

**McLean Hospital**  
**Community Health Needs Assessment (CHNA)**  
*conducted for 2012-2013*

## Who We Are

McLean Hospital has been meeting the needs of individuals and families with psychiatric illness since its founding in 1811. It 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.

## Mission Statement

The Mission Statement for the hospital was recently updated to reflect the focus on patients and families. As the largest psychiatric clinical care, teaching, and research affiliate of Harvard Medical School, the mission of McLean Hospital 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.

## Values Statement

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.

### Assessing the Need for Services

- In 2012 and 2013 McLean reviewed the need for inpatient beds. 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 clear additional capacity was needed.

### Expanding Services to Meet Community Needs

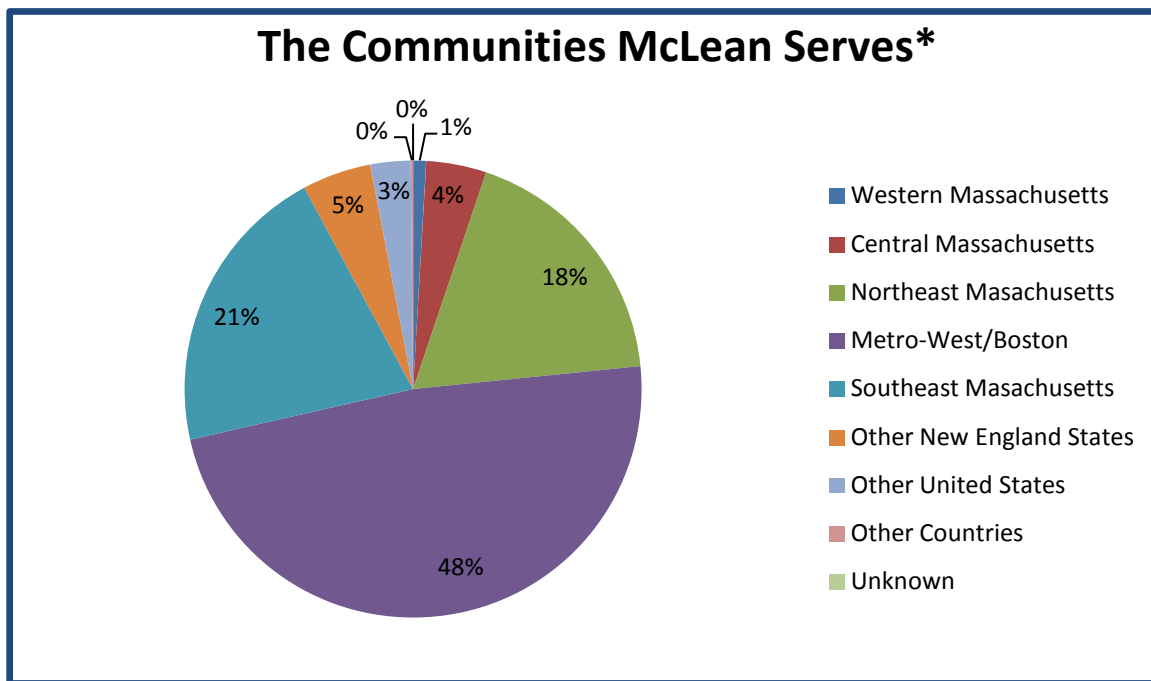
- In 2013, McLean received approval of its application to the Department of Public Health for a Determination of Need for the construction of an addition to the Admissions Building to house 31 additional inpatient beds on its Belmont campus. These beds were designed to add capacity to the Psychotic Disorders Unit and the Short Term Unit which provide care to patients with a wide range of diagnostic needs. Data collected from Emergency Rooms indicated the beds were needed to be able to reduce boarding and waiting time in emergency rooms. It is expected these beds will be online late in 2015.
- This addition would also allow for the relocation and expansion of the Psychiatric Neurotherapeutic Programs (PNP) which include Electroconvulsive Therapy (ECT) and Transcranial Magnetic Stimulation Services (TMS). ECT services will double its treatment capacity to serve a growing number of inpatient and outpatient needs. The TMS Service will also be expanded in an adjoining space to double its treatment capacity.
- Efforts have also been underway within groups brought together by Partners Psychiatry and Mental Health staff which include representatives from McLean to look at other needs in the community for enhanced services. Among those services under review are the need for substance abuse treatment and an array of outpatient services that offer a range of services that vary in intensity and frequency.
- For substance abuse treatment services, a gap analysis was created to highlight missing services in the care continuum. Recommendations included looking more closely at forging relationships with providers who offer longer term treatment options and collaborating on increasing capacity for needed services.

- For outpatient services, surveys of outpatient clinicians were used and it was determined that the range of services available needed to be increased and specific services for child psychiatry, urgent care, crisis stabilization and coordination with Primary Care were among the recommended improvements.

**The People and the Communities We Serve\***

Over the past 15 years, McLean has expanded its clinical reach beyond Belmont, in communities throughout Massachusetts. It now operates satellite programs in Ashburnham, Boston, Brockton, Cambridge, Lincoln, Princeton, and Waltham, while providing emergency psychiatric coverage to hospitals in Plymouth, Attleboro and Winchester. In Fiscal year 2012, McLean admitted more than 6,000 patients and accommodated more than 40,000 outpatient visits. The demographics of the individuals who seek treatment varies widely, with 48 percent of patients coming from the metro Boston region and 21 percent coming from southeastern Massachusetts. However, McLean is also a national resource for mental health care, drawing 8 percent of its patients from other areas of the country. More than half of the hospital’s patients use insurance, with the next most prominent payer being Medicare.

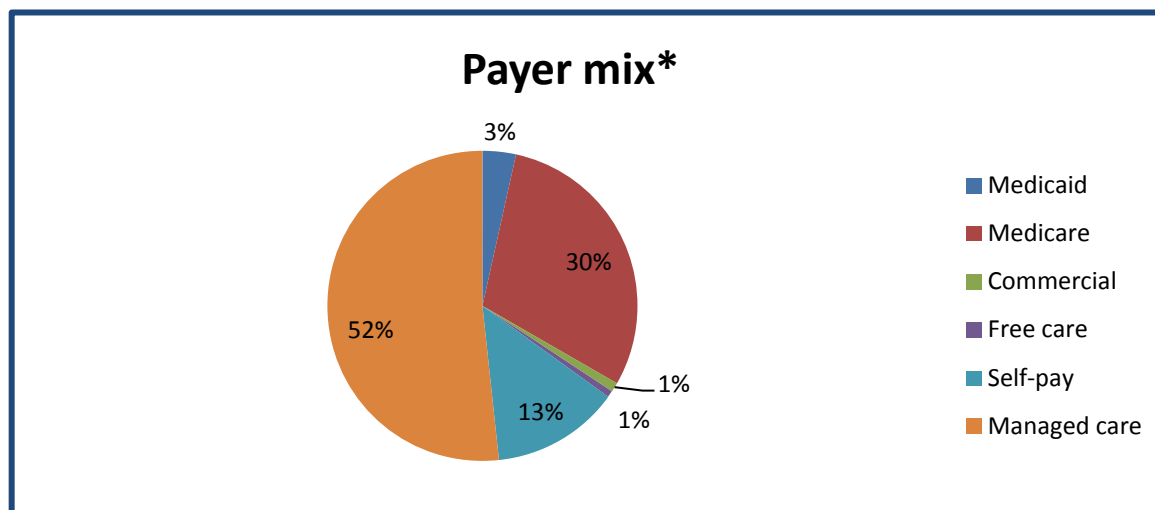
*\*demographic data is representative of FY12 as this report was compiled prior to the completion of FY13.*



\*Geographic Source of inpatient discharges by Massachusetts DPH EMS Regions and Outside Massachusetts Fiscal Year 2012

<b>Demographics*</b>		<b>2012</b>
<b>Age Group</b>	less than 13	0
	13 to 17	12
	18 to 34	2547
	35 to 64	2912
	65 to 75	321
	75 and older	258
	<b>Totals</b>	<b>6050</b>
<b>Gender</b>	Male	2758
	Female	3292
	<b>Totals</b>	<b>6050</b>
<b>Race</b>	Caucasian	5102
	Hispanic	149
	Indian	10
	Black	227
	Asian	91
	Nat American	3
	Bi-Racial	16
	No Data	452
<b>Totals</b>	<b>6050</b>	

\*Geographic Source of inpatient discharges by Massachusetts DPH EMS Regions and Outside Massachusetts Fiscal Year 2012



\* Monthly Statistical Report from the McLean Finance Department. Reflects all levels of care.

## **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. Following are some 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:

### ***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. Currently partnerships include Morton Hospital in Attleboro, Jordan Hospital in Plymouth and Winchester Hospital. Since 2000, McLean clinicians have provided care for more than 70,000 individuals and families, averaging approximately 6,000 encounters annually.

### ***Boston Police Department***

At the request of the Boston Police Department, McLean Hospital is participating in the development of a uniformed officer mental health assessment and treatment program.

### ***Impaired Medical Professionals***

After discussion with the Massachusetts Physicians Licensing Board, McLean Hospital has initiated a planning process to develop a specialized program for the evaluation and treatment of impaired physicians and other medical professionals.

### ***Advocacy***

During Mental Illness Awareness Week, held each October, McLean helps heighten public awareness of psychiatric disorders by holding depression screenings for adults and senior citizens. In 2012, in an effort to expand its work in the community, members of the hospital's clinical teams volunteered their time to conduct free depression screenings at the Boston Public Library. In 2013, McLean Hospital is partnering with area colleges to expand depression screenings to college communities in an effort to raise awareness and encourage students to seek treatment.

Partnering with mental health advocacy groups is an important component to McLean's efforts to serve the community. In 2012 and 2013, the hospital served as a corporate sponsor of the Alzheimer's Association Memory Walk, the Doug Flutie Foundation 5K and the Out of

Darkness Walk, hosted by the American Foundation for Suicide Prevention.

In 2012, McLean Hospital and Massachusetts General Hospital hosted an IOCDF (International OCD Foundation) Rally in honor of Denis Asselin's 525-mile walk in memory of his son Nathaniel, and to heighten mental illness awareness.

Together with the Multi-Service Eating Disorder Association, McLean participated in Eating Disorders Awareness Week in February 2012.

In 2012 and 2013, McLean served as a corporate sponsor for the National Alliance of Mental Illness annual Boston walk. In addition, McLean sponsored a walk team, which drew participants from across the hospital.

In 2013, McLean partnered with the American Foundation for Suicide Prevention on a public event to raise awareness about bipolar disorder and suicide prevention. The event, which was free of charge, drew more than 150 participants from the community. Four McLean clinicians volunteered their time to sit on a panel to answer questions. The event was so successful that we are planning to do similar programs annually.

### ***Outreach to older adults***

Clinicians in the McLean Geriatric Psychiatry Program have provided memory and/or depression screenings at local assisted living facilities. They also regularly participate in the annual Alzheimer's Association Memory Walk held each fall in Boston and spoke at various conferences. Brent Forester, MD, continued his work on the Board of the Alzheimer's Association. Jim Ellison, MD, MPH, joined with the Massachusetts Psychiatric Society to present testimony about psychotropic use in Long Term Care Facilities to the Massachusetts Joint Committee on Elder Affairs.

### ***McLean in Public Schools***

During the 2012-2013 academic year, McLean continued to provide clinical and prevention services within the Boston Public School System through the RALLY program (Responsive Advocacy for Life and Learning in Youth) at four Boston schools: the Curley K-8 School in Jamaica Plain, the Dearborn School in Roxbury, Mario Umana Academy in East Boston, and the Sarah Greenwood K-8 School in Dorchester. Founded by McLean clinician Gil Noam, EdD, PhD, RALLY provides 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, RALLY "prevention practitioners" help students develop supportive relationships, provide academic assistance, refer students to services or enrichment opportunities in the community, and bridge communication between students, teachers families, school staff, and other service providers. RALLY staff also has provided training and consultation to schools on a variety of issues related to supporting students and

families with social/emotional issues within a school context.

McLean clinician Gil Noam, EdD, PhD, Director of the Developmental Psychology and Psychopathology Program, has created a method to engage with many communities and school districts: *PEAR Impact*. *PEAR Impact* is a consultation, training, and certification initiative from the Program in Education, Afterschool & Resiliency (PEAR). The initiative integrates up-to-date research findings and theoretical frameworks from the fields of psychology, youth development and education to strengthen internal capacity and develop adult potential to more effectively address a broad range of socio-emotional needs among young people.

### ***McLean Outreach to Colleges***

The College Mental Health Program (CMHP), 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-patient, their families and their institutions of higher education to ensure the greatest probability of academic success.

### ***Providing Resources for Pediatricians***

Joseph Gold, MD, Chief Medical Officer for McLean and Chief of the Division of Child and Adolescent Psychiatric Services, continues to oversee, and helped to establish, the Massachusetts Child Psychiatry Access Program (MCPAP) at North Shore Medical Center, MGH, and McLean SouthEast in Brockton. MCPAP provides enrolled pediatricians telephone access—within 30 minutes—to a child psychiatrist, social worker, or care coordinator so they can get questions answered quickly. Staff at these hospitals enrolled in MCPAP also see patients in person and refer them for ongoing care. In 2012, MCPAP received more than 8,000 calls. Since its inception, the program has aided more than 106,000 individuals. This model is highlighted as a successful intervention to bring a much needed service to patients and families and also to assist the pediatrician in the primary care role. This Program has continued to increase its positive impact throughout 2013.

### ***Patient/Family Advisory Council (PFAC)***

PFAC includes patient and family members with first-hand knowledge of McLean who work in collaboration with hospital staff and leadership to improve the patient/family experience at the hospital.

### ***Community Programs***

Waverley Place, the hospital's community support program, continued to offer services and activities that help people with mental illness live successfully in the community. Inclusion of peer counselors and emphasis on employment are ways that the program works to reduce stigma against the mentally ill in the community. Waverley Place supports members' participation in many community activities, such as operating a stand in the Belmont Farmers' Market and helping members find volunteer jobs, in such places as the Belmont Public Library and Waltham Fields Community Farms.

### ***Community Resources***

The Jonathan O. Cole, MD, Mental Health Consumer Resource Center at McLean Hospital, offers a number of invaluable resources free to mental health consumers and their families, including education, social skills and community building, advocacy, and volunteer opportunities. The center actively collaborates with other organizations of similar mission to expand the scope of its operations in the mental health consumer community. During 2012, more than 150 people of all ages and backgrounds volunteered through the center in a variety of McLean programs and services.

### ***Providing Resources to Adolescents***

The Cole to Teen Education Project is designed to introduce adolescents to the services and educational programs provided by the Jonathan O. Cole, MD, Mental Health Consumer Resource Center at McLean. Goals of this initiative include helping high functioning adolescents with mental illness build relationships during and after their psychiatric inpatient experience. The adolescents can participate in group activities or if they desire, can be assigned an individual volunteer/peer educator (either a Cole Center member or volunteer).

### ***Community Outreach***

McLean's Arlington School has the Student Community OutReach (SCOR), a club that was started by an Arlington School student in 2008. Through this club, students participate in monthly volunteer activities on campus and across the Boston area. In the past five years, SCOR has volunteered or raised money for the following organizations: Gaining Ground, The Greater Boston Food Bank, The Special Olympics, Children's Hospital-Dartmouth, Cradles to Crayons, McLean Childcare Center, Drumlin Farm, The Pine Street Inn, Toys for Tots, Waltham Fields Community Farm, The Family Nurturing Center and The One Fund. In 2012, the students volunteered at the Greater Boston Food Bank, the Franklin Park Zoo, Waltham Fields and



Community Gardens and the McLean Child Care Center. The students also organized and sponsored a Boston One Fund Walk and Run at McLean.

McLean's Human Resource Department organized several blood donation drives on the McLean campus during 2012 and 2013. Each drive draws approximately 75 donors.

### **Outreach in Central Massachusetts**

The McLean Ambulatory Treatment Center at Naukeag, a residential and partial hospital care for adults with substance use disorders Ashburnham, Mass, is a satellite program of Massachusetts. The staff of this program are dedicated to providing community outreach to Central Massachusetts and engage in activities throughout the year.

#### ***Community Awareness Day***

Along with many behavioral health, healthcare, and social service programs in north central Massachusetts, McLean at Naukeag participated in a day long awareness campaign held at Heywood Hospital in Gardner. Speakers presented talks on the services offered by their programs and prevention techniques such as nutrition, exercise and dental hygiene. Program literature was available, and the opportunity for attendees to talk with service providers in a private setting.

#### ***Colleges***

McLean at Naukeag continues to collaborate with local colleges and universities. We have interns from Fitchburg State University (FSU) and Antioch College. FSU hosts a post-internship luncheon which provides a forum for local area providers to network. Naukeag staff regularly sit with Mount Wachusett Community College students to complete their assignment of presenting information on a local human service provider.

#### ***Community outreach***

Naukeag staff participated in two local road races to benefit charities, Brian's Run and Winchendon Boston Strong race.

Dr. Andrew Gill presented a talk at the annual meeting of the local chapter of Narcotics Anonymous.

Dr. David Gill conducted two lengthy seminars to area police on mental health, substance abuse, and the law at a course provided by the Fitchburg Police Department to officers and detectives from area towns.

Dr. David Gill along with State Senator Steve Brewer addressed the participants and spectators on suicide prevention and other pertinent mental health issues.

Naukeag will participate in Gardner's first suicide awareness day and walk this spring.

### **McLean's Response to the Boston Marathon Bombing**

McLean Hospital quickly mobilized a response team following the Boston Marathon tragedy with the expectation that mental health needs would become apparent in the days, weeks and months following the initial events.

Among our initial responses:

- Immediately following the violence at the Boston Marathon finish line, McLean Hospital's Clinical Evaluation Center began reaching out to its colleagues at Massachusetts General Hospital and Brigham and Women's Hospital. McLean was able to accept transfers of psychiatric patients from MGH and BWH in order to alleviate some of the stress being felt in the emergency departments.
- Working with a team of experts from within its own community, McLean developed a coordinated internal and external response, including a tip sheet on coping with acute stress. This tip sheet was distributed internally to help our staff cope with the tragedy and was made available to the public via media, community organizations and the web.
- McLean assembled key staff with expertise in trauma, post-traumatic stress, anxiety and depression to prepare for an increase in patients exhibiting signs of stress and trauma as a result of the marathon events.
- The College Mental Health Program (CMHP) contacted several colleges in the metro Boston region to offer support, emergency staffing, group facilitation and psycho education. On request, the CMHP supplied colleges with written materials to assist with their training of campus staff.
- John Rodolico, PhD, a member of the McLean staff who is also a Colonel in the Army National Guard, worked with the National Guard first responders with Critical Event Debriefings and general behavioral health support. Most of this was done as a prevention measure so soldiers do not have a recurrence of reintegration symptoms.
- Michael Leslie, MD, served as the hospital spokesperson for members of the media seeking information about trauma and PTSD. Dr. Leslie was used as an expert source

for the Boston Globe, NPR and Bloomberg News.

- The hospital held a special “Boston Strong” Schwartz Center Rounds a week after the marathon. It was extremely popular resulting in a standing room-only crowd.
- The Massachusetts Child Psychiatry Access Program (MCPAP) provided advice and personal support by telephone to the hundreds of primary care pediatricians enrolled in the McLean, MGH and NSMC hubs.
- Christine Tebaldi, RN, NP, is the Red Cross Eastern MA Regional Co-lead and State Advisor for Disaster Mental Health. She worked with other volunteer leadership and staff to coordinate assistance to the victims, families, BAA and community at large. Activities of the Red Cross included: opening a Family Assistance Center, support during funerals and memorials, government and agency collaborations and much more.

### **Caring for the Uninsured and Underinsured**

To the extent feasible, McLean Hospital is committed to providing access to quality care for all, regardless of a person’s ability to pay. McLean staff members work actively with uninsured patients and their families, helping them through the application process to receive public benefits to which they are entitled, such as Medicare and Medicaid.

### **Strengthening Health through Education**

Raising public awareness of psychiatric illness and training future generations of mental health providers are key to McLean’s mission. Educational forums for the community in 2012 included:

#### ***Educating the Public***

Through its Speakers Bureau, McLean provides clinician speakers on a variety of mental health-related topics free of charge to various organizations, community groups, schools, and mental health centers throughout Massachusetts. McLean clinicians also volunteer their time, independent of the Speakers Bureau, providing talks and participating in panel discussions at many community and professional venues.

Kevin Hill, MD, has worked on educational programming with the Norfolk County District Attorney’s Office with regards to preventing prescription drug abuse.

### ***Educating Professionals***

McLean's Continuing Education programs continue to grow and attract broad audiences.

In May 2012, a two-day conference on Addictions in 2012 attracted 350 people from around the country. A three-day conference in June 2012, "Psychiatry in 2012," co-sponsored by Harvard Medical School, drew its largest-ever audience of over 350 attendees from around the world. In September 2012, a new conference, "Depression, Anxiety and Stress," attracted an international audience of 300 people and "Coaching in Leadership and Healthcare" sold out, attracting 750 attendees from around the world, including participants from every continent.

Throughout 2012, the Continuing Education Department continued 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. The department continued 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.

Through the Office of the Chief Academic Officer at McLean, 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.

### ***Educating Future Generations***

McLean hosts approximately 75 student visitors and nearly 100 academic credit students annually. In 2012, McLean hosted Project Success, a one-day program for interns at Harvard Medical School. In Project Success, Boston and Cambridge high school students, particularly under-represented groups and/or disadvantaged students, participate in paid mentored summer research internships.

### ***Resource for the Media***

In 2012, McLean Hospital was featured in more than 2,000 media outlets, including print, television, radio, and online services. McLean continues to be a go-to resource for members of the media who need expert opinion on psychiatry-related questions. Last year, McLean experts appeared in every major media market, including Boston, New York, Washington, DC, Chicago, Los Angeles, and San Francisco. Outreach has also extended beyond national borders, with experts making appearances in Germany, Korea, the United Kingdom, Brazil, and Canada.

In 2012, McLean Hospital hosted the Blue Cross/Blue Shield Foundation Healthcare Media Fellowship. During this program, journalists were provided with comprehensive tours of McLean Hospital programs, and interviews with staff and volunteers in an effort to educate

the reporters about mental health issues.

### **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, including Belmont Town Day, where the hospital provides information about psychiatric illnesses.

### **Community and Advocacy Participation**

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
- The Brandon Marshall Foundation
- 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
- 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 web site.

### Individual Community Contributions

A number of McLean Hospital staff volunteer their time to community organizations. Below is a sampling of some recent activities hospital employees engaged in.

**Ross J. Baldessarini, MD**, is Director of McLean's Psychopharmacology Program and the International Consortium for Bipolar Disorder Research. Through 2009 he served on the board of directors of the Newton-Wellesley-Weston Committee for Community Living, Inc., a program to place deinstitutionalized, mentally handicapped persons in community residences with professional staffing and supervision. He and his wife, Frances, also contribute support and transportation for the elderly each summer through the Orleans Council on Aging and are also active volunteer-supporters of the Failure to Thrive Clinic for inner-city children at Boston Medical Center. In addition to service as a consultant to industrial organization and service as a member of several editorial boards, he remains very active in the teaching of psychopharmacology to colleagues in clinical practice regionally, nationally, and internationally, and serves as a volunteer mentor to junior investigators at several universities and medical centers in the United States and abroad.

**William Carlezon, PhD**, Director of Behavioral Genetics, serves on the board of directors of the Doug Flutie Jr. Foundation for Autism.

**Diane Davey, RN, MBA**, Program Director, Obsessive Compulsive Disorder Institute, continues to serve as secretary of the International Obsessive Compulsive Foundation (OCF) board of directors. The OCF is an organization dedicated to education, treatment, and research for people with OCD and their families.

**Louis Fernandes**, Chief Dissectionist at the Harvard Brain Tissue Resource Center at McLean, is a founding member of the Dr. Jeffrey R. Bartel Memorial Scholarship in Taunton. Committee members organize an annual golf outing and use the proceeds to present two college-bound

students from Taunton High School with \$5,000 each in tuition. In addition, the Scholarship now also pays for summer camp fees for underprivileged children at the Taunton Boys & Girls Club as part of our community outreach efforts.

**Brent Forester, MD**, Director of the Geriatric Mood Disorder Research Program, participated on the Board of Directors for the Alzheimer's Association of Massachusetts and New Hampshire and Chairs their Medical Scientific Committee. On behalf of the Alzheimer's Association, he also presents community lectures on diagnosis and treatment updates for Alzheimer's Disease. Dr. Forester continues to run marathons to raise money for the Alzheimer's Association's Run for the Memory Team.

**Catharyn Gildesgame, MBA**, Director of Strategic Implementation, is a member of the board of trustees of Gateways: Access to Jewish Education. She also co-chairs the Combined Jewish Philanthropies Special Education Advisory Committee.

**Carol Glod, PhD**, and **Beth Murphy, MD, PhD**, Assistant Director, Clinical Evaluation Center, serve on the clinician board of advisors for Families for Depression Awareness, a local non-profit organization dedicated to helping families recognize and cope with depressive disorders.

**Michele Gougeon, MSS, MSc**, Executive Vice President and Chief Operating Officer, serves as the 2013 Board Chairman of the National Association of Psychiatric Health Systems and as an (alternate) member of the Regional Policy Board for the American Hospital Association. Gougeon also a Vice-Chair and a board member of the Big Brothers Big Sisters of Massachusetts Bay.

**Kenneth Hanrahan**, CPR Coordinator, was reappointed as a Regional Faculty for the American Heart Association (AHA) in the Massachusetts/Rhode Island region. In this role, he serves as an expert resource on Emergency Cardiac Care issues for AHA Training Centers. Additionally, he helps the AHA update its faculty and conducts on-site visits to their Training Centers, assessing their adherence to AHA guidelines and promoting the AHA's Chain of Survival initiative.

**Nancy Hoines, MPH**, Senior Director of Business Development, served as an advisory board member of the Multi-Service Eating Disorder Association, whose mission is to prevent the spread of eating disorders through educational awareness and early detection.

**James Hudson, MD, ScD**, Director of the Biological Psychiatry Laboratory and the Psychiatric Epidemiology Research Program, serves on the clinical and scientific advisory council of the National Eating Disorders Association (NEDA), the United State's largest nonprofit organization dedicated to eating disorders, and on the scientific advisory board of the Binge Eating Disorder Association.

**Martin Kafka, MD**, a McLean clinical associate, participated in a work group of the American

Psychiatric Association charged with developing content on sexual and gender identity disorder for the *Diagnostic and Statistical Manual of Mental Disorder*, fifth edition. The manual is used by mental health clinicians worldwide for diagnosing psychiatric illnesses.

**David Lagasse**, Senior Vice President for Fiscal Affairs, volunteers as a money manager for BayPath Elder services. The Money Management Program is a statewide program administered locally by BayPath Elder Services, Inc., helping elders age 60 and over with their day-to-day finances. Lagasse also serves as a Board Member at The Guild for Human Services in Waltham.

**Deborah Levy**, PhD, Director of the Psychology Research Laboratory, serves on the board of advocates at Bay Cove Human Services in Boston, one of the largest service organizations in Massachusetts. She is also a member of the advisory board of Heads Up, a community-based program affiliated with Cambridge Family and Children’s Services that provides mentoring services to youth (ages 8-22) who have lived with a family member with a mental illness or a mental health need.

**Stanley Rosen**, RPH, FACHE, Director of Pharmacy, is chairman of the board for the Town of Sharon Board of Health.

**Arthur J. Siegel**, MD, Director of Internal Medicine, served on the medical team for the 2012 Boston Marathon.

**Gail Tsimprea**, PhD, Chief Quality and Risk Management Officer, served as a patient-teacher for Harvard Medical School's “Patient Doctor II” course. She also participated in disaster drills on behalf of McLean Hospital for the National Disaster Medical System.

**Christine Tebaldi**, RN, NP, Program Director for McLean Psychiatric Services at Winchester Hospital, is a member of the American Red Cross Disaster Mental Health Team, Massachusetts Bay chapter. In addition, as a disaster instructor, she prepares mental health professionals for disaster response at the local and national levels.

**Roger Weiss**, MD, Chief of the Division of Alcohol and Drug Abuse, serves as vice president for the board of the Greater Boston Council on Alcoholism (GBCA). The GBCA provides financial support to non-profit organizations to institute innovative programs for children, adults, and families that diminish the effects of alcoholism and other addictions.

## 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 and training that is unreimbursed.



## Components of FY2012 Community Commitment (in \$ millions)

	<b>FY12</b>
Free Care (at cost)	1.4
Bad Debt (at cost)	1.2
Government payers (at cost)	3.1
Unreimbursed Expenses for Graduate Medical Education	3.2
Research Loss	5.4
<b>Total</b>	<b>14.3</b>

### Ongoing Commitment to Community Benefits

McLean is committed to continuing its activities in the areas noted in the report to further benefit the residents of the many communities we serve. These efforts involve direct services and education- both for behavioral health professionals and the public. These ongoing efforts are enhanced by our programs to increase communication about behavioral health issues and to reduce the stigma still associated with seeking mental health and substance abuse services.

This commitment and our progress in these areas is supported and encouraged by the hospital leadership and Board of Trustees.

### Contact Information

For questions about this report or for more information about McLean Hospital's community benefit activities, please contact:

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