



## McLean Hospital

### FY2017 Community Health Implementation Plan Update

*Reviewed and approved by McLean Hospital Board of Trustees – Sept 21, 2017*

#### About McLean

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 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. For nearly two decades, McLean has expanded its clinical reach beyond Belmont to communities throughout Massachusetts. McLean operates satellite programs in Ashburnham, Boston, Cambridge, Lincoln, Middleborough, Princeton, and Waltham, while providing emergency psychiatric coverage to hospitals in Attleboro and Plymouth.

#### 2016 Community Health Needs Assessment

Due to McLean's highly specialized mission and services, we rely on community, regional and state-wide public health and community needs assessments as well as feedback from CHNA 17 and Middleborough town officials. Across these community needs assessments, common themes related to mental health, behavioral health and substance use include:

- Mental health as a top community health concern with specific foci on depression, anxiety, stress and suicide.
- Concerns about substance use, including use of alcohol, prescription drugs and heroin, and the link between substance use 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, resulting in long stays and boarding in hospital emergency departments by people requiring inpatient levels of psychiatric care.
- Patient access to optimal continuum of mental health and substance use care seriously reduced by limited capacity of residential and community care
- Inadequate services for children and adolescents
- Complex flow of patients through the behavioral health care system in Massachusetts, with fragmentation and limited coordination of services across provider organizations
- Need for greater integration of mental health, substance use and primary care services
- Need for more public education and dialogue about mental health and substance use



### Implementation Strategy

McLean's implementation strategy addresses prioritized needs identified in the 2016 Community Health Needs Assessment that was approved by the McLean Hospital Board of Trustees on September 15, 2016. The implementation strategy, approved by the McLean Hospital Board of Trustees on January 19, 2017, focuses on people and families affected by psychiatric illness and substance use disorders within CHNA 17 service areas and Middleborough.

For the period 2017-2019, McLean's implementation strategy includes:

- Expanding psychiatric services to meet community needs
- Improving community mental health through innovative programs
- Caring for uninsured and underinsured
- Strengthening mental health through education for professionals, consumers and their families, and the public
- Providing community support and contributions

The McLean Community Health Needs Assessment, Implementation Strategy and annual implementation updates are posted on the McLean website at [mcleanhospital.org](http://mcleanhospital.org) and

<https://www.mcleanhospital.org/about/community-health-assessment>

Partners HealthCare's filing of Form 990 on McLean's behalf includes this URL on the McLean website.



FY2017 Implementation Update

McLean continues to leverage its specialized expertise and resources to focus on community needs related to mental health, behavioral health and substance use.

| <b><i>Implementation Strategies</i></b>                                   | <b><i>FY2017 Updates (Oct 2016 – Sept 2017)</i></b>   |
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| <p><b>Expand psychiatric services to meet community needs</b></p>         | <ul style="list-style-type: none"> <li>• Opened 4 inpatient beds for the treatment of substance use and co-occurring psychiatric disorders in January 2017, expanding the unit from 17 to 21 beds in service</li> <li>• Opened psycho-educational residential treatment program for boys and young men in January 2017</li> <li>• Opened partial hospitalization program for adolescents in Belmont in February 2017</li> <li>• Continuing to pilot embedding primary care nurse practitioners in behavioral health outpatient clinics (<i>year 2 of 5 year initiative</i>)</li> </ul>  |
| <p><b>Improve community mental health through innovative programs</b></p> | <ul style="list-style-type: none"> <li>• Launched new Program of Assertive Community Treatment (PACT) to serve people with major mental illness who are at risk for repeated hospitalizations in August 2017.</li> <li>• Providing mental health services to law enforcement and active duty personnel and emergency responders, including opening 2 additional beds in the LEADER men’s residential program and opening a new LEADER outpatient depression and anxiety track.</li> <li>• Continuing to coordinate and provide timely mental health consultations to pediatricians and school nurses in eastern MA as they address needs of pediatric and adolescent patients with mental health challenges through the Massachusetts Child Psychiatry Access Program (MCPAP)</li> <li>• Launching McLean Anxiety Mastery Program tele-consultation pilot with Falmouth and Foxboro Public Schools in September 2017.</li> <li>• Providing clinical and prevention services within the Boston Public School System (McLean PEAR: Program in Education, Afterschool and Resiliency)</li> <li>• Helping college students with mental illness and adjustment issues live more productive lives (McLean College Mental Health Program)</li> </ul> |



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|  | <ul style="list-style-type: none"> <li>• Piloting placement of certified peer specialists in inpatient unit in collaboration with MA Rehab and Waverley Place</li> <li>• Continuing to partner with emergency departments at community hospitals to improve access to psychiatric care and expanding to provide consultation in community hospital inpatient and ambulatory settings</li> <li>• Providing recovery-based services and activities that help people with mental illness live meaningfully in the community (Waverley Place)</li> </ul>   |
| <p><b>Care for uninsured &amp; underinsured</b></p>  | <ul style="list-style-type: none"> <li>• Helping uninsured patients and their families through the application process to receive public benefits</li> <li>• Providing care to patients awaiting state beds</li> <li>• Providing inpatient free care and uncompensated care for residential services</li> <li>• Providing scholarship support for students at Arlington School and Pathways Academy</li> <li>• FY2016 revenue foregone for unreimbursed services, training and research amounted to \$19.8 million (<i>see chart on page 5</i>)</li> </ul>   |
| <p><b>Strengthen mental health through education for professionals, consumers and their families, and the public</b></p> | <ul style="list-style-type: none"> <li>• Providing educational programs for the public that enhance awareness of mental health issues and treatment availability (McLean Speakers Bureau; McLean blog “Advances in Mental Health” and Blue Cross/Blue Shield Health Coverage Fellowship)</li> <li>• Providing continuing education for practicing mental health professionals (conferences: Addictions; Mental Health and Education: Coaching in Leadership and HealthCare; Psychiatry)</li> <li>• Providing training to a total of 593 residents, fellows, interns and students</li> <li>• Expanding on-line educational options and resources about borderline personality disorder (BPD) for patients, families and the general public in English, Spanish and Chinese<br/><a href="https://www.mcleanhospital.org/borderline-personality-disorder-patient-and-family-education-initiative">https://www.mcleanhospital.org/borderline-personality-disorder-patient-and-family-education-initiative</a></li> <li>• Launched Deconstructing Stigma, a multi-site public awareness campaign to reduce stigma about mental illness, with an initial installation at Logan Airport and on-line at <a href="https://deconstructingstigma.org/">https://deconstructingstigma.org/</a></li> </ul> |



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| <p><b>Provide community support and contributions</b></p> | <ul style="list-style-type: none"> <li>• Supporting consumer-to-consumer education and community recovery group to help mental health consumers achieve full and healthy lives, including providing space on McLean’s Belmont campus for the Jonathan O. Cole, MD Mental Health Consumer Resource Center and Depression and Bipolar Support Alliance (DBSA)</li> <li>• Working closely with community groups including Alcoholics Anonymous, AlAnon, Alzheimer’s Association, American Foundation for Suicide Prevention, American Red Cross, NAMI/MA, Narcotics Anonymous, NarAnon, New England Personality Disorder Association and Project 375 on a wide range of patient care and advocacy issues.</li> <li>• Committed \$622,950 (\$124,590/year for 5 years) in community payments associated with the hospital’s Admissions Building expansion as part of the Massachusetts Department of Public Health Determination of Need process, including:             <ul style="list-style-type: none"> <li>○ Providing \$93,445 over 4 years to CHNA 17 to fund mental and behavioral health projects in response to critical community needs</li> <li>○ Provided funding to the Middleborough Family Resource Center for care coordination and access to emotional and behavioral wellness services and monthly behavioral and social emotional programming for families</li> <li>○ Provided funding to the Middleborough Council on Aging and Family Resource Center for a kinship care support group offered weekly January through June 2017</li> <li>○ Arranged to provide 2 automatic external defibrillators (AEDs) to Ashburnham Emergency Services (Police; Fire)</li> </ul> </li> </ul> |
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| <u>Components of FY2016 Community Commitment</u>     | <u>\$ in millions</u> |
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| Free Care (at cost)                                  | 0.9                   |
| Bad Debt (at cost)                                   | 2.6                   |
| Government payers (at cost)                          | 1.1                   |
| Unreimbursed expenses for Graduate Medical Education | 3.9                   |
| Research Loss  | 9.74                  |
| Scholarship  | 0.4                   |
| Arlington School & Pathways Academy Loss             | 1.1                   |
| <b>Total</b>   | <b>\$ 19.8</b>        |