



McLean HOSPITAL
HARVARD MEDICAL SCHOOL AFFILIATE

McLean Hospital
Community Health Needs Assessment
& Annual Implementation Strategy Update
September 15, 2016

Executive Summary

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 abuse include:

- Mental health as a top community health concern with specific foci on depression, anxiety, stress and suicide.
- Concerns about substance abuse, including use of alcohol, prescription drugs and heroin, and the link between substance abuse 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 abuse 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 abuse and primary care services
- Need for more public education and dialogue about mental health and substance abuse

McLean's implementation strategy will be updated to address the prioritized needs identified in this community health needs assessment. The implementation strategy will focus on people and families affected by psychiatric illness and substance use disorders within CHNA 17 service areas and Middleborough and 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
- Providing community support and contributions

The following document includes more detail about McLean's 2016 community health needs assessment and annual implementation strategy update.



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:

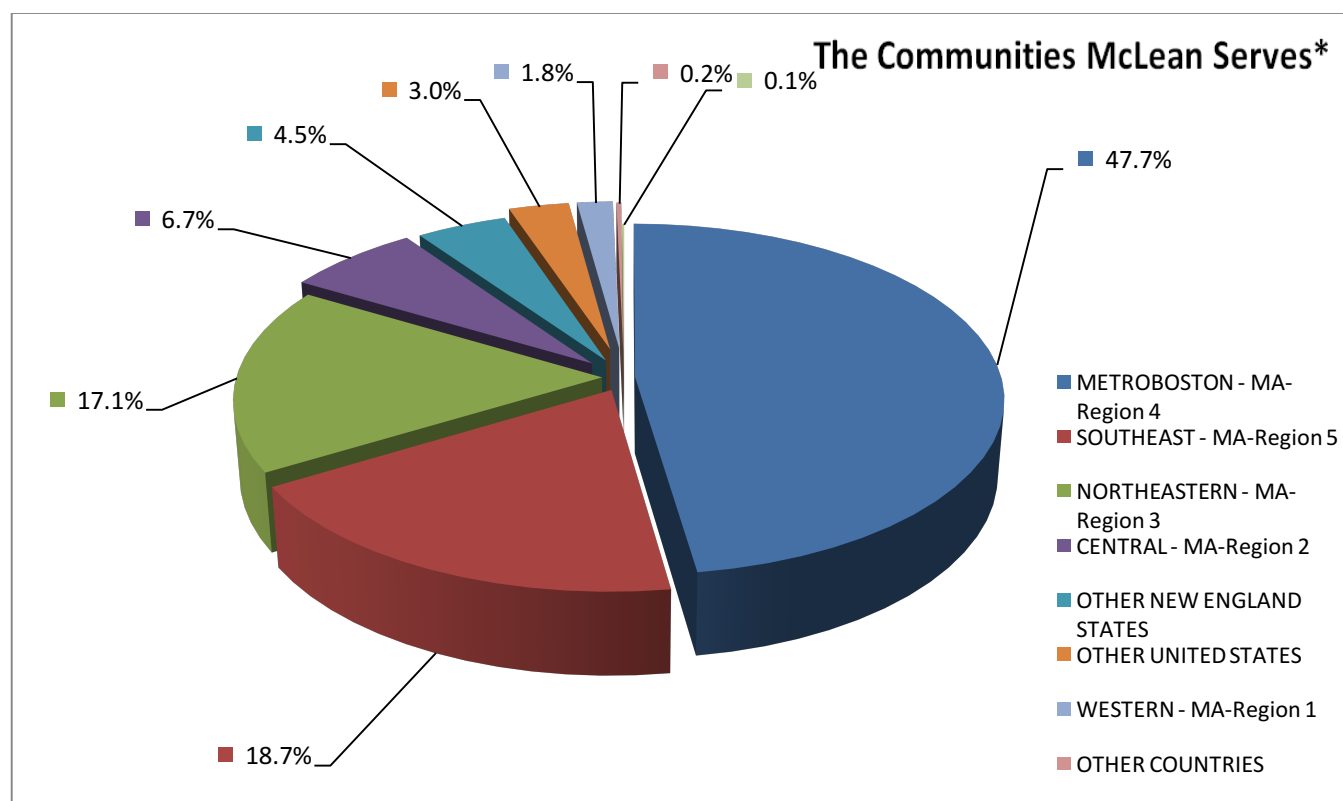
- Conduct ourselves with unwavering integrity;
- Demonstrate compassion and respect for our patients, their families and our colleagues;
- Foster an environment that embraces diversity and promotes teamwork;
- Achieve excellence and ever-better effectiveness and efficiency through innovation.

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.

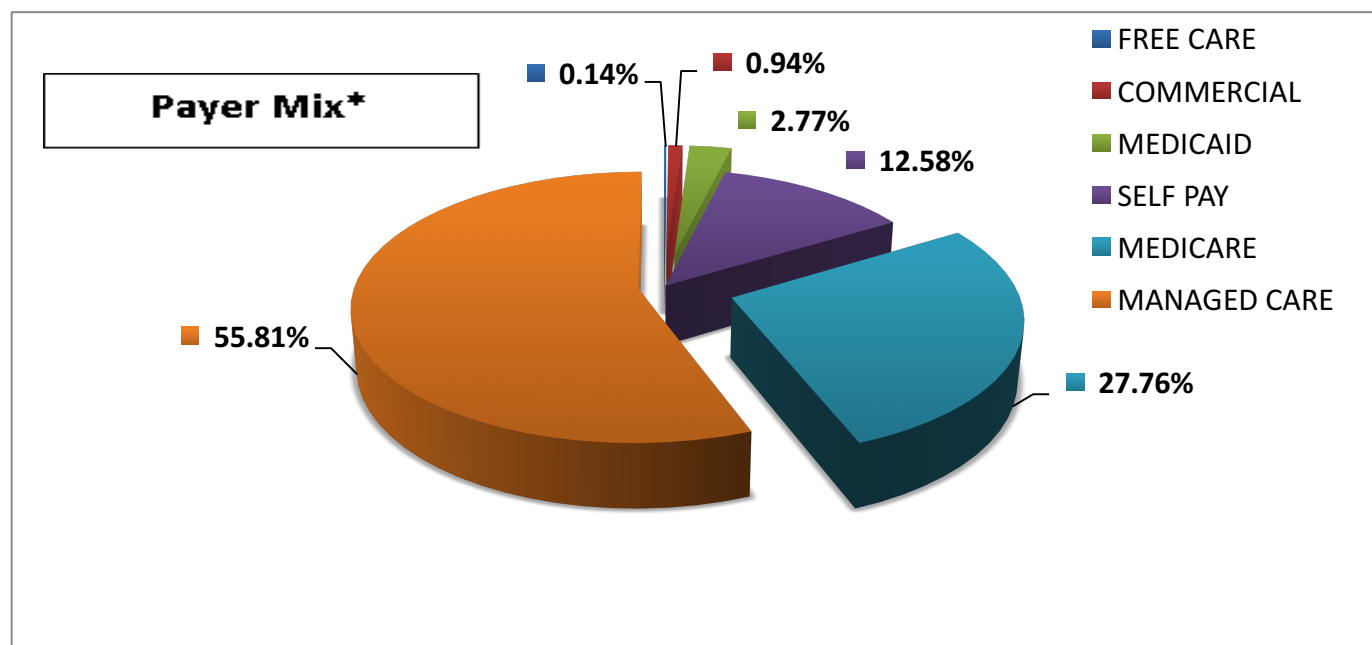


Data based on discharged inpatients, FY2015



Demographics		FY2015*	%
Age	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	5764	100%
Gender	Male	2639	46%
	Female	3124	54%
	Other	1	0%
		5764	100%
Race	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	5764	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

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
- 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.ⁱ
- 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.ⁱⁱ
- 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).ⁱⁱⁱ
- See inventory of Massachusetts-based mental health and substance abuse 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 abuse include:

- Mental health as a top community health concern with specific foci on depression, anxiety, stress and suicide.



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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). Partners HealthCare's filing of Form 990 on McLean's behalf will include the URL to this needs assessment on the McLean website.
- McLean's implementation strategy will be updated to address the prioritized needs identified in this assessment. It will be approved by the McLean Hospital Board of Trustees and made publicly available by February 15, 2017.

McLean's updated implementation strategy will focus 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
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- Providing community support and contributions

VII. 2013 Community Health Needs Assessment (CHNA): Annual Implementation Strategy Update

A. Service needs addressed by McLean

McLean leverages its specialized expertise and resources to focus on community needs related to **mental health, behavioral health and substance abuse**.

Priority	Actions
Expanding services to meet community needs	• Opened 31 new inpatient beds on McLean's Belmont campus in February 2016 • Working with CHNA 17 and other CHNAs within Massachusetts to fund mental and behavioral health projects in response to critical community needs • Expanded outpatient opioid treatment services • Offering psychoeducation group for loved ones of individuals with psychiatric illnesses
Improving community health through innovative programs	• Offering timely mental health consultation to pediatricians and school nurses in southeastern MA as they address the needs of their pediatric and adolescent patients with mental health challenges • Providing clinical and prevention services within the Boston Public School System • Helping college students with mental illness and adjustment issues live more productive lives • Providing mental health services to law enforcement and active duty personnel and emergency responders • Partnering with emergency departments at community hospitals to improve access to psychiatric care • Providing recovery-based services and activities that help people with mental illness live meaningfully in the community



Caring for uninsured and underinsured	• Helping uninsured patients and their families through the application process to receive public benefits • Providing care to patients awaiting state beds • Providing free care and absorbing bad debt • Providing scholarship for students at Arlington School and Pathways Academy and residents in McLean's residential programs
Strengthening mental health through education	• Developing educational programs for the public that enhance awareness of mental health issues and treatment availability • Providing continuing education for practicing mental health professionals • Providing training for high school and college students, student nurses and social work interns.
Providing community support and contributions	• Supporting consumer-to-consumer education and recovery community group dedicated to helping mental health consumers achieve full and healthy lives • Working closely with community groups on a wide range of patient care and advocacy issues • Providing financial support for community organizations

B. Annual implementation strategy update

1. Expanding services to meet community needs

In 2013, McLean received approval of its application to the Massachusetts Department of Public Health for a Determination of Need for the construction of an expansion to the Admissions Building to house **31 additional inpatient beds** on its Belmont campus. Opened in February 2016, these beds add capacity to the Psychotic Disorders Unit and the Short Term Unit which provides care to patients with a wide range of diagnostic needs including depression and anxiety.

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 Admission Building expansion.

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

McLean is working with CHNA 17 as well as other CHNAs and local towns and agencies

within Massachusetts to fund mental and behavioral health projects in response to critical community needs.

McLean's expanded **outpatient opioid treatment** clinic includes provision of Vivitrol (extended-release naltrexone) and buprenorphine, including outpatient inductions with buprenorphine.

The **Family Transitions Group** is a psycho-education and process group led by social workers that is available free of charge for families and loved ones of individuals who suffer from psychiatric illness. The Family Transitions Group allows caregivers and others in individuals' support systems a safe place to come weekly for guidance, education and strategies so they may better support their loved one who is struggling, while working to maintain their own physical and mental health. Participants include families and caregivers of current and past McLean patients as well as families and caregivers of people with psychiatric illness who receive care throughout Massachusetts and nearby states, addressing a crucial and previously unfilled need of the community.

2. **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. The following are 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.

Massachusetts Child Psychiatry Access Program (MCPAP) is a state-wide program that offers timely mental health consultation to primary care providers as they address the needs of their pediatric and adolescent patients with mental health challenges. McLean is piloting a new program to offer MCPAP consultation to a small group of school nurses in southeastern Massachusetts. Through MCPAP, psychiatrists and other mental health professionals provide pediatricians, and now school nurses, with clinical back-up that they need to provide quality mental health care in their own offices. When clinicians call MCPAP with a question about a patient, a team of experts promptly provides the information that they need. The school nurse pilot is intended to assist school nurses in early identification of children and parents who can benefit from a warm, familiar adult taking the time to address issues at home or at school that are having a negative impact on a child's mental health. This model is highlighted as a successful intervention to bring a much needed service to patients and families.



McLean in Public Schools - During the 2015-2016 academic year, McLean's PEAR Institute: Partnerships in Education and Resilience (PEAR) 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 the Mario Umana Academy in East Boston. Consulting and group intervention services were provided at the Sarah Greenwood K-8 School in Dorchester. Developed by McLean clinician Gil Noam, Ed.D., Ph.D., (Habil.), RALLY has provided services to middle school students and their families who come from neighborhoods throughout Boston since 1995. With a particular focus on resiliency building and early detection of mental health issues, RALLY "prevention practitioners" help reduce school drop-out rates with PEAR's proactive, non-stigmatizing approach that responds to student social-emotional and developmental needs. RALLY practitioners help schools identify their students' social-emotional needs through the administration of PEAR's Holistic Student Assessment (HSA) a student self-report tool. The HSA is given to students at the beginning of the school year and the results guide teachers and administrators in their efforts to know every child and plan targeted strategies and interventions. In addition to the HSA, students in RALLY received a variety of services, including one-on-one therapeutic mentorship, targeted groups focused on social-emotional growth, facilitated "Lunch Bunches," and classroom/school-wide support. RALLY practitioners also provided training and consultation for school efforts to support students and families with social-emotional issues. PEAR continues to refine the curriculum at the heart of RALLY to improve schools' capacity for system-building by embedding PEAR facilitators and assessment tools in their student support systems.

For the past four years, PEAR has also worked in several Boston public schools as part of a Boston After School and Beyond (BASB) initiative called Advancing Quality Partnerships (AQP). This initiative helps turnaround and high-need schools measure and document the quality of their program delivery and ability to transform the student learning experience through strategic partnerships. AQP provides support for school improvement strategies that integrate academics, social-emotional supports and expanded learning opportunities through school/community partnerships. This effort helps to align schools and partners around specific shared goals, create an evidence base upon which to focus improvements, and provide school leaders with insights into the value partners bring to their students.

Since 2010, PEAR has also brought its assessment tools, training and coaching to

Boston's expanding Summer Learning Project (SLP), a summer learning initiative funded by the City of Boston, the Boston Opportunity Agenda, the Wallace Foundation, and other key funders. Each program employs a different mix of time, location, enrichment, and staffing based on the specific needs and interests of their students. All are focused on the common goals of academic progress in math and language arts and improvement in specific social-emotional skills (critical thinking, perseverance, relationships, and self-regulation).

The PEAR Institute continues to work on a national level as well, through a partnership with City Year in which PEAR has trained the CityYear staff who manages the teams of AmeriCorps members that serve as tutors and mentors in public schools, many in Boston. PEAR has trained over 90 of these City Year managers in the Clover Framework, a model of youth development created by Dr. Noam that helps educators establish a common language around the essential elements youth need to develop, learn and thrive. This training program increases City Year managers' confidence and competence around youth developmental needs as they guide and train the teams that directly serve students.

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-patients, their families and their institutions of higher education to ensure the greatest probability of academic and personal success. CMHP regularly hosts college administrators and treaters on the McLean campus to discuss ongoing challenges in meeting the mental health needs of student-patients.

CMHP provides free education and consultation to Belmont High School by delivering a parent education workshop series on facilitating healthy transitions from high school to college.

In September 2016, CMHP will offer a free workshop about the mental health of elite student-athletes and young adults in high-profile positions for men and women's college and professional coaches as part of the Celtics coaches' retreat.

Law Enforcement, Active Duty, Emergency Responder (LEADER) Program – first responders are always quick to assist others, but are often among the last to seek help themselves. In 2014, McLean launched a program with the goal of changing that trend. Following the 2013 bombing at the Boston Marathon and subsequent manhunt,

McLean's leadership recognized the overwhelming need of first responders for mental health services. Working with the Boston Police Department and Emergency Medical Services, the National Guard and other regional law enforcement, McLean has drawn on the expertise of its trauma programs and developed the LEADER (Law Enforcement, Active Duty, Emergency Responder) Program, a specialized program that provides mental health services to men and women in uniform. Components of LEADER include inpatient care and a detoxification program, gender-specific residential and partial hospital care, outpatient trauma services and late-day and weekend support groups specifically for uniformed personnel.

McLean provides scholarships for services that are not covered by insurance.

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. Current partnerships include Sturdy Memorial Hospital in Attleboro and Beth Israel Deaconess Hospital in Plymouth. McLean clinicians provide care for individuals and families, averaging ~3,000 encounters annually.

Outreach to Older Adults - clinicians and clinical researchers in the McLean Geriatric Psychiatry Division provide educational programs for public audiences on topics such as healthy brain aging, recognition of the early signs of Alzheimer's disease and depression in later life. McLean Geriatric Psychiatry Division staff participates in the annual "Map Through the Maze" Program sponsored by the Alzheimer's Association that attracts over 800 participants including clinicians and family members. They also participate in the annual "Walk to End Alzheimer's Disease" held in Boston each fall.

Waverley Place, McLean's community-based support program, continues to provide recovery-based services and activities that help people with mental illness live meaningfully in the community. The program instills hope and reduces stigma within its own community and in the larger community through the inclusion of certified peer specialists and through promoting member-determined, staff-supported participation in meaningful community roles.



Waverley Place links educational and vocational pursuits by creating partnerships within the community, including Belmont Media Center, Belmont Car Wash, BenePLAN, Middlesex Community College, Association of People Supporting Employment First (APSE), One Stop Career Centers, Vocational MetroNorth Collaborative, Boston University Center for Psychiatric Rehabilitation and Massachusetts Rehabilitation Commission.

Waverley Place supports health and wellness and interest-based pursuits through various weekly outings and groups and partnerships with Waverley Oaks Athletic Club, Belmont Medical Supply, NAMI Walks and Belmont Victory Gardens. Most importantly, Waverley Place supports social connection through promoting mutual peer support from other community members and partnering with other agencies such as DMH's Peer Leadership Committee. Waverley members are also empowered to take on leadership roles within the program such as group facilitator.

The Waverley Place community provides skills and resources to self-advocate and reduce stigma through partnering with Massachusetts Psychiatric Rehabilitation Association and NAMI, facilitating shared decision-making workshops, trips to the State House, co-hosting an annual ceremony to honor those buried at the MetFern cemetery, fundraising through the support of Belmont Car Wash and facilitating PhotoVoice Workshops. PhotoVoice is a public health research process that gives cameras to people who have been disempowered to take photographs of their communities. Through group reflection, these photos are narrated with the goals of enabling people to record and reflect on their community strengths and concerns in regards to mental illness stigma and prejudice; to promote critical dialogue; and to promote awareness of possible solutions to policy makers. Waverley's PhotoVoice projects have been displayed at the Massachusetts State House, Belmont Art Gallery, Belmont Media Center, McLean Hospital and Boston University Center for Psychiatric Rehabilitation.

3. Caring for uninsured and underinsured

To the extent feasible, McLean Hospital is committed to providing access to quality care for all, regardless of an individual's ability to pay. McLean staff works actively with uninsured patients and their families, helping them through the application process to receive public benefits such as Medicare and Medicaid to which they are entitled. McLean provides care to patients awaiting state beds, provides free care and absorbs bad debt. McLean provides scholarship for students in the Arlington School and

Pathways Academy and for residents in the Appleton Residence and Child & Adolescent residential and outpatient programs. See chart on page 25.

4. Strengthening mental health through education

McLean's Office of Public Affairs and Communications works throughout the year to develop educational programs for the public that enhance awareness of mental health issues and treatment availability.

Educating the Community

The McLean Hospital **Speaker's Bureau** is a free service in which McLean works with organizations, including private businesses, schools, advocacy groups and government agencies to provide expert speakers on topics regarding mental health. In FY2016, more than 13 speakers have been provided to organizations throughout Massachusetts and New Hampshire. Topics ranged from teen depression and medical marijuana to mental illness affecting older adults. Our goal over the next two years is to expand the Speaker's Bureau by actively marketing the service through direct mail pieces to key regional businesses and schools and through an expanded page on the McLean Hospital website.

McLean Hospital has an active **media relations** department, receiving ~3,800 media requests annually. Much like the Speaker's Bureau, McLean's media relations team works directly with members of the press to provide timely and accurate information about mental health topics. In FY2016, McLean Hospital experts have been featured on CNN, in the New York Times, Wall Street Journal, Vice and BuzzFeed.

In addition to standard media outreach, McLean's Public Affairs team also participates in the annual **Blue Cross/Blue Shield Health Coverage Fellowship**. This program is designed to help newspaper, radio, television, and online reporters and editors do a better job covering critical health care issues. Each year, ten journalists are selected from across the country for an intensive nine days and nights of training. McLean Hospital hosts the reporters for a day, giving them exclusive access to our experts, as well as volunteers who discuss what it is like to have a psychiatric illness. Our goal over the next two years is to increase McLean's proactive media outreach in an effort to drive the mental health conversation on a regional, national and global level.



In FY2016, in an effort to increase public awareness about mental health and provide accurate information about mental illness, McLean Hospital has increased its activity on the **social media platforms** Facebook and Twitter. In the last year, McLean has hosted Twitter chats with experts and engaged in Facebook advertising campaigns in an effort to increase engagement and develop dialogue about mental health issues. To date, McLean has 34,000 followers on Facebook and 4,500 followers on Twitter.

In FY2016, McLean partnered with Screenings for Mental Health to offer free online mental health screenings as part of our **Depression Awareness campaign**. We promoted the screenings on our website homepage, via Twitter and Facebook. As a result, between September 30, 2015 and October 30, 2015, 162 mental health screenings were completed. Following each screening, if a person had a likelihood of depression or another mental illness, they were provided with a list of local resources for further evaluation. As a result of these efforts, McLean had some of the highest depression day screening numbers nationally, according to Screening for Mental Health, making us one of the top 10 online screening sites. In addition, McLean launched a social media campaign titled “Are you a mental health super hero,” where we asked people from around the world to tell us about their experience with psychiatric disorders. In conjunction with that campaign, more than 100 McLean staff participated in the annual American Foundation for Suicide Prevention Out of the Darkness Walk. As part of our efforts, staff from the hospital provided information about suicide prevention, as well as information about hospital programs.

In FY2016, McLean Hospital’s Office of Public Affairs and Communications has developed a national anti-stigma/public awareness campaign that includes partnerships with the AFSP, Project 375, and the IOCDF. The campaign is on target to launch in the first quarter of FY2017.

Our goal over the next two years is to increase engagement on social media and develop a national anti-stigma awareness campaign that leverages the expertise of McLean Hospital and other like-minded organizations.

Launched in July 2014, the **new McLean Hospital website** sees more than 50,000 visitors each month. McLean uses this popular platform to provide educational information about mental health topics in a variety of areas on the site, including the homepage, the news pages and a section dedicated to patient and family resources.

In addition, through its newly launched **blog** called “Advances in Mental Health,” McLean Hospital experts provide commentary on hot topics related to psychiatric illness, clinical care and research. For example, recent topics have included suicide, stress and opioid addiction. The focus of the blog is to be educational.

Each year, McLean Hospital partners with advocacy groups to **sponsor events** throughout the year in an effort to raise awareness around mental health issues. Among the organizations we work with are The Doug Flutie Foundation, The National Alliance for Mental Illness, the Alzheimer’s Association and the American Foundation for Suicide Prevention. Over the next couple of years, our goal is to build greater partnerships with national advocacy groups in an effort to develop large campaigns that will allow us to educate a greater number of individuals.

In FY2016, McLean Hospital partnered with local senior citizen centers and local colleges to offer free and confidential **mental health screenings**. McLean Hospital clinicians volunteered their time to consult and administer the screenings. These free events provide McLean Hospital clinicians an opportunity to educate, while also ensuring individuals who exhibit signs of depression, anxiety, substance abuse or other mental illness are given proper guidance on what to do to seek treatment.

In July 2015, McLean launched the **Borderline Personality Disorder Patient and Family Education Initiative** to provide interactive and on-demand resources to support individuals and families affected by Borderline Personality Disorder (BPD). High quality original psycho-educational webinars are offered monthly by McLean clinicians to equip family members with skills, knowledge, and confidence to support a loved one with Borderline Personality Disorder. Webinars are free and available to McLean families and the general public. All webinars are recorded and archived on the McLean website for free on-demand viewing. In the first year, live attendance totaled 844 participants and 6,576 viewings of the archived webinars.

In conjunction with New England Personality Disorder Association, McLean also 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.

Educating Professionals

Education is a vital component of McLean's mission. The goal of McLean's Continuing Education Department is to ensure that all types of practicing mental health professionals – physicians, psychologists, nurses, social workers and licensed counselors – are up-to-date on new research, medications, and evidence-based treatment to raise the bar on clinician competence, performance and patient outcomes.

McLean's Continuing Education programs continue to grow and attract broad audiences. Conferences offered in both 2016 and 2017 include:

- Addictions
- Mental Health and Education (for mental health clinicians and educators, administrators, counselors and nurses who work in educational settings from middle school through college)
- Attachment and Borderline Personality Disorder
- Coaching in Leadership and Healthcare
- Psychiatry

McLean offers reduced rates for conferences for trainees. Scholarships are provided, as feasible, to encourage mental health practitioners to attend.

The Continuing Education Department continues to sponsor Grand Rounds which serve the educational needs of McLean clinical staff and local clinicians and features local experts as well as renowned experts from outside McLean. Grand Rounds, offered from September to June each year on McLean's Belmont campus, are open to the public.

The department continues 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.

Educating Future Generations

Through McLean's Office of the Chief Academic Officer, 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.

McLean hosts ~80 **student visitors** and nearly 85 **academic credit students** annually. Since 2013, McLean has joined with Harvard University's Conte Center to host a group of students participating in Wintersession, a week-long program for undergraduate students outside of term time. Every other year going forward, ~25 Wintersession students come to McLean for a day-long introduction to neuroscience and mental health that includes 7 scientific seminars, a career panel and tours of the McLean Imaging Center and the Brain Bank. McLean also hosts students from Harvard Medical School's Office of Diversity, Inclusion and Community Partnership's Project Success program. Project Success places high school students – particularly under-represented minorities and disadvantaged Boston and Cambridge residents – in Harvard research sites for learning and career exploration experiences. In July 2016, 10 Project Success students spent an afternoon at McLean for an introduction to neuroscience and mental health through scientific seminars and tours of the McLean Imaging Center and the Brain Bank.

McLean actively partners with **schools of nursing** in eight of the local colleges and universities in the Boston area. Undergraduate students spend a semester on an inpatient unit with instructors from their schools. Additionally, graduate students are paired with advance practice nurses who mentor them and supervise their practice in a graduate role.

The Department of Social Work annually hosts upwards of 15 graduate level **social work students** to engage in their second year field placement. This is an experience that students find very challenging and the most salient experience in their social work education. The intensive field placement opportunity contributes to the fundamental skills and development of social work practitioners.

5. Community support and contribution

McLean provides space for the **Jonathan O. Cole, MD, Mental Health Consumer Resource Center**. The Cole Center is a consumer-to-consumer education and recovery community dedicated to helping mental health consumers achieve full and healthy lives. The Cole Center provides up-to-date educational materials, trainings, and media outreach to reduce stigma surrounding mental illness. The Center was founded, staffed and operated entirely by volunteer mental health consumers who have dealt successfully



with mental illness. It is a national model for other resource centers that share a consumer-run approach and close partnership with the psychiatric community. The Cole Center provides consultation in housing search information (HUD, group homes, co-ops, half and quarter way houses), health insurance, low cost medications, volunteer employment and legal advocacy and support.

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
- 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
- New England Society for Behavior Therapy
- North Central Dual Diagnosis Task Force
- Obsessive-Compulsive and Related Disorders Support Network
- Project 375
- 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

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Approved by McLean Board of Trustees on September 15, 2016

groups, including the times and locations at McLean where they meet, is posted on the hospital's website.

Belmont Community Contribution - McLean continues to actively support the activities of the Town of Belmont's Land Management Committee through active membership in the Committee. McLean is an active member 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.

Needs Not Addressed - McLean intends to leverage its specialized expertise and resources to focus on needs related to mental health, behavioral health and substance abuse. Accordingly, McLean will not be able to focus on other important community issues (e.g. transportation, crime and safety). McLean lacks the specialized expertise to address these issues and recognizes that other organizations, including Newton Wellesley Hospital and other Partners HealthCare affiliates, Mount Auburn Hospital, CHNA 17 are better suited to meet needs that McLean is not addressing.

- 6. 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, training and research that is unreimbursed.

Components of FY2015 Community Commitment

Free Care (at cost)	\$ 1.60 million
Bad Debt (at cost)	\$ 0.90 million
Government payers (at cost)	\$ 1.90 million
Unreimbursed expenses for Graduate Medical Education	\$ 3.50 million
Research Loss	\$ 5.89 million
Scholarship	\$ 0.08 million
Arlington School & Pathways Academy loss	\$ 1.10 million
Total	\$14.97 million

McLean Community Benefits Payments

McLean has committed \$622,950 (\$124,590/year for 5 years) in community payments associated with the Admission Building expansion.



McLean Donations to Community Organizations

McLean has provided over \$87,000 in contributions and sponsorships in FY15. See listing below for FY15. McLean will continue this level of support in FY16 and FY17.

Donations & Sponsorships (FY15)

- Alliance for Eating Disorders
- Alzheimer's Association (Massachusetts)
- American Academy of Child and Adolescent Psychiatry
- American Addiction Center
- American Foundation for Suicide Prevention
- Anxiety and Depression Association of America
- Ashburnham Police Association
- Asperger/Autism Network
- Belmont High School and Foundation for Belmont Education
- C4 Recovery Solutions
- Federation for Children with Special Needs
- Florida Psychiatric Society
- Flutie Foundation
- Foundations Recovery Network
- Franciscan Hospital for Children
- Healing Together Conference
- Health Law Advocates
- Henry Heywood Hospital
- Hynes Recovery Services
- Independent Educational Consultants Association
- International OCD Foundation
- Linehan Institution
- Massachusetts Association for Mental Health
- Massachusetts Coalition of Police
- Massachusetts Eating Disorders Association
- Middleborough Police
- National Alliance on Mental Illness (NAMI) of Massachusetts
- National Association of Addiction Treatment Providers
- National Association of Psychiatric Health Systems



- National Education Alliance for Borderline Personality Disorder (NEA-BPD)
- National Screening for Mental Health
- Nevada Psychiatric Association
- New York Society of Addiction Medicine
- North American Society for the Study of Personality Disorders
- Schwartz Center for Compassionate Healthcare
- South Shore Mental Health
- Yale University
- YMCA – Middleborough

This annual implementation strategy update was approved by the McLean Hospital Board of Trustees on September 15, 2016. It is prominently posted on the McLean website (www.mcleanhospital.org). Partners HealthCare's filing of Form 990 on McLean's behalf will include the URL to the implementation strategy annual update on the McLean website.

ⁱ Massachusetts Department of Public Health: State Health Plan: Behavioral Health (*December 2014*) slide 5

ⁱⁱ Massachusetts Department of Public Health: State Health Plan: Behavioral Health (*December 2014*) slide 6

ⁱⁱⁱ Massachusetts Department of Public Health opioid-related overdose data
<http://www.mass.gov/eohhs/gov/departments/dph/stop-addiction/current-statistics.html>