



**McLean HOSPITAL**  
HARVARD MEDICAL SCHOOL AFFILIATE

# **McLean Hospital**

## **2016 Community Health Needs Assessment: Implementation Strategy**

*Approved by McLean Hospital Board of Trustees - January 19, 2017*



## **Table of Contents**

Executive Summary	Pages 3-4
Implementation Strategy	Pages 5-7
Appendix: 2016 Community Health Needs Assessment	Pages 8-15



## **Executive Summary**

### **2016 Community Health Needs Assessment & Implementation Strategy**

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. 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.

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



McLean's implementation strategy addresses prioritized needs identified in the 2016 community health needs assessment. This implementation strategy focuses on people and families affected by psychiatric illness and substance use disorders within CHNA 17 service areas and Middleborough.

Over the next 3 years, McLean's implementation strategy will include:

- 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



## 2016 Community Health Needs Assessment (CHNA) Implementation Strategy

Over the next 3 years, McLean will 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>Actions</i></b>
<b>Expand psychiatric services to meet community needs</b>	<ul style="list-style-type: none"> <li>• Work with CHNA 17 and other CHNAs within Massachusetts to fund mental and behavioral health projects in response to critical community needs</li> <li>• Expand inpatient detoxification and addiction treatment services               <ul style="list-style-type: none"> <li>○ DMH approval to open 4 new inpatient beds for treatment of substance use and co-occurring psychiatric disorders (<i>winter 2017</i>)</li> </ul> </li> <li>• Open DBT psycho-educational residential program for boys and young men (<i>winter 2017</i>)</li> <li>• Pilot embedding primary care nurse practitioners in behavioral health outpatient clinics</li> </ul>
<b>Improve community mental health through innovative programs</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Provide clinical and prevention services within the Boston Public School System</li> <li>• Help college students with mental illness and adjustment issues live more productive lives</li> <li>• Provide mental health services to law enforcement and active duty personnel and emergency responders</li> <li>• Partner with emergency departments at community hospitals to improve access to psychiatric care</li> <li>• Provide recovery-based services and activities that help people with mental illness live meaningfully in the community</li> </ul>



<b>Care for uninsured and underinsured</b>	<ul style="list-style-type: none"><li>• Help uninsured patients and their families through the application process to receive public benefits</li><li>• Provide care to patients awaiting state beds</li><li>• Provide free care and absorb bad debt</li><li>• Provide scholarship for students at Arlington School and Pathways Academy and patients in McLean’s residential programs</li></ul>
<b>Strengthen mental health through education for professionals, consumers and their families, and the public</b>	<ul style="list-style-type: none"><li>• Develop educational programs for the public that enhance awareness of mental health issues and treatment availability</li><li>• Provide continuing education for practicing mental health professionals</li><li>• Provide training for high school and college students, student nurses and social work interns</li><li>• Expand on-line educational options and resources about borderline personality disorder (BPD) for patients, families and the general public</li><li>• Implement multi-site public awareness campaign to reduce stigma about mental illness</li></ul>
<b>Provide community support and contributions</b>	<ul style="list-style-type: none"><li>• Support consumer-to-consumer education and community recovery group to help mental health consumers achieve full and healthy lives</li><li>• Work closely with community groups on a wide range of patient care and advocacy issues</li><li>• Provide financial support for community organizations</li></ul>



As part of the Massachusetts Department of Public Health Determination of Need process, McLean has committed \$622,950 (\$124,590/year for 5 years) in **community payments** associated with the hospital's Admissions Building expansion.

CHNA 17 will receive \$93,445 of these funds over 4 years. CHNA 17 received the first installment of \$23,361.25 in spring 2016.

McLean is working with CHNA 17, other CHNAs and local towns and agencies within Massachusetts to fund mental and behavioral health projects in response to critical community needs.

This implementation strategy was approved by the McLean Hospital Board of Trustees on January 19, 2017. It is prominently posted on the McLean website ([www.mcleanhospital.org](http://www.mcleanhospital.org)).

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



*The 235-foot gallery located Boston Logan Airport between Terminals B and C features more than 30 portraits of people living with mental illness, including celebrities such as Howie Mandel and NFL star Brandon Marshall.*



## Appendix

### Community Health Needs Assessment

*Approved by the McLean Hospital Board of Trustees - September 15, 2016*

#### 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.



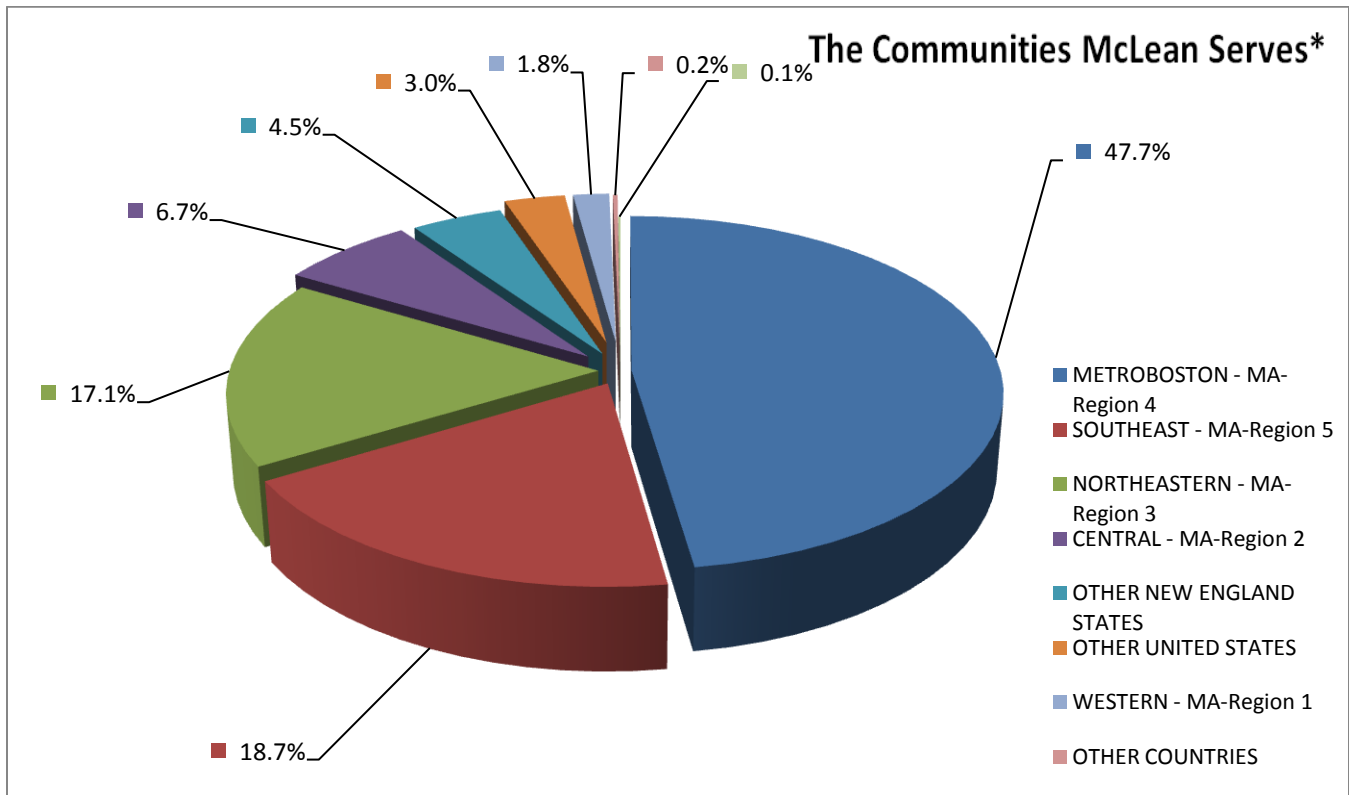


## II. Definition of communities served

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.

In Fiscal Year (FY) 2015\*, McLean discharged 5,764 inpatients and provided 59,988 inpatient days of care, 62,370 residential days, 17,077 partial hospital days and 42,983 outpatient/ambulatory visits.

47.7% of patients came from the metropolitan Boston area and 18.7% came from southeastern Massachusetts. McLean is also a national resource for mental health care, drawing 9.3% of its patients from other areas of the United States. More than half of McLean's patients used insurance, with the next most prominent payer being Medicare. See more detail in the three charts below.

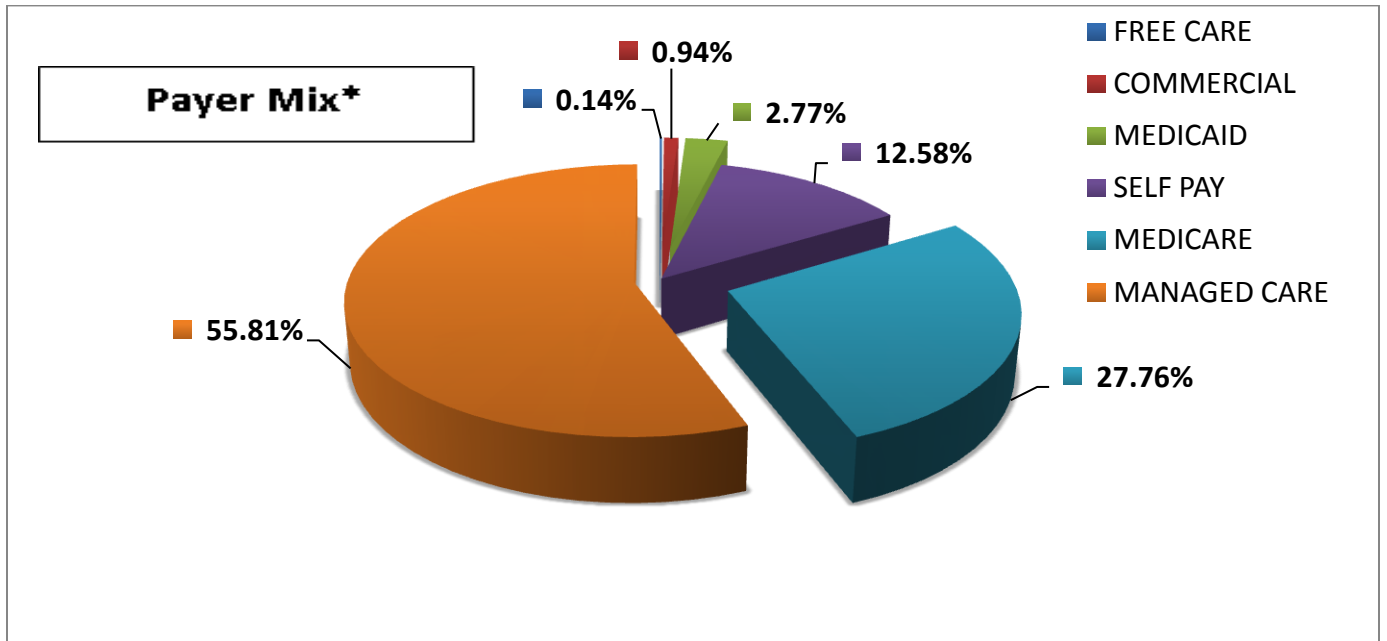


Data based on discharged inpatients, FY2015



<b>Demographics</b>		<b>FY2015*</b>	<b>%</b>
<b>Age</b>	less than 13	0	0%
	13 to 17	9	0%
	18 to 34	2599	45%
	35 to 64	2548	44%
	65 to 75	353	6%
	75 and older	255	4%
	Totals	<b>5764</b>	100%
<b>Gender</b>	Male	2639	46%
	Female	3124	54%
	Other	1	0%
		<b>5764</b>	100%
<b>Race</b>	Caucasian	4922	85%
	Hispanic	166	3%
	Indian	16	0%
	Black	253	4%
	Asian	119	2%
	Nat American	4	0%
	Bi-Racial	29	1%
	No Data	255	4%
Totals	<b>5764</b>	100%	

*Data based on discharged inpatients, FY 15*



*Data based on gross revenue for all patients, FY2015.*

*Payer mix chart includes patients with primary insurance plan code of free care.*

*FY2015 total free care (gross revenue): \$3,804,681.*

*\* FY2015 data has been provided as this report was compiled prior to the completion of FY2016 in September 2016.*

### III. Assessment of community mental health needs

Due to McLean’s highly specialized mission and services, we rely primarily on community, regional and state-wide public health and community needs assessments as well as feedback from CHNA 17 and Middleborough town officials. Needs assessments include:

#### Community / Regional

- Mount Auburn Hospital Community Needs Assessment (*September 2015*)  
<http://www.mountauburnhospital.org/app/files/public/746/mount-auburn-hospital-community-health-needs-assessment-2015.pdf> and CHNA 17’s follow-up planning document that leverages and extends the Mount Auburn Hospital community needs assessment and includes stakeholder interviews. We have also had in-depth discussions with CHNA 17 leadership about their community input and planning processes and their financial support of programs that address mental health needs.



- Newton Wellesley Hospital 2014 Community Health Needs Assessment (*January 21, 2015*)

[http://www.nwh.org/gedownload!/NWH%20Draft%20CHNA%20Report\\_1%2021%2015%20TM%20FINAL.pdf?item\\_id=47540384&version\\_id=47540385](http://www.nwh.org/gedownload!/NWH%20Draft%20CHNA%20Report_1%2021%2015%20TM%20FINAL.pdf?item_id=47540384&version_id=47540385)

### State

- Commonwealth of Massachusetts Action Plan to Address the Opioid Epidemic in the Commonwealth (*June 22, 2015*) and update (*January 8, 2016*)

<http://www.mass.gov/eohhs/docs/dph/stop-addiction/opioid-epidemic-action-plan.pdf>

<http://www.mass.gov/eohhs/docs/dph/stop-addiction/action-plan-update.pdf>

- Massachusetts Department of Public Health opioid-related overdose data

<http://www.mass.gov/eohhs/gov/departments/dph/stop-addiction/current-statistics.html>

- 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*)

[www.chiamass.gov/assets/Uploads/bhtf-final-report-2015-6-29.docx](http://www.chiamass.gov/assets/Uploads/bhtf-final-report-2015-6-29.docx)

- Massachusetts Department of Public Health: State Health Plan: Behavioral Health (*December 2014*).

<http://www.mass.gov/eohhs/docs/dph/health-planning/hpc/deliverable/behavioral-health-state-health-plan.pdf>

- Massachusetts Department of Public Health Issue Briefs: Massachusetts Behavioral Health Analysis (*September 22, 2014*)

<http://www.mass.gov/eohhs/docs/dph/health-planning/hpc/2014/issue-briefs-sept-22.pdf>

- Behavioral Health Integration Task Force Report to the Legislature and Health Policy Commission (*July 2013*)

<http://www.mass.gov/anf/docs/hpc/quipp/behavioral-health-integration-task-force-final-report-and-recommendations-july-2013.pdf>



### McLean

- 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)

## **IV. Key statistics**

- People with any signs of mental illness comprise 17-19% of the population of Massachusetts. More serious conditions are reported for 4-5% of the population. People with substance use disorders are ~10% of the population. National data suggest only 11% receive services. <sup>i</sup>
- Respondents identified as having any mental illness were asked “Was there any time when you needed mental health treatment or counseling for yourself but didn’t get it?” 12% reported both receiving treatment and an unmet need. 9% reported not receiving treatment and an unmet need. 50% reporting a mental illness did not get treatment and did not report an unmet need, despite being identified with a mental illness. <sup>ii</sup>
- The number of confirmed cases of unintentional opioid overdose deaths for 2015 (n=1531) represents an 18% increase over 2014 (n=1294). The 2014 number (n=1294) represents a 41% increase over cases for 2013 (n=918). <sup>iii</sup>
- See inventory of Massachusetts-based mental health and substance use services conducted by the Massachusetts Department of Public Health (*State Health Plan: Behavioral Health. December 2014. Slides 18-68.*)  
<http://www.mass.gov/eohhs/docs/dph/health-planning/hpc/deliverable/behavioral-health-state-health-plan.pdf>

## **V. Identification and prioritization of community mental health needs based on community assessments**

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

## VI. Follow-up

- This community health needs assessment was approved by the McLean Hospital Board of Trustees on September 15, 2016. It is prominently posted on the McLean website ([www.mcleanhospital.org](http://www.mcleanhospital.org)). Partners HealthCare's filing of Form 990 on McLean's behalf includes the URL to this needs assessment on the McLean website.
- McLean Hospital's implementation strategy addresses prioritized needs identified in this community health needs assessment. It was approved by the McLean Hospital Board of Trustees on January 19, 2017 and is prominently posted on the McLean website.

McLean's updated implementation strategy focuses on people and families affected by psychiatric illness and substance use disorders within CHNA 17 service areas and Middleborough and include:

- 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



- 
- <sup>i</sup> Massachusetts Department of Public Health: State Health Plan: Behavioral Health (*December 2014*) slide 5
  - <sup>ii</sup> Massachusetts Department of Public Health: State Health Plan: Behavioral Health (*December 2014*) slide 6
  - <sup>iii</sup> Massachusetts Department of Public Health opioid-related overdose data  
<http://www.mass.gov/eohhs/gov/departments/dph/stop-addiction/current-statistics.html>