McLEAN HOSPITAL

Introduction

McLean Hospital is a non-profit center for psychiatric and chemical dependency treatment, teaching and research founded in 1811. The hospital maintains the largest research program of any private psychiatric hospital in the world and is consistently ranked the nation’s top psychiatric hospital by *U.S. News & World Report*.

Mission Statement

The largest psychiatric clinical care, teaching and research affiliate of Harvard Medical School, McLean is committed to:

- Providing a full range of high-quality, cost-effective services to individuals of all backgrounds, their families and the community.

- Supporting basic and clinical research into the causes, treatments and prevention of mental illness.

- Training future generations of mental health professionals.

For nearly 195 years, McLean has taken very seriously its responsibility to provide programs and services that improve the health of the community. Even during today’s great financial challenges in health care, McLean remains true to that fundamental mission.

Expanding Services Meet Growing Need

In 2005, McLean staff treated more patients from diverse backgrounds in more settings than ever before, including a new satellite facility for children and adults at the Brockton VA, an expanded residence for women, an expanded treatment program for young women with eating disorders, and increased capacity at two of McLean’s specialty schools. Of the inpatient population, more than nine percent were Medicaid patients. While lengths of stay continue to decline, and are now in the range desired by the third party payers, admissions and available beds continue to increase, and a record number of patients were treated.

Networking with Community Resources

Discharge Planning

Discharge planning is an integral part of patient care at McLean. McLean clinicians work closely with dozens of outside providers and agencies to assure patients the best chance for continued support and success once they leave the hospital. To assist the hospital in this process and to garner feedback for improving care, McLean mails a one-page clinical service questionnaire to community treaters and referrers with the discharge summary. The
information is tabulated and distributed for discussion and action at several hospital committee meetings.

**Addressing Substance Abuse in the Suburbs**

McLean at Naukeag, located in Ashburnham, in North Central Massachusetts, was the first off-site treatment program developed by McLean Hospital. The facility is a partial hospital program, with a residential component, treating patients with addiction disorders as well as those with co-existing psychiatric illnesses. Naukeag is involved in the community by participating in the following organizations and activities:

- **The North Central Dual Diagnosis Task Force** works to increase awareness about dual diagnoses (mental health/substance abuse) and provide education to treatment providers and the community. The task force sponsors an annual training that is open to the community.

- **The Central Mass Substance Abuse Providers Association** meets monthly to share information among substance abuse treatment providers in Central Massachusetts. The Association continues to be a forum for discussion and information on items from legislative issues to program closings. As part of its outreach efforts, the Association provides two scholarships to the New England School of Addiction Studies. Association members have been active in the community issue of the citing of human service programs in Worcester County.

- **Naukeag is a member of the Ashburnham Business Council.**

- **Helping to recognize the 150th anniversary of the Ashburnham Fire Department, Naukeag supported a full-page display ad in the celebration booklet.**

- **McLean at Naukeag staffed an exhibit booth at the eighteenth Annual Cape Cod Symposium on Addictive Disorders in September 2005.**

**Partnering with the Museum of Science**

McLean continued its work as a research partner with the Museum of Science, under its Health Science Education Partnership, providing news, information and public speakers on psychiatry, psychology and the brain. With a total of seven research institutions actively involved in the partnership, the Museum is working to bring current medical research to the public in an understandable and engaging manner.

In February 2005, Bill Carlezon, PhD, director of McLean's Behavioral Genetics Laboratory, delivered a lecture on Ritalin and ADHD at the Museum. Carlezon, along with Susan Andersen, PhD, director of the Laboratory of Developmental Neuropharmacology, discovered that the long-term effects of Ritalin on children may cause depression later in life.

In April 2005, the Museum of Science hosted Women in Research Day attended by Fair Maclaren and Christine Konradi, PhD. Dr. Konradi spoke to a group of junior and senior high school girls about career opportunities for women in science.
McLean ‘Ambassadors’ Continue Work

McLean continued its work with members of its National Council, a select group of influential donors who serve as ambassadors-at-large to help disseminate the story of McLean to people in business, the media and to those who, over time, could increase the hospital’s base of support. In November 2005, the group held its fourth annual meeting, which was well attended and led to additional ideas for projects and outreach that will be pursued by council members. The group continues to add new members.

Community Participation

Community Groups Have Place at McLean

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 works closely with the following advocacy groups on a wide range of patient care and community issues:

- Alcoholics Anonymous
- AlAnon
- Friends of McLean Hospital
- Health Law Advocates
- Manic-Depressive and Depressive Association of Boston
- Massachusetts Eating Disorder Association
- McLean Personality Disorder Service
- Narcotics Anonymous
- NarAnon
- National Alliance for the Mentally Ill/Massachusetts
- New England Council of Child & Adolescent Psychiatry
- New England Personality Disorder Association
- New England Society for Behavior Therapy
- New England Society for the Treatment of Trauma and Dissociation
- Obsessive-Compulsive and Related Disorders Support Network
- Riverside Community Care
- SMART (Self Management and Recovery Training)
- South Shore Mental Health
- TriCity Mental Health and Retardation Center

McLean regularly opens its doors to 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.
**Friends of McLean**

The Friends of McLean Hospital is a hospital committee of volunteers involved in supporting projects that directly benefit patients, fighting the stigma of mental illness and educating the larger community about mental illness and mental health. In 2005, the Friends supported projects, including:
- The creation of a Patient Fitness and Recreation Center at McLean.
- The Priscilla Aikenhead Lecture, held annually during National Mental Illness Awareness Week, to raise awareness of mental illness.
- The purchase and wrapping of holiday gifts for all McLean inpatients.
- Scholarships for two graduating seniors at McLean’s Arlington School and Belmont High School.
- The Fall Fling, a reunion for current and former residents and staff of McLean’s adolescent acute residential treatment program.

**Manic Depressive and Depressive Association**

The Boston chapter of the Manic Depressive and Depressive Association (MDDA) is a nationally affiliated self-help organization located at McLean. McLean provides the MDDA with office space; MDDA, in turn, is available to McLean patients as a self-help and support system.

**Alcohol Screening Continues Success**

In April 2005, for the sixth consecutive year, McLean provided free and confidential alcohol screenings. Fourteen individuals who attended the screening were evaluated for alcohol disorders, with several being referred on for treatment. McLean’s Shelly Greenfield, MD, MPH, developed the national screening initiative, which reaches more than 30,000 people annually. She continues to serve as its scientific director.

**Evaluating Patient Care**

In addition to working with individuals and organizations outside McLean, the hospital has another valuable “sounding board” to evaluate and improve patient satisfaction and care. The Perceptions of Care (PoC) patient satisfaction survey, developed by McLean researchers, asks patients to rate the following aspects of their care at McLean:
- Their perception of the professional relationship they experienced with McLean staff.
- The quality of the communication and information provided to them.
- Their overall experience of the care and services they received, including coordination of care after discharge.

Since the PoC was incorporated into the hospital’s clinical care system in 1994, unit staff and leadership have used PoC results to review both hospital wide and unit-specific areas of strength and weakness. In addition, staff monitor survey results to insure they continue to score high in key areas, such as sensitivity toward patients.
Measuring Patient Outcomes

In 2005, McLean used and made available a new version of the Behavior and Symptom Identification Scale, called BASIS-24. BASIS-24 offers fewer and more simplified questions (24), decreased reading level, decreased redundancy of items, improved reliability and validity in measuring psychosis and substance abuse, improved multicultural sensitivity of items, and validation among heterogeneous groups of mental health and substance abuse service recipients. The latest results from FY2005 show that since BASIS-24 has been in use McLean inpatients have statistically shown improvement in all domains, within or better than JCAHO guidelines.

Reaching Out to Alumni

Through the establishment of the McLean Residency Alumni Association and the Irene Pierce Stiver Psychology Association, McLean Hospital began outreach efforts to generations of residents, internship and fellow graduates dispersed locally and around the world. This growing group of more than 1,000 graduates enables former trainees to keep updated on the hospital’s clinical, research and teaching progress and provides a venue for networking academically and professionally. Annual social events are held at major professional conventions and meeting sites.

Making International Connections

McLean Hospital International Psychiatric Society, a collegial membership network of eminent psychiatrists from around the globe, was established in 2005 to provide members information on recent scientific research developments in mental health, preferred access to the services of McLean Hospital, opportunities for discounted continuing education and numerous communications informing them about the latest advances in patient care. Members are eligible for onsite “visitorships” to observe their McLean colleagues in advanced clinical practice and to engage McLean specialists in clinical consultations for patients throughout the world.

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. In FY2005, McLean provided more than $500,000 in free care and almost $700,000 in uncollectible care, a total of $1.2 million worth of care for which there was no reimbursement to the hospital. More than $7.7 million worth of care was provided to Medicaid patients in FY2005. This care was inadequately reimbursed, resulting in a loss of $2.9 million.

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.
Strengthening the Health of Families through Education, Awareness and Employment

Contrary to popular belief, many psychiatric disorders, such as depression and anxiety, are highly treatable. However, many symptoms of these conditions go unrecognized and untreated, leaving millions of individuals to suffer in silence. A major goal at McLean is to increase the public’s awareness of mental illness and available services, and to train future generations of health care providers.

Mental Illness Awareness Week

During Mental Illness Awareness Week in October 2005, McLean held several community events aimed at heightening public awareness of psychiatric disorders.

- On October 2, a McLean-sponsored team, headed up by the Geriatric Psychiatry Program, walked to raise funds for the Alzheimer’s Association during the Alzheimer’s Association Memory Walk. McLean also served as corporate sponsor of this event.
- On October 5, McLean sponsored depression screenings for all adults. In addition, clinical members of the Geriatric Psychiatry Program hosted a well-attended depression screening for senior citizens at the Arlington Senior Resource Center.
- On October 20, more than 100 people attended the annual Priscilla Aikenhead Lecture, “Juiced and Jacked: Muscularity, Steroids and Body Image in Adolescent Boys,” presented by Roberto Olivardia, PhD, a clinical psychologist at McLean.
- On November 15, McLean sponsored a free dementia screening for older adults at the Belmont Senior Center.

Nursing Initiatives Designed to Recruit, Educate

- In February 2005, McLean hosted ten high school students from across the country to introduce psychiatric nursing as a career option. The students were participants in the National Youth Leadership Forum in Nursing. During the five-day experience, students had the opportunity to visit clinical sites, area colleges and attend elective seminars on the many opportunities for nurses.
- In 2005, McLean awarded four $1,500 scholarships to mental health specialists who are attending nursing school. Also in 2005, the first recipients of these nursing scholarships received their college degrees and have returned to McLean, now working as nurses.
- McLean continued its ongoing collaboration with Northeastern University School of Nursing to better link academia with clinical practice continues to be productive. Cynthia Dakin, RN, PhD, completed the data collection on the incidence of co-morbid medical illness experienced by McLean patients.
- McLean welcomed six nurses into a three-month program geared for new graduate nurses or for experienced nurses wishing to change clinical practice areas. The program featured educational seminars on the various diagnostic categories, group supervision and the opportunity to see different clinical services at McLean.
• McLean Senior Vice President for Patient Care Services Linda Flaherty, RN, facilitated a small-group discussion on analyzing adverse events, attended by more than 200 employees from throughout Partners HealthCare.
• Sandra Melius, RN, a McLean staff nurse acted as chairwoman of the Nicaragua Committee for the New England Conference of the United Methodist Church, a committee dedicated to addressing needed humanitarian aid for Nicaragua.

Speakers Bureau: Coming to a Town Near You

The McLean Hospital Speakers Bureau provides speakers on a variety of mental health-related topics free of charge to organizations, community groups, schools, hospitals and mental health centers throughout Massachusetts and in other areas of the country. In 2005, ten members of the McLean staff spoke in various communities throughout Massachusetts.

Marathon: McLean Clinicians Go the Distance

Members of McLean’s clinical staff volunteer their time as members of the Boston Marathon. Arthur Siegel, MD, chief of internal medicine, is the medical team leader for exercise-associated hyponatremia, which may be life threatening if not promptly diagnosed and immediately treated. Dr Siegel is co-author of an international Consensus Statement on this problem published in 2005. Jeffrey Brown, PsyD, leads a mental health team to deal with acute psychological symptoms at the finish line medical tent. While treating runners, these clinicians conduct timely research approved through the McLean Hospital IRB to enhance the safety of this sport.

McLean Walks for NAMI

More than 40 McLean staff stepped out on Saturday, May 14, 2005, as participants in the first annual mental illness awareness walk sponsored by the National Alliance for the Mentally Ill (NAMI) of Massachusetts. The team raised $1,200 in personal pledges. McLean also served as a corporate sponsor of this three-mile walk along Boston's Charles River.

Volunteer Opportunities

More than 75 people of all ages and backgrounds volunteered at McLean and the hospital’s Jonathan O. Cole MD Mental Health Consumer Resource Center during fiscal year 2005 in a variety of hospital programs and services.

McLean volunteers come from all walks of life and diverse backgrounds. While they have diverse backgrounds, McLean volunteers share one common attribute -they truly care about others and what is in the best interest of McLean’s mission.

Many McLean volunteers have become mental health workers, have gone on to graduate school, have become professionals and subsequently, have returned to McLean to make further contributions as clinical staff members. Others, through their volunteer experience at
McLean, have gained the confidence and stability to secure jobs outside of the hospital, while at the same time, forming close and long-lasting relationships with McLean staff.

**Employment**

McLean Hospital employs nearly 100 Belmont residents, making the hospital the largest private employer in the town. Additionally, there are approximately 1,100 full time equivalent employees, equaling more than 1,600 individuals working at McLean, supporting the clinical, academic and research mission of the hospital.

**Education**

- McLean’s president *emeritus*, Bruce Cohen, MD, PhD, served as a scientific advisor on the new Partners-produced IMAX format film, “Wired to Win: Surviving the Tour de France,” which had its worldwide premiere at Boston’s Museum of Science in December.
- The newly redesigned McLean web site, which provides general mental health information to the community, received a bronze Omni Intermedia Award for outstanding production, design and content. The site also received a Midas Award, an international advertising and marketing competition.
- McLean’s continuing education programs grew and attracted broader audiences. Notably:
  - The three-day workshop, “Psychiatry in 2005,” co-sponsored by Harvard Medical School, was successfully presented with the largest attendance (250) to date for this annual event.
  - The McLean Department of Postgraduate and Continuing Education, in conjunction with the Psychopharmacology Service, continued to sponsor grand rounds every week during the academic year. This program serves the educational needs of McLean clinical staff and features local experts as well as presenters from around the world.
  - The Department co-sponsored a two-day conference on borderline personality disorder with the National Education Alliance for Borderline Personality Disorder, bringing together more than 200 clinicians and consumers to discuss this important disorder.
  - A geriatric psychiatry lecture series was presented for regional nursing home clinicians and administrators to educate them on a variety of mental health topics affecting nursing home residents.
  - The Department also helped coordinate McLean Hospital faculty involvement in national meetings, such as the American Psychiatric Association annual meeting and the Institute on Psychiatric Services.
- In September 2005, the McLean Hospital Continuing Education Department launched a free conference series on long-term mental health issues in the elderly. The series was designed to help long-term care providers optimize health and independence in their elderly patients, as well as to equip providers with a better understanding of interventions that work.
• In May 2005, McLean was well represented during the annual meeting of the American Psychiatric Association (APA) held in Atlanta. Numerous hospital clinicians participated in or led various APA symposia, lectures and seminars and helped staff an exhibit booth, which drew nearly 1,000 visitors. McLean also hosted a successful dinner reception and talk that was attended by 80 clinicians from around the globe.

• McLean researchers Paul Ardayifo, Yolanda Black, PhD, Melissa Chu and Marcuss Delatte, PhD, volunteered as teachers for the Citizen Schools, a nationwide network of apprenticeship programs for youth that collect middle-school students with adult volunteers. Each Saturday for ten weeks, the volunteers taught twelve Boston-area eighth-graders about science at a Dorchester community center.

• For the past five years, Colgate University undergraduates have served as summer volunteers at several of McLean’s child/adolescent programs. These are internship experiences that help the students determine whether they want to pursue careers in child mental health care and/or education. They have worked in Camp New Connections (McLean’s summer day camp for students with Asperger's disorder), in Pathways Academy and at our McLean-Franciscan inpatient unit.

People at McLean

• Bruce Price, MD, chief of Neurology, was appointed team physician for the Boston Lobsters, a World Professional Team Tennis League, and served as a neurologic consultant to the Boston Red Sox and New England Patriots. Dr. Price also traveled to Louisiana with the Harvard University-Southern University Hurricane Katrina Collaborative Relief Effort.

• Harrison Pope, MD, director of the Biological Psychiatry Laboratory, testified before the U.S. Congress on anabolic steroid abuse, during hearings conducted by the House Government Reform Committee in June. Dr. Pope also served as an advisor to the Federal Sentencing Commission with regard to revising penalties for illicit anabolic androgenic steroid trafficking.

• Richard Silva, provider relations manager, received the Outstanding Professional in the Private Sector Award from the National Alliance for the Mentally Ill (NAMI) Plymouth, Mass. chapter.

• McLean’s president emeritus, Bruce Cohen, MD, PhD, was named NAMI/Mass. Psychiatrist of the Year and the Outstanding Professional Volunteer of the Year by the Manic Depressive and Depressive Association Boston. He also received an award from the Jonathan O. Cole Mental Health Consumer Resource Center for his years of support of psychiatric patients.

• Francine Benes, MD, PhD, director of McLean's Laboratory for Structural Neuroscience and the Harvard Brain Tissue Resource Center, served on the board of directors of the Walden Pond Reservation Trust in Concord. This advisory group reports to the director of the Massachusetts Department of Environmental Management on preservation of wildlife and visitor experience. The board’s work has an impact on the mental health of all those who have the good fortune to visit Walden Pond.

• William Pollack, PhD, director of the Center for Men and Young Men, visited the state attorney general’s office to discuss the Safe Schools Initiative Pilot Project, a partnership
among the state and more than 50 individuals and organizations striving to address and prevent harassment, bullying, discrimination, retaliation and hate crimes in schools.

- Cynthia Dorsey, PhD, and Scott Lukas, PhD, were two of only three American scientists to have been invited to present a special symposium on “Innovations in the Neurobiology of Addiction” in Caracas, Venezuela.
- Ole Isacson, MD, director of the Neuroregeneration Laboratory at McLean, was named to the scientific advisory board for the Michael J. Fox Foundation (MJFF) for Parkinson’s Research. As part of the scientific advisory board, Isacson will provide advice and suggestions for the direction of MJFF’s scientific and medical research programs.
- Members of the Klarman Eating Disorders Center clinical staff hosted a meeting at McLean for Mass. Rep. Kay Kahn (Newton), her legislative staff, attorneys from Health Law Advocates and family advocates to address barriers to insurance coverage for patients seeking treatment for eating disorders.
- Kay Scott, RN, and Joseph Kebartas, a mental health specialist, traveled to Auckland, New Zealand, where they joined nearly 200 people in building five houses over an eight-day period as part of Habitat for Humanity’s Global Village Program.
- Gail Tsimprea, PhD, served as co-chair for the Fenway Community Health annual dinner party. The organization provides care to the under-served and underinsured, including primary health care, specialty care, mental health and addictions services, health promotion, violence prevention and recovery, and family and parenting services.

**McLean Reaches Out**

- Thanks to the overwhelming generosity of the McLean community, a November 2005 food drive organized by the McLean Employee Activities Committee collected 320 pounds of food for the Greater Boston Food Bank, which helped make 246 meals for needy families.
- On August 16, 2005, 41 McLean employees took time out of their busy day to donate blood at the Massachusetts General Hospital Blood Mobile.
- McLean launched its annual United Way campaign in October 2005, encouraging employees to support the United Way of Massachusetts Bay.
- Patients at the Klarman Eating Disorders Center knitted and sold hats, scarves and cell phone holders to benefit the American Cancer Society. In January 2005, Klarman patients sold numerous hand-knitted wares, raising money for the Tsunami Relief Fund.
- Boston Red Sox CEO and President Larry Lucchino and his wife Stacey hosted an event benefiting McLean’s PEAR program (Partnership, Emotional Resilience, All-day engaged learning, and Research in action), which connects schools, after-school programs, and mental health services to ensure the healthy development and academic success of young people in Boston and around the country. Gil Noam, EdD, PhD, who is also director of the Developmental Psychology and Biopsychiatry Research Program at McLean, is the founder and director of PEAR.
Hurricane Katrina Relief

- Three McLean physicians, Bruce Price, MD, chief of Neurology, Michael Jenike, MD, medical director of the Obsessive Compulsive Disorders Institute, and Timothy Benson, MD, a clinical research fellow in the Alcohol and Drug Abuse Treatment Program, traveled to Baton Rouge, LA. in mid-September as part of a 14-member relief team from Harvard. The team brought down six large crates filled with $20,000 in medical supplies that had been donated by Boston-area hospitals. Once in Baton Rouge, the team was deployed to local churches and civic centers, seeing more than 2,000 evacuees in a two-day period.
- Carryl Navalta, PhD, a child psychologist in the Developmental Biopsychiatry Program and Child Outpatient program, volunteered with the American Red Cross to offer psychological first aid to evacuees in Alabama and Mississippi.
- Students from McLean’s Arlington School held a bake sale with $230 in proceeds being donated to the American Red Cross Hurricane Relief Fund.
- Patients at the Klarman Eating Disorders Center sold hand-knitted items, such as scarves and hats, raising money for the Red Cross.
- Thanks to the generosity of countless members of the McLean community, the hospital collected more than $1,200 in new donated clothing and miscellaneous necessities for evacuees in Louisiana and Mississippi. The McLean drive was part of Boston Mayor Thomas Menino’s “Bundles from Boston” campaign.

Waverley Place

Staff from the Waverley Place psychiatric rehabilitation program are using a new software program to track nearly every activity and interaction they have with their clients. The goal of this research is to gauge the program’s effectiveness and its potential to be replicated in other areas of the state and country.

The Waverley Place horticulture program grew this year with the construction of a new greenhouse and renovation of the interior of the existing greenhouse. Members of Waverley Place operate the greenhouse as a fully operational business, from the growing of the plants, to marketing and sales. Revenue earned from sales goes back into keeping the program running, and the skills members receive help them to successfully reintegrate back into the workforce.

Center Provides Many Resources for Consumers, Families

Named after a long-time McLean clinician, the Jonathan O. Cole Mental Health Consumer Resource Center is the nation’s first mental health information center to be run for and by consumers of mental health services. Located in office space donated by McLean, the Center stocks an extensive array of free resource materials, such as reference books, journal articles, brochures, videos, etc., on all types of psychiatric disorders, medications, health insurance, and self-help resources.
Staff members also offer assistance to consumers and families, and consult to a variety of businesses on the appropriate handling of mental illness in the workplace and other related topics. They conduct peer groups on the hospital’s units where former patients hold discussions with current patients about hospitalization, medication and life after hospitalization.

The Center actively collaborates with other organizations of similar mission to expand the scope of its operations in the mental health consumer community. Its relationship with Resource Partnership continues to help people with psychiatric illness find employment.

Through its “Cole to Teen Education Project,” the Center matches current or recent teen inpatients at McLean with mentors who assist them in their daily life and help them become involved in the center’s activities. The initiative was designed to help adolescents build healthy relationships during and after their hospitalization.

Cole Center clients can now purchase a greeting card or telephone calling card or research a new medication, with just a few taps on a computer screen. The kiosk, with technology that makes these and other conveniences possible, costs users 20 cents a minute with a share of the proceeds going directly to the center. The service has proven a great assistance to McLean patients who are unable to leave the hospital’s grounds.

In January 2005, the Cole Center launched a fundraising campaign, selling handmade Swavorski crystal bracelets to benefit the center’s programs. The first leg of the campaign resulted in close to $2,000 in donations.

Also this year, the Cole Center was honored by Eli Lilly and Company with a Reintegration Award for its pioneering work in mental health advocacy.

**New Health and Fitness Center**

McLean opened its new Patient Fitness and Recreation Center on October 2005. Located in the Recreation Building, the Fitness Center was established through private donations and is designed specifically for McLean inpatients, residential patients, partial hospital patients and students from the hospital’s school programs.

**Improving Community Health through New Programs**

Improving community health is a natural extension of McLean’s tripartite mission of clinical care, research and teaching, and its long-standing commitment to those with mental illness. Following are some examples of how McLean is continuously working to serve the community in ways that have a favorable impact on the daily lives of community residents.
**Expanding Services in Brockton**

- McLean SouthEast in Brockton is now represented at the Southeast Massachusetts Homeless Action Group (SEMHAG). SEMHAG covers a region of 29 communities in Southeastern Massachusetts with a population of more than 500,000. Its mission is to address homelessness issues by planning and implementing strategies for individuals and families. Some of the current goals include creating a safe haven project in Plymouth, developing a driver training program and recruiting volunteers to assist with a street census to give a better accounting of the area’s homelessness problem.
- The Plymouth Area Mental Health Alliance Committee (PAMHAC), of which McLean SouthEast is a member, has incorporated and was granted non-profit status by the Internal Revenue Service. PAMHAC’s mission is to educate the community and increase awareness about mental health issues through a speakers bureau and attendance at various events and activities.
- McLean continues its work in helping to provide expanded training to police officers in Southeastern Massachusetts communities, as well as the regional police academy located in the Plymouth area, aimed at increasing awareness of individuals with mental illness and educating law enforcement officers on how to manage mentally ill individuals in their custody.

**Teaming Up with Brockton Schools and DYS**

McLean established the Brockton Public Schools Therapeutic Support Program to provide assistance to 150 students with psychiatric and other emotional challenges that are jeopardizing their capacity to learn. The program, under the direction of McLean’s Child and Adolescent Psychiatry Program Clinical Director Joseph Gold, MD, helps students and their families to stay together and to avoid having the child/adolescent sent away to a residential school.

In collaboration with Children's Hospital of Boston, and with the support of the Sidney A. Swensrud Foundation, McLean Hospital's child and adolescent program leadership edited and produced *An Adolescent Mental Health & Wellness Curriculum: A Starter Kit for Schools*, a curriculum intended to provide didactic and lesson plan material for high school faculty and students on key mental health topics. Depression, stress, and substance abuse are featured areas. In April 2005, the authors and editors presented a continuing education "train-the-trainers" conference at McLean for public and independent school personnel on the implementation of this curriculum. The conference was well received by the 80 educators and school counselors in attendance.

The Child and Adolescent Psychiatry Program also provided consultation to the Massachusetts Department of Youth Services (DYS) after the suicides of two adolescents in the Metro Detention Center in Dorchester. McLean’s team of two child psychiatrists and two child psychologists, collectively experienced in both mental health and correctional/forensic settings, provided many recommendations immediately put into place by DYS to help prevent further suicides.
New ER Pact with Winchester Hospital

McLean Hospital forged a relationship with Winchester Hospital, a 200-bed acute medical/surgical hospital serving the Metro North area, to provide psychiatric evaluations for patients arriving in crisis at Winchester Hospital’s emergency room, as well as psychiatric consultation services for inpatients. A similar successful arrangement has existed between McLean and Jordan Hospital in Plymouth for the past five years.

Caring for Vulnerable Populations

The Developmental Disabilities (DD) Program at McLean works closely with the Massachusetts Department of Mental Retardation (DMR) to facilitate appropriate mental health treatment for clients with mental retardation in McLean’s specialized partial hospital setting. The DD partial hospital also treats individuals with limited cognitive functioning who may not be eligible for DMR services and mentally retarded citizens who have never been clients of the DMR, but who come to McLean through the community at large. In addition, DD program staff work closely, via consultation, with the McLean inpatient units and ambulatory services to provide assistance to any individual with a diagnosis of mental retardation, their families, outside treaters and provider agencies. This assistance can also include an opportunity for McLean inpatients and appropriate individuals from the community to participate as visitors in DD Partial Hospital treatment modalities on a limited basis. Program staff members reach out to the community through a number of venues:

- Weekly meetings and consultations to DMR staff to facilitate referrals to McLean programs and to ensure a continuum of care model for adults with mental retardation.
- Membership on the DMR Mental Health Advisory Committee.
- Membership on human rights committees of community agencies that provide support and services to individuals with mental retardation.
- Specialized outpatient clinical psychiatric services at community mental health centers.
- Consultation and liaison services to patients, families and providers that support optimal utilization of available community resources.
- Advocacy and consultative support to several community initiatives of ARC (Association of Retarded Citizens) of Massachusetts, including the ARC 50th anniversary celebration.
- Lectures in the community on topics related to appropriate mental health diagnosis and treatment of patients with mental retardation, including:
  - McLean Hospital Grand Rounds presentation by the National Spokesperson for the National Association on Fetal Alcohol Syndrome (NOFAS)
  - Half-day community conference offered by the DD program at McLean Hospital entitles, “The Bio-Behavior Interface: The Influence of Genetic and Acquired Causes of Mental Retardation on the Development of Mental Retardation,”
  - TILL Mental Health Center lecture, “STOP-THINK-RELAX: Practical Applications of a Self-Control Technique in Individuals with Developmental Disabilities”
  - Jonathan O. Cole Mental Health Consumer Resource Center lecture, “Multi-modal Assessment and Treatment in Mental Retardation”
• New York City Department of Mental Health and Hygiene lecture, “Partial Hospitalization: A Model for Psychiatric Treatment of Individuals with Intellectual Disability”
• University of Cincinnati and the Ohio State Psychiatric Association Annual Psychopharmacology Update lecture, “Psychopharmacology of Psychiatric Disorders in Individuals with Mental Retardation”

**Assisting Elders with Alzheimer’s**

McLean clinicians in the Geriatric Psychiatry Program volunteer their time to the Alzheimer's Association to address community and professional groups, increasing recognition and effective management of individuals with dementia.

In 2005, talks included presentations at the Alzheimer’s Association annual “Map through the Maze” conference at the Massachusetts Council on Aging conference.

McLean hosted a well-attended depression screening for senior citizens at the Arlington Senior Resource Center in October, as well as a dementia screening for older adults at the Belmont Senior Center in November.

**Land Transfer to Belmont**

In June and July 2005, under its Land Development Plan with the Town of Belmont, McLean transferred to Belmont leaders a 13.9-acre parcel for an active town cemetery, an open space parcel of 78.47 acres, which is protected under a permanent Conservation Restriction, and 1.34 acres for affordable housing.

**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 FY2005 Community Commitment (in $ Millions)**

*Compiled According to a Broader Definition*

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<tr>
<td>Unreimbursed Expenses for Graduate Medical Education</td>
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</tr>
<tr>
<td>Linkage/In Lieu/Tax Payments</td>
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</tr>
<tr>
<td>Total Broader Definition</td>
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</tr>
</tbody>
</table>
If McLean’s societal contribution is compared to total patient care-related expenses, the hospital’s contribution to the community represented nearly eight percent of expenses in FY2005.

**Contact Information**

For questions about this report, or for more information about McLean Hospital’s community benefit activities, please contact:

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