

**McLean Hospital**  
**Community Health Needs Assessment (CHNA) Implementation Strategy**  
*2013 – 2015*

## **I. Introduction**

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 reflects 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.

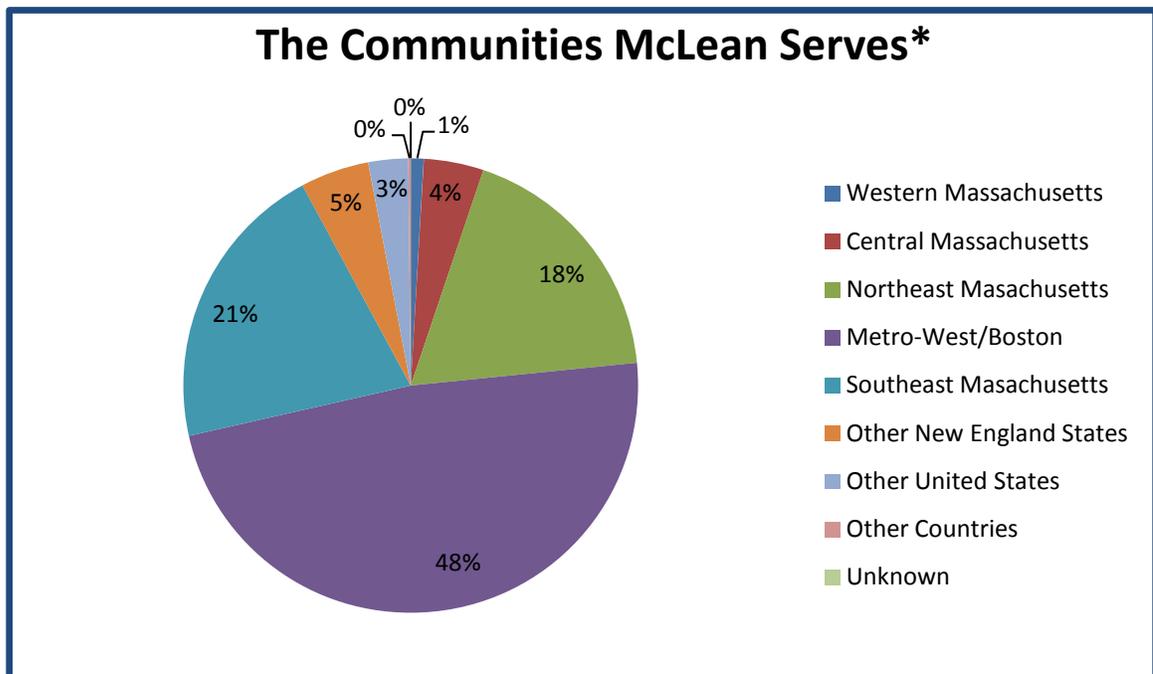
### **Values Statement**

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.

## II. Defining Communities We Serve

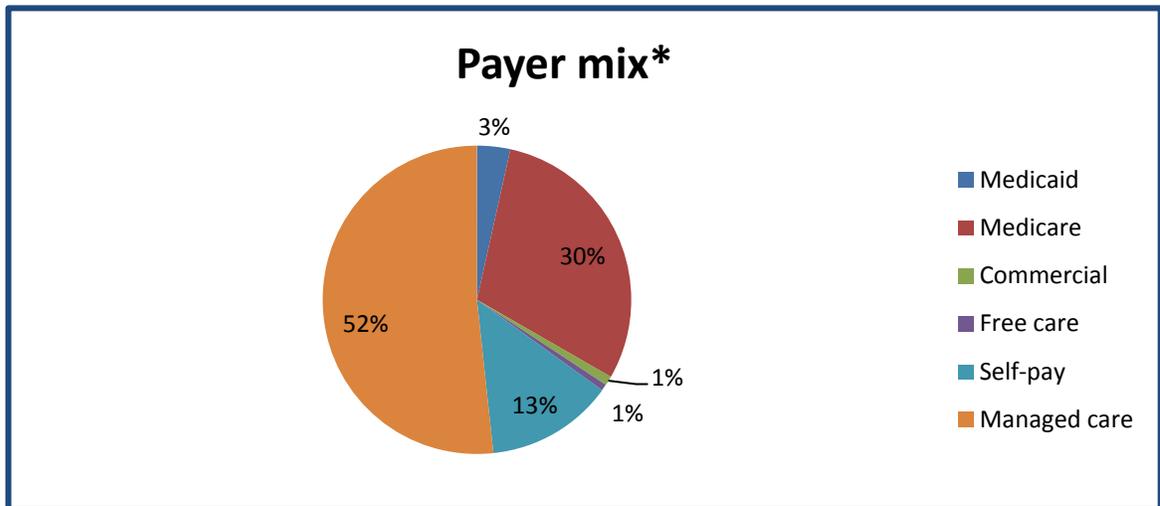
Over the past 15 years, McLean has expanded its clinical reach beyond Belmont, in communities throughout Massachusetts. It now operates satellite programs in Ashburnham, Boston, Brockton, Cambridge, Lincoln, Princeton, and Waltham, while providing emergency psychiatric coverage to hospitals in Plymouth, Attleboro and Winchester. In Fiscal year 2013, McLean treated approximately 5,971 inpatients 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.



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

<b>Demographics*</b>		<b>2013</b>	
<b>Age Group</b>	less than 13	0	
	13 to 17	16	
	18 to 34	2585	
	35 to 64	2698	
	65 to 75	383	
	75 and older	289	
	Totals	<b>5971</b>	
<b>Gender</b>	Male	2961	
	Female	3280	
	Totals	<b>5971</b>	
<b>Race</b>	Caucasian	5092	
	Hispanic	173	
	Indian	16	
	Black	200	
	Asian	97	
	Nat American	2	
	Bi-Racial	21	
	No Data	370	
Totals	<b>5971</b>		

\* *Geographic Source of inpatient discharges by Massachusetts DPH EMS Regions and Outside Massachusetts Fiscal Year 2013*



\* *Monthly Statistical Report from the McLean Finance Department. This reflects all levels of care in 2013.*

### **III. 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.
- Several data sources were accessed that echoed the need for increased capacity to improve access to mental health and substance abuse services.

#### **A. The CHNA17 Assessment Report of 2011 – Prepared by the Regional Center for Healthy Communities (Metrowest)**

- Discussed waiting lists for adult mental health services as a problem. In addition, there were not enough youth substance abuse treatment services to meet the current demand.

#### **B. The July 2013, Behavioral Health Integration Task Force Report to the Legislature and the Health Policy Commission highlighted the need for behavioral health services to be closely integrated into overall healthcare services planning.**

- The Task Force commented on the importance of continuing funding for the Massachusetts Child Psychiatry Access Project (MCPAP). McLean oversees the operation of the Southeastern site now based in Middleborough, MA. This major service will continue as a priority in 2014.
- In 2014, McLean staff will work with CHNA 17 to prepare the next Assessment Report to update the analysis of the community needs. An initial discussion has already taken place in this planning process.

### **IV. FY2014 Community Benefit Plan Priorities**

#### **A. Expanding Services to Meet Community Needs**

The 2014 Community Benefit Priorities include:

- Expanding Services to Meet Community Needs
- Improving Community Health through Innovative Programs
- Expanding Community Involvement & Advocacy
- Caring for the Uninsured and Underinsured
- Strengthening Health through Education

- 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 in 2014.
- With the 2014 relocation of the inpatient unit and the adolescent residential treatment program from Brockton to Middleborough, additional capacity was made possible. Five additional inpatient beds and two additional adolescent residential treatment beds were added. These beds will provide additional access to the patients in the Southeastern portion of Massachusetts.
- 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.
  1. 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.
  2. 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.

## **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. 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. A dedicated space for this Program will be opened in 2014.

### ***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 2013, McLean launched a social media campaign aimed at reducing mental health stigma and encouraging people to talk about psychiatric illness more openly. The two-month campaign, which focused on Twitter and Facebook participants,

drew hundreds of responses and allowed McLean and its expert clinicians to provide information about mental illness to a national audience.

On World Mental Health Day, October 10, 2013, McLean Hospital participated in the Global Web Screening of Hidden Pictures, an award-winning film about global mental health. The innovative media event, titled “1 Film, 1 Worldwide Discussion,” brought together a broad group of international organizations and advocates to host live and online screenings of Hidden Pictures and create a global dialogue about mental health issues. More than 1,000 people participated in the McLean screening on Facebook.

Partnering with mental health advocacy groups is an important component to McLean’s efforts to serve the community. In 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. McLean also supported the Belmont Education Fundraiser, the South Shore Mental Health Building Hope, Changing Lives Breakfast, and the Middleborough YMCA.

Together with the Multi-Service Eating Disorder Association, McLean participated in Eating Disorders Awareness Week in February 2013.

In 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.

These and other advocacy activities will continue in 2014 – 2015.

### ***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.

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

During the 2014 academic year, McLean will continue 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 sychopathology 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 Middleborough. 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 2013, 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 will continue to increase its positive impact throughout 2014.

These activities will continue in 2014 – 2015.

### **C. Expanding Community Involvement & Advocacy**

#### ***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. Representatives from this group have made presentations to Board Committees to share this important perspective. These activities will continue in 2014 – 2015

#### ***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.

These activities will continue in 2014 – 2015.

### **Outreach in Central Massachusetts**

The McLean Ambulatory Treatment Center at Naukeag, a residential and partial hospital care for adults with substance use disorders, is a satellite program located in Ashburnham, 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 sits with Mount Wachusett Community College students to complete their assignment of presenting information on a local human service provider.

These activities will continue in 2014 – 2015.

## **D. 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.

These activities will continue in 2014 – 2015.

## **E. 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 – 2013 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 2013, a two-day conference, "Addictions in 2013," attracted 340 people from around the country. A three-day conference in June 2013, "Psychiatry in 2013," co-sponsored by Harvard Medical School, drew its largest-ever audience of over 350 attendees from around the world. In September 2013, "Coaching in Leadership and Healthcare," was attended by 650 attendees from around the world, including participants from every continent. Finally, in October 2013, a new conference, "Attachment," attracted 575 attendees from around the world, resulting in the best attended conference ever in its first year.

Throughout 2013, 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.

These activities will be continuing through 2014 – 2015.

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

McLean hosts approximately 80 student visitors and nearly 120 academic credit students annually. In 2013, McLean joined with Harvard University's Conte Center to host a group of students participating in winter session, a weeklong program for undergraduate students outside of term time. Winter session students enrolled in the Conte Center's "Perspectives on Mental Illness" program spent a day at McLean Hospital where they received talks on mental health, OCD and eating

disorders, followed by a career panel with McLean clinicians and researchers, and tours of the Brain Bank and Imaging Center.

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

In 2013, McLean Hospital was featured in more than 2,200 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 2013, 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.

These activities will be continuing through 2014 – 2015.

## **V. Local 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.

These activities will be continuing through 2014 – 2015.

## **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 and training that is unreimbursed.

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

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
Total	14.3

#### VII. 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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