

McLean Hospital

Community Health Implementation Plan 2023-2025

*Approved
by McLean Board of Trustees
January 19, 2023*

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Executive Summary

I. Introduction

- In 2022, McLean Hospital conducted a Community Health Needs Assessment (CHNA) to inform community-based efforts as well as to adhere to requirements set by the Patient Protection and Affordable Care Act. This CHNA was reviewed and approved by McLean Board of Trustees on September 15, 2022 and [posted](#) on the McLean Hospital website.

II. Reference to CHNA

- The Community Health Implementation Plan (CHIP) is a road map to address community-identified public health challenges identified through the [Community Health Needs Assessment](#) (CHNA). This report is McLean's 2023-2025 CHIP.

III. Regional collaborations (if applicable)

- N/A

IV. Indicate target population

- As a freestanding psychiatric hospital within the Mass General Brigham integrated health care system, McLean Hospital's target population are people of all ages and their families affected by psychiatric illness and substance use disorders across eastern and central Massachusetts, including the CHNA17 service area and Middleborough.

V. Identify priority areas determined by CHNA

Priority areas identified in the 2022 CHNA include:

- Improving mental health access and capacity through innovative programs and better coordination
- Decreasing lengths of stay in hospital emergency departments and medical/surgical units for patients with mental/behavioral health needs
- Addressing the needs of underserved communities with residents predominately with marginalized identities
- Supporting schools as they support students and families
- Caring for uninsured and underinsured
- Strengthening behavioral health workforce to address access and quality
- Expanding public education and engagement to reduce stigma and promote mental health wellness and resiliency

VI. Describe primary focus of implementation strategy objectives

- a) Improve community mental health through development, refinement and optimization of innovative programs
- b) Decrease lengths of stay in hospital emergency departments and medical/surgical units for patients with mental/behavioral health needs
- c) Care for uninsured and underinsured
- d) Support K-12 schools as they support students and families
- e) Address needs of underserved communities with residents predominately with marginalized identities
- f) Strengthen behavioral health workforce to address access and quality
- g) Expand public education and engagement to reduce stigma and promote mental health wellness and resiliency

VII. Describe CHIP planning process

- McLean Hospital's senior leadership team has developed the Community Health Implementation Plan detailed below, informed by the CHNA conducted in 2022.

Priority Area Objectives

Over the next 3 years, McLean will leverage its specialized expertise and resources to focus on community needs related to mental health and behavioral health.

Implementation Strategies	Actions
Improve community mental health through development, refinement and optimization of innovative programs	• 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 and behavioral health challenges • Provide mental health services to law enforcement and active duty personnel and emergency responders • Provide recovery-based services and activities that help people with mental illness live meaningfully in the community • Help college students with mental illness and adjustment issues live more productive lives • Expand neurotherapeutics services
Decrease lengths of stay in hospital emergency departments and medical/surgical units for patients with mental/behavioral health needs	• Develop integrated approach to inpatient behavioral health bed-finding to reduce extended emergency department stays, speed access to inpatient care and ensure that patients of all ages are assigned beds best suited to address their needs.

Care for uninsured and underinsured	• Help uninsured patients and their families through the application process to receive public benefits • Provide care to patients awaiting state beds • Provide free care and absorb bad debt • Provide scholarship for students at Arlington School and Pathways Academy and patients in McLean’s residential programs and Program for Assertive Community Treatment (PACT)
Support K-12 schools as they support students and families	• Increase the number of schools/school districts served by the McLean School Consultation Service
Address the needs of underserved communities with residents predominately with marginalized identities	• Expand School Consultation Services to underserved communities. • Offer scholarship-based outpatient services to underserved secondary school and college students. • For students preparing to go to college, provide summer college transition immersive experience that includes virtual and in-person opportunities to develop skill areas related to emotional preparedness • Expand access to Program for Assertive Community Treatment (PACT) services through partnerships with community health clinics and faith-based programs. • Expand access to outpatient psychiatry services and dementia caregiver support for older adults and their families.

Strengthen behavioral health workforce to address access and quality	<i>Strengthening McLean workforce:</i> • Provide individualized consultation to clinical, research, and administrative programs around providing equitable and culturally humble care, policies, and practices • Disseminate educational materials around essential topics of diversity, equity, and inclusion for mental health providers • Develop training opportunities and rotations for trainees interested in providing culturally informed care to patients with minoritized identities <i>Strengthening workforce and workforce pipeline within and beyond McLean:</i> • Provide continuing education for practicing mental health professionals • Provide training for high school and college students, student nurses and social work interns • Develop, refine and sustain student visitor and mentoring programs for college undergraduate students with identities under-represented in medicine and science who are considering careers in mental and behavioral health.
Expand public education and engagement to reduce stigma and promote mental health wellness and resiliency	• Develop educational programs for the public that enhance awareness of mental health issues and treatment availability • Expand Deconstructing Stigma, a multi-site public awareness campaign to reduce stigma about mental illness • Provide public education programming focused on increasing understanding about mental illness and the importance of early intervention, as well as providing educational support for educators, parents, and providers.