

McLean Hospital

FY2018 Community Health Implementation Plan Update

Reviewed and approved by McLean Hospital Board of Trustees – September 20, 2018

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, adolescents, adults and older adults. For nearly two decades, McLean has expanded its clinical reach beyond Belmont to communities throughout Massachusetts. McLean operates satellite programs in Boston, Cambridge, Lincoln, Middleborough, Petersham, 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 that addresses prioritized needs identified in the 2016 Community Health Needs Assessment 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 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.



FY2018 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.

<i>Implementation Strategies</i>	<i>FY2018 Updates (Oct 2017 – Sept 2018)</i>
<p>Expand psychiatric services to meet community needs</p>	<ul style="list-style-type: none"> • Relocated acute residential treatment program for treatment of substance use and co-occurring psychiatric disorders from Ashburnham to Henry Heywood Hospital campus in Petersham in April 2018, with significant facilities upgrade and expanded capacity • Added community-based alternative treatment (CBAT) for children 3-14 years old at Franciscan Hospital in fall 2017 (management contract) • Continuing to pilot embedding primary care nurse practitioners in behavioral health outpatient clinics (<i>year 3 of 5-year initiative</i>)
<p>Improve community mental health through innovative programs</p>	<ul style="list-style-type: none"> • Growing Program of Assertive Community Treatment (PACT) to serve people with major mental illness at risk for repeated hospitalizations • Providing mental health services to law enforcement and active duty personnel and emergency responders. • 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) • Growing McLean School Consult Service, providing consultation and training to 7 public school districts in Massachusetts in FY2018 • Launched McLean Anxiety Mastery Program tele-coaching for school avoidant students in February 2018 • Providing clinical and prevention services within the Boston Public School System (McLean PEAR: Program in Education, Afterschool and Resiliency)



	<ul style="list-style-type: none">• Helping college students with mental illness and adjustment issues live more productive lives (McLean College Mental Health Program)• 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• Providing recovery-based services and activities that help people with mental illness live meaningfully in the community (Waverley Place)
Care for uninsured & underinsured	<ul style="list-style-type: none">• Helping uninsured patients and their families through the application process to receive public benefits• Providing care to patients awaiting state beds• Providing inpatient free care and uncompensated care for residential services• Providing scholarship support for students at Arlington School and Pathways Academy• FY2017 revenue foregone for unreimbursed services, training and research amounted to \$18.7 million (<i>see chart on page 8</i>)



<p>Strengthen mental health through education for professionals, consumers and their families, and the public</p>	<ul style="list-style-type: none">• Providing educational programs for the public that enhance awareness of mental health issues and treatment availability: McLean Speakers Bureau with clinical and research experts who present at schools and community-based organizations; McLean Press Office which arranges interviews of McLean experts by members of the press seeking information about psychiatric disorders (local media who have used this service include the Boston Globe, the Boston Herald, ABC, NBC, and CBS local affiliates, WGHB, and WBUR); Blue Cross Blue Shield of MA Health Coverage Fellowship• Providing continuing education for practicing mental health professionals (conferences: Attachment; Student Mental Health - Middle School through College; Post-traumatic Stress and Related Disorders; Addictions; Psychiatry; Coaching)• Convened >100 leaders from state and local governments, law enforcement, health care and community not-for-profit organizations from 10 states (including 6 New England states) in March 2018 to discuss strategies to address the opioid epidemic, share approaches that work and forge connections for collaboration. Opening keynote remarks were provided by Charlie Baker, Governor of MA, and Marylou Sudders, Secretary of MA Health and Human Services.• Providing training to 736 residents, fellows, interns and students• Offering public education about Alzheimer’s Disease diagnosis, treatment and research updates and strategies for healthy brain aging at local councils of aging, assisted living facilities and continuing care retirement communities• Providing on-line educational options and resources about borderline personality disorder (BPD) for patients, families and the general public in English, Spanish and Chinese https://www.mcleanhospital.org/borderline-personality-disorder-patient-and-family-education-initiative
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	<ul style="list-style-type: none">• Expanding Deconstructing Stigma (DS), a multi-site public awareness campaign to reduce stigma about mental illness, with initial MA-based installation at Logan Airport. In 2018, there have been several pop-up installations of Deconstructing Stigma statewide, including at the Massachusetts State House and a planned pop-up exhibit at Berklee College of Music in October. In addition to these installations, staff from McLean Hospital and patient volunteers from the Deconstructing Stigma campaign have conducted community talks with an emphasis on child and adolescent mental health. DS staff and volunteers have developed trainings for mental health and non-mental health clinicians related to addressing mental health stigma among their own patient populations. McLean Hospital has developed a Deconstructing Stigma book that is used when speaking with patients and families about stigma. These books are provided free of charge to group facilitators.• Launched a collaboration with the Boston affiliate of the NAACP to address mental health and mental health stigma among communities of color. Elements of the NAACP-focused DS campaign include physical installations in Mattapan, Roxbury, and Dorchester, educational tools for adolescents, teens, and adults, and a resource guide to access psychiatric care within the community. McLean now holds a seat on the NAACP Health Commission Strategic Plan Committee.• Support of the National Alliance of Mental Health in its mission to increase mental health awareness and provide education to the public, including McLean support of NAMI’s annual Boston walk and the statewide annual conference.• Forging supportive partnerships with organizations including Alzheimer’s Association, American Red Cross, International OCD Foundation, Narcotics Anonymous, NarAnon, New England Personality Disorder Association and Project 375.• Utilizing social media to deliver effective and high-quality mental health education. Of McLean’s >85,000 Facebook followers, ~15,000 are from Massachusetts.
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<p>Provide community support and contributions</p>	<ul style="list-style-type: none">• Supporting consumer-to-consumer education and community recovery groups 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). McLean also provides space free of charge to other area support groups, including Al-Anon, the International OCD Foundation, and Alcoholics Anonymous. • Working directly with community partners to provide financial and social support. For example, McLean has developed a close collaboration with the American Foundation for Suicide Prevention, financially supporting its walk annually and spearheading a walk team of >100 hospital staff. McLean provides space free of charge to the AFSP for its annual Suicide Survivor Day conference. McLean contributes more than \$25,000 annually to advocacy organizations. • Committed \$622,950 over a 5-year period concluding in 2020 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">○ Providing \$119,874 to CHNA 17 to fund mental and behavioral health projects in response to critical community needs○ Providing \$60,760 to the Town of Middleborough (Family Resource Center and Council for Aging) for mental health referral services, behavioral and social emotional wellness programming for families and kinship care support groups.○ Provided 2 automatic external defibrillators (AEDs) to Ashburnham Emergency Services (Police; Fire)
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<u>Components of FY2017 Community Commitment</u>	\$ in millions
Free Care (at cost)	1.0
Bad Debt (at cost)	1.3
Government payers (at cost)	1.0
Unreimbursed expenses for Graduate Medical Education	4.2
Research Loss	10.4
Scholarship	0.1
Arlington School & Pathways Academy Loss	0.7
Total	18.7