had a likelihood of depression or another mental illness, they were provided with a list of local resources for further evaluation. As a result of these efforts, McLean had some of the highest depression day screening numbers nationally, according to Screening for Mental Health, making us one of the top 10 online screening sites.

Our goal over the next two years is to increase engagement on social media and develop a national anti-stigma awareness campaign that leverages the expertise of McLean Hospital and other like-minded organizations.

Launched in July 2014, the **new McLean Hospital website** sees more than 50,000 visitors each month. McLean uses this popular platform to provide educational information about mental health topics in a variety of areas on the site, including the homepage, the news pages and a section dedicated to patient and family resources.

In addition, through its newly launched **blog** called "Advances in Mental Health," McLean Hospital experts provide commentary on hot topics related to psychiatric illness, clinical care and research. For example, recent topics have included suicide, stress and opioid addiction. The focus of the blog is to be educational.



Each year, McLean Hospital partners with advocacy groups to **sponsor events** throughout the year in an effort to raise awareness around mental health issues. Among the organizations we work with are The Doug Flutie Foundation, The National Alliance for Mental Illness, the Alzheimer’s Association and the American Foundation for Suicide Prevention. In FY15, more than 100 McLean Hospital employees participated in the American Foundation for Suicide Prevention walk in Boston. As part of our efforts, staff from the hospital provided information about suicide prevention, as well as information about hospital programs. Over the next couple of years, our goal is to build greater partnerships with national advocacy groups in an effort to develop large campaigns that will allow us to educate a greater number of individuals.

In FY15, McLean Hospital partnered with local senior citizen centers and local colleges to offer free and confidential **mental health screenings**. McLean Hospital clinicians volunteered their time to consult and administer the screenings. These free events provide McLean Hospital clinicians an opportunity to educate, while also ensuring individuals who exhibit signs of depression, anxiety, substance abuse or other mental illness are given proper guidance on what to do to seek treatment.

Educating Professionals

Education is a vital component of McLean’s mission. The goal of McLean’s Continuing Education Department is to ensure that all types of practicing mental health professionals – physicians, psychologists, nurses, social workers and licensed counselors – are up-to-date on new research, medications, and evidence-based treatment to raise the bar on clinician competence, performance and patient outcomes.

McLean’s Continuing Education programs continue to grow and attract broad audiences. Conferences planned for 2016-2017 include:

- Addictions
- Mental Health and Education
- Attachment and Borderline Personality Disorder
- Coaching in Leadership and Healthcare
- Psychiatry

McLean offers reduced rates for conferences for trainees. Scholarships are provided, as feasible, to encourage mental health practitioners to attend.



The Continuing Education Department continues to sponsor Grand Rounds, which serves the educational needs of McLean clinical staff and local clinicians and features local experts as well as renowned experts from outside McLean. Grand Rounds, offered from September to June each year on McLean's Belmont campus, are open to the public.

The department continues to work with a variety of outside organizations to offer continuing education opportunities. These organizations included Massachusetts General Hospital, Harvard University Health Services, and the International OCD Foundation, among others.

Educating Future Generations

Through McLean's Office of the Chief Academic Officer, the hospital is growing academic programs at all levels of the institution. These programs have been designed to enhance the academic environment by maximizing scholarship and productive inquiry across McLean's research, educational and clinical communities in hopes of improving our understanding of the etiology, prevention and most-effective treatment of psychiatric disorders.

McLean hosts ~80 **student visitors** and nearly 120 **academic credit students** annually. Since 2013, McLean has joined with Harvard University's Conte Center to host a group of students participating in Wintersession, a week-long program for undergraduate students outside of term time. ~25 Wintersession students come to McLean for a day-long introduction to neuroscience and mental health that includes 7 scientific seminars, a career panel and tours of the McLean Imaging Center and the Brain Bank. McLean also hosts students from Harvard Medical School's Office of Diversity, Inclusion and Community Partnership's Project Success program. Project Success places high school students – particularly under-represented minorities and disadvantaged Boston and Cambridge residents – in Harvard research sites for learning and career exploration experiences. In 2014, 17 Project Success students spent an afternoon at McLean for an introduction to neuroscience and mental health through scientific seminars and tours of the McLean Imaging Center and the Brain Bank.

McLean actively partners with **schools of nursing** in eight of the local colleges and universities in the Boston area. Undergraduate students spend a semester on an inpatient unit with instructors from their schools. Additionally, graduate students are paired with advance practice nurses who mentor them and supervise their practice in a graduate role.



The Department of Social Work annually hosts upwards of 15 graduate level **social work students** to engage in their second year field placement. This is an experience that students find very challenging and the most salient experience in their social work education. The intensive field placement opportunity contributes to the fundamental skills and development of social work practitioners.

E. Community support and contribution

McLean provides space for **the Jonathan O. Cole, MD, Mental Health Consumer Resource Center**. The Cole Center is a consumer-to-consumer education and recovery community dedicated to helping mental health consumers achieve full and healthy lives. The Cole Center provides up-to-date educational materials, trainings, and media outreach to reduce stigma surrounding mental illness. The Center was founded, staffed and operated entirely by volunteer mental health consumers who have dealt successfully with mental illness. It is a national model for other resource centers that share a consumer-run approach and close partnership with the psychiatric community. The Cole Center provides consultation in housing search information (HUD, group homes, co-ops, half and quarter way houses), health insurance, low cost medications, volunteer employment and legal advocacy and support.

As a specialty hospital serving patients with psychiatric illnesses, McLean and its community are not defined by geographical location. Instead, patients—locally, nationally, and internationally—and the various organizations to which they belong, form the communities McLean serves. McLean staff work closely with the following **community groups** on a wide range of patient care and advocacy issues:

- Alcoholics Anonymous
- AlAnon
- Alzheimer’s Association
- American Foundation for Suicide Prevention
- American Red Cross
- Boston Marathon
- Central Massachusetts Substance Abuse Providers Association
- The Doug Flutie Foundation
- Depression and Bipolar Support Alliance (housed at McLean)
- Families for Depression Awareness
- Health Law Advocates
- Massachusetts Association of Behavioral Health Systems
- Massachusetts Department of Children and Families



- Massachusetts Department of Mental Health
- Multi-Service Eating Disorder Association
- Narcotics Anonymous
- NarAnon
- National Alliance for the Mentally Ill/Massachusetts (NAMI/Mass.)
- New England Council of Child and Adolescent Psychiatry
- New England Personality Disorder Association — in conjunction with this group, McLean sponsors a monthly series of free public workshops on topics related to borderline personality disorder. The talks regularly draw between 30 to 50 people and include participation of patients, family members, and McLean staff.
- New England Society for Behavior Therapy
- North Central Dual Diagnosis Task Force
- Obsessive-Compulsive and Related Disorders Support Network
- Project 375
- SMART (Self Management and Recovery Training)

McLean regularly opens its doors to a number of these support and educational groups throughout the year, providing them with free meeting space. Information on these groups, including the times and locations at McLean where they meet, is posted on the hospital's website.

Belmont Community Contribution - McLean continues to actively support the activities of the Town of Belmont's Land Management Committee through active membership in the Committee. The Director of McLean's Public Affairs and Communications Department is also an active participant in the Watertown Belmont Chamber of Commerce. McLean Hospital is the largest employer in the town of Belmont and is an active participant in community activities.

Waltham Community Contribution - as noted in the Newton Wellesley Hospital 2014 Community Health Needs Assessment (*January 21, 2015*), "Waltham ...experiences disproportionately worse health outcomes compared to other cities and towns in the area. Of note are the high substance abuse and mental health rates among youth..." In FY14, 123 Waltham residents received care in McLean's inpatient units. The Brook, one of McLean's residential programs for adults, is based in Waltham. In May 2014, Hilary Smith Connery, MD, PhD, Clinical Director of McLean's Division of Alcohol and Drug Abuse, participated in a special meeting of the Waltham Public Works Committee called by Joseph Vizard, councilor-at-large, in response to an influx in the amount of opiates –



especially heroin – in Waltham and the state. The purpose of the special meeting was to discuss how public and private groups are combating addiction and abuse in the area.

Needs Not Addressed - McLean intends to leverage its specialized expertise and resources to focus on needs related to mental health, behavioral health and substance abuse. Accordingly, McLean will not be able to focus on other important community issues (e.g. transportation, crime and safety). McLean lacks the specialized expertise to address these issues and recognizes that other organizations, including Newton Wellesley Hospital and other Partners HealthCare affiliates, Mount Auburn Hospital, CHNA 17 are better suited to meet these needs that McLean is not addressing.

VI. Measuring the commitment

One way to measure McLean’s commitment to the community is by the amount of revenue foregone by the hospital as it provides care, training and research that is unreimbursed.

Components of FY2014 Community Commitment

| | |
|--|-------------------------|
| Free Care (at cost) | \$ 1.2 million |
| Bad Debt (at cost) | \$ 0.5 million |
| Government payers (at cost) | \$ 1.1 million |
| Unreimbursed expenses for Graduate Medical Education | \$ 3.5 million |
| Research Loss | \$ 5.7 million |
| Scholarship | \$0.196 million |
| Arlington School & Pathways Academy Loss | \$0.837 million |
| Total | \$13.033 million |

McLean Community Benefits Payments

McLean has committed \$635,000 (\$127,000/year for 5 years) in community payments associated with the Admission Building expansion.

McLean Donations to Community Organizations

See listing below for FY14. McLean has provided over \$34,000 in contributions and program support and will continue this level of support in FY15 and FY16.

Corporate Contributions (FY14)

- Alzheimer’s Association
- American Foundation for Suicide Prevention
- Belmont Education Fundraiser
- Flutie Foundation
- Healing Together Conference
- Health Law Advocates



- Linehan Institution
- Multiservice Eating Disorder Association
- National Association of Psychiatric Health Systems
- North American Society for the Study of Personality Disorders
- Schwartz Center
- South Shore Mental Health
- YMCA Fore the Community

This implementation strategy annual update was approved by the McLean Hospital Board of Trustees on July 16, 2015. It is prominently posted on the McLean website (www.mcleanhospital.org). Partners HealthCare's filing of Form 990 on McLean's behalf includes the URL to the implementation strategy annual update on the McLean website.