

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 more than 190 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 2004, McLean staff treated more patients from more diverse backgrounds and 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 9 percent were Medicaid patients.

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 with every patient's discharge summary. The information is tabulated and distributed for discussion and action at several hospital committee meetings.

Lt. Governor Visits McLean

Massachusetts Lt. Governor Kerry Healey paid separate visits to McLean in 2004: On one occasion, she discussed the status of state mental health programs, particularly those for adolescents and those that focus on the prevention and treatment of substance abuse. During another visit, she met with McLean President and Psychiatrist in Chief Bruce M. Cohen, MD, PhD, and researchers Jack Mendelson, MD, and Nancy Mello, PhD, to discuss innovative alcohol abuse screening programs for youth in the criminal justice system.

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:

- The North Central Dual Diagnosis Task Force works to increase awareness about dual diagnosis (mental health/substance abuse) and provide education to treatment providers and the community. This past year the task force presented a successful training on Domestic Violence.
- 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. Two noteworthy events this year include the annual meeting, at which guest speaker Michael Bottatcelli, newly appointed director of substance abuse services, shared his vision for the future, and the association's awarding of two scholarships to the New England School of Addiction Studies.
- McLean at Naukeag participated in the Ashburnham Town Fair Day, where it distributed a wide variety of educational materials on substance abuse.
- In conjunction with the Henry Heywood Hospital and North Central Human Services, Naukeag staff participated in a community presentation on alcohol abuse and available treatment in the area. Thomas Keene, a case manager from Naukeag, presented a talk titled, "Looking at One's Relationship with Drugs and Alcohol."
- McLean at Naukeag staffed an exhibit booth at the 17th Annual Cape Cod Symposium on Addictive Disorders.
- McLean at Naukeag collaborated with Mount Wachusett Community College and Antioch New England Graduate School in 2004 to provide internships for students in human services programs.

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.

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 October 2004, the group held its third 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.

Redesigned Web is More Informative, User-Friendly

McLean launched a newly designed web site in early 2004 (www.mclean.harvard.edu), which provided significantly improved navigation and expanded features. The web site has become a very useful educational tool for the hospital and captures more than 48,000 visits per month. (Visits are an estimated number of individuals who visit the site.) One of the highlights of the new site is a virtual tour of McLean, enabling people from around the world to “visit” the hospital without leaving their homes or offices.

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.

McLean also allows the public free access to the open space on its campus. The hospital maintains this open space at its own expense, at no cost to the Town of Belmont. Current land-development plans at McLean provide for a significant amount of permanent untouched open space for the hospital and community to continue to enjoy. For years, the land has been used recreationally by community residents for biking, jogging, walking and enjoying nature.

Friends of McLean

The Friends of McLean Hospital is an organization of volunteers involved in fighting the stigma of mental illness and educating the larger community about mental illness and mental health. Friends volunteer both in the community and at the hospital. In 2004, the Friends supported projects, including:

- 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 2004, for the fifth 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.

Chamber of Commerce Elects New Board Member

Michele L. Gougeon, executive vice president and chief operating officer for McLean, was elected to a three-year term on the Board of Directors of the Watertown-Belmont Chamber of Commerce beginning in January 2004.

Preserving Walden Pond

Francine Benes, MD, PhD, was named co-chairman of 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, regarding 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.

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 hospitalwide 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

McLean Hospital has continued to make the Behavior and Symptom Identification Scale (BASIS-32) available to mental health providers throughout the United States and the world. The 32-item questionnaire is designed to assess treatment outcomes by measuring symptoms and functional difficulties experienced by mental health consumers. The survey is used in more than 600 locations worldwide and is accepted by the Joint Commission for accreditation purposes in connection with the ORYX[®] initiative.

In 2004, McLean began using and is now making available a new version of the Behavior and Symptom Identification Scale, called BASIS-24. Research for the BASIS-24 resulted in 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.

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.

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 FY2004, McLean provided more than \$800,000 in free care and \$1.2 million in uncollectible care, a total of \$2 million worth of care for which there was no reimbursement to the hospital. More than \$7 million worth of care was provided to more than 700 Medicaid patients in FY2004. This care was inadequately reimbursed, resulting in a loss of \$2.7 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 2004, McLean held several community events aimed at heightening public awareness of psychiatric disorders.

- On Saturday, Oct. 2, more than 300 people participated in the 5K Mental Health Run in Plymouth, an event coordinated by Richard Silva of McLean SouthEast. To date, runners have raised more than \$50,000, the proceeds of which are awarded as grants to local non-profit agencies on the South Shore and Cape Cod that work with the mentally ill.
- On Sunday, Oct. 3, 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 Thursday, Oct. 7, more than 100 people attended the annual Priscilla Aikenhead Lecture, "Practical Management of Insomnia and Other Sleep Disorders in Psychiatric Patients," presented by Cynthia Dorsey, PhD, director of the Sleep Research Laboratory at McLean.
- On Thursday, Oct. 7, McLean sponsored free 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.

Nursing Initiatives Designed to Recruit, Educate

- In February 2004, McLean hosted 10 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, five days of elective seminars highlighting various nursing areas.
- McLean continued its ongoing collaboration with Northeastern University School of Nursing to better link academia with clinical practice continues to be productive.
- The Nursing Department facilitated an internship in nursing and public policy for a student in the PhD program at the University of Massachusetts Boston, whose area of interest is in patient safety in psychiatric settings. This was the first time McLean has provided such an experience for a PhD student.
- McLean welcomed four 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 proactive communication, attended by more than 200 employees from throughout Partners HealthCare.

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 2004, 12 McLean staff spoke in various communities throughout Massachusetts.

McLean Signs Petition to Amend Mental Health Parity Act

McLean Hospital participated on a task force to draft a petition to the Commissioner of Mental Health to designate eating disorders as biologically based illnesses under the Massachusetts Mental Health Parity Act, Chapter 80 of the Acts of 2000. The purpose of the Mental Health Parity Legislation (MHPL) is to ensure that severe mental illnesses receive insurance coverage on par with that provided for physical illnesses. The petition was submitted to the Commissioners of Mental Health and Insurance requesting that the Massachusetts Department of Mental Health develop standards to expand the list of biologically based psychiatric disorders covered by the MHPL and that eating disorders should be accorded full parity under the MHPL. A process to respond to the petition is moving forward within DMH.

Marathon MDs Go the Distance

Members of McLean's clinical staff volunteer their time to participate as members of the Boston Marathon Medical Team. While treating runners, these clinicians also conduct much-needed research on the affects of running on the body. In addition, they work on education and prevention of over hydration, a potentially lethal side effect of marathon running. Taking the lead in this effort was McLean's Arthur Siegel, MD, a featured speaker during the American Medical Athletic Association's Sports Medicine Symposium at the October 2004 Marine Corps Marathon. Siegel was also invited to speak before the Lake Placid Sports Medicine Society, held during the Ironman Triathlon championship.

McLean Walks for NAMI

McLean staff stepped out on Saturday, May 22, 2004, as participants in the first annual mental illness awareness walk sponsored by the National Alliance for the Mentally Ill (NAMI) of Massachusetts. McLean also served as a corporate sponsor of this three-mile walk along Boston's Charles River.

Radio Program Reaches Millions

Nationally syndicated radio personality Doug Stephan took his show on the road in December 2004, broadcasting a live, five-hour program from McLean Hospital, aimed at raising awareness of psychiatric disorders.

“Good Day USA,” heard by approximately two million people nationwide, featured interviews with more than 20 McLean clinicians, researchers, and consumers about the hospital’s pivotal work treating psychiatric illness. Topics included mood disorders, eating disorders, borderline personality disorder, psychosis, obsessive compulsive disorder, dementia, substance abuse and advances in brain imaging and genetics.

Donation Supports Budding Scientists

McLean donated funds to purchase science equipment for the Friends of Science, an initiative of the Belmont Public School’s Science Department and the Belmont Foundation for Education. The equipment purchased, an audiovisual “smart cart,” contained an LCD projector, a DVD/VCR machine, laptop computer, a wireless keyboard and mouse, a self-powered set of speakers and the cart itself. The equipment has allowed students to view and better understand today’s science concepts.

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 FY ’04 in areas such as patient care, research and administrative services.

McLean volunteers come from all walks of life — some are former patients, some are high school students hoping to make a difference in the lives of patients and their families, and some are postgraduates furthering their careers in psychiatric clinical care, teaching or research. While they have diverse backgrounds, McLean volunteers share one common attribute — they truly care about others and what is in the best interest of the McLean community.

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 employees equaling more than 1,600 employees working at McLean, supporting the clinical, academic and research mission of the hospital.

Education

- McLean’s continuing education programs grew and attracted broader audiences. Notably, the three-day workshop, “Psychiatry 2004,” co-sponsored by Harvard Medical School, was successfully presented with the largest attendance (250) to date for this annual event. The 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 both local experts, as well as, presenters from around the world. The department also sponsored the Neurobiology of Schizophrenia and Bipolar Disorder Lecture Series, Child Psychiatry Grand Rounds and Collegial Speaker Series. The department also coordinates McLean Hospital faculty involvement in national meetings, such as the American Psychiatric Association annual meeting and the Institute on Psychiatric Services.
- In May 2004, McLean was well represented during the annual meeting of the American Psychiatric Association (APA) held in New York City. Thirty-eight hospital clinicians participated in or led 20 different APA symposia, lectures and seminars and helped staff an exhibit booth, which drew nearly 1,000 visitors. McLean’s Bruce Cohen, MD, PhD, chaired and spoke at a two-day conference on bipolar disorder that drew over 1,000 attendees each day. McLean also hosted a successful cocktail reception in midtown Manhattan, which was attended by more than 350 clinicians from around the globe. While in New York for the conference, the Director of McLean’s Schizophrenia and Bipolar Disorder Program, Stephan Heckers, MD, MSc, was among the experts examining the state of the nation’s mental health system on National Public Radio’s *The Infinite Mind*.
- McLean began a formal collaboration with the University of Macau, China, when delegates from both institutions met at McLean to sign agreements of general academic cooperation and research.
- McLean opens its doors throughout the year to visiting clinicians, academicians and researchers, who have an interest in learning about McLean and its mission. Among these groups were the Association for Ambulatory Behavioral Healthcare, which toured the hospital’s partial hospital programs, and a group of physicians from Korea who visited the hospital’s dementia service.

- Harrison Pope, MD, chief of the Biological Psychiatry Laboratory, participated in a media roundtable on teens, stress and drugs, sponsored by the White House’s Office of National Drug Control Policy.
- William Pollack, PhD, director of the Center for Men and Young Men at McLean, was named to the editorial advisory board of *Men’s Health* magazine, which reaches more than two million readers each month.
- Miriam Tepper, MD, became the first resident to fulfill part of her Community Rotation at McLean’s community psychiatric rehabilitation program, Waverley Place. This gives Waverley Place a role in all of McLean’s missions: clinical care, research and teaching.
- Yanni Rho, MD, a fourth-year resident, and Nhi-Ha Trinh, MD, MPH, a third-year resident, have been awarded American Psychiatric Association fellowships to spend towards their education and the development of minority sensitive training experiences.
- Bepi Raviola, MD, a third-year resident, was a special invitee to a conference in Indonesia with faculty from Harvard’s Department of Social Medicine, titled “Psychological Trauma: Integrating Biological, Clinical and Socio-Cultural Approaches to Trauma’s Effects.”

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.

The Cole Center continues to offer a computerized information database—the *Healthtouch* machine—that provides thousands of leaflets and color videos, in English and Spanish, on medication and health-related topics. The information contained in *Healthtouch* is updated quarterly. The use of this machine is free for all McLean consumers as well as visitors to the center.

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.

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

The Massachusetts Departments of Mental Health and Public Health approved the move of McLean SouthEast (MSE) to its new venue on the grounds of the Brockton VA. New activities in Brockton include the following:

- The McLean Southeast inpatient program moved to its expanded site in Brockton in January. The census expanded from 15 to 25 beds in mid-March when new staff were hired.
- Renovations for a new 20-bed adolescent unit, located at McLean SouthEast, were approved by the Office of Child Care Services. All staff were involved in an intensive four-day workshop designed to provide them with state-of-the-art non-abusive psychological and physical intervention strategies. The new adolescent ART at MSE opened in early March.
- Plans are under way to expand the McLean SouthEast Adult Partial Hospital from six or seven to 16.
- McLean SouthEast 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. In 2004, PAMHAC expanded its focus to schools, having created educational modules for middle-school students with the express purpose of providing

clear and concise information regarding mental illness. The goal is to act as a counter balance to the portrayal of the mentally ill in the media.

- 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.

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 signed a contract to provide behavioral health coverage to the Winchester Hospital Emergency Room (ER). An already existing contract with Jordan Hospital's ER was renewed and expanded to include a physician-based consultation and liaison service to Jordan's inpatient units.

Caring for Vulnerable Populations

Providing Care for the Mentally Retarded

The Developmental Disabilities Program at McLean works closely with the Massachusetts Department of Mental Retardation (DMR) to facilitate appropriate mental health treatment of its clients with mental retardation in McLean's specialized partial hospital setting and through consultation to the McLean inpatient units and ambulatory services. The program 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. 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 and DMR Human Rights 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; for example, funding of cost-of-living raises for direct care staff in community programs, restoring day program funding and increasing employment alternatives and transition options for residents of state schools.
- Advocacy support for DMR's FY 2005 budget with State House visits and calls, as well as active participation at a State House rally in March 2004, and media presentations at the State House in June 2004.
- Lectures in the community on topics related to mental health treatment of patients with mental retardation.
- Participation by Developmental Disabilities Program staff and McLean Hospital Network Development staff in the International Congress of the National Association of Dual Diagnosis in March 2004 in Boston.

Array of Programs Address Children's Mental Health

- The Kennedy Hope Academy, operated by McLean at the Franciscan Hospital for Children, expanded to 14 residential students—children who suffer from autism, Asperger's disorder and/or mental retardation and have a major psychiatric illness or behavior problems.
- In July 2004, for the fifth consecutive year, the Center for Neurodevelopmental School offered a six-week day camp for children with Asperger's and other related disorders. Camp New Connections is a pragmatic language group program that serves children and adolescents who are high functioning, but struggling with the social deficits associated with Asperger's disorder, nonverbal learning disability, and other developmental disorders. The Camp fosters a safe environment for children and adolescents to learn pragmatic skills. It also provides an opportunity to make new friends and feel good about their interactions with others. In addition to the curriculum, the children are cued by

counselors to read and use appropriate body language, as well as, behave in a socially appropriate manner.

- The Arlington School at McLean, going in to its 40th year, is a fully accredited, private middle school and high school. The school serves approximately 40-day students with moderate to severe learning, social learning and emotional disabilities. Its academic emphasis is on college preparation, with the majority of graduates going on to college, often—at first—to community college.
- McLean continued to play a pivotal role in the RALLY Program (Responsive Advocacy for Learning and Life in Youth), a national demonstration project that identifies Boston middle-school students who are at risk for psychiatric disorders and coordinates services for them. The program, founded by McLean’s Gil Noam, EdD, PhD, is a joint project with the Harvard Graduate School of Education. The RALLY program is also involved in after-school activities at several Boston middle schools, including the Taft, Cleveland and Curley schools. New developments include an added emphasis on intervention with children with attention deficit hyperactivity disorder, violence prevention against self and others, and program replications in New York City and San Francisco.
- McLean held its fourth annual “Awesome Adolescence: Teens at Risk,” conference, bringing together members of the U.S. Secret Service and experts from McLean, Massachusetts General and Cambridge hospitals to discuss prevention and intervention methods, and address such issues as self-confidence, bullying, teasing and anger management. The two-day conference, held on Oct. 22 and 23, 2004 at the Copley Marriott in Boston, was attended by more than 250 teachers, clinicians, school administrators, parents and police officers.

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.

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 FY2004 Community Commitment (in \$ Millions)

Compiled According to a Broader Definition

Net Uncompensated Care	1.0
Bad Debt (at Cost)	1.2
Medicaid Loss (at Cost)	2.7
Unreimbursed Expenses for Graduate Medical Education	1.7
Linkage/In Lieu/Tax Payments	0.5
Total Broader Definition	7.1

If McLean's societal contribution is compared to total patient-care related expenses, the hospital's contribution to the community represented nearly 12 percent of expenses in FY2004.

Contact Information

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

Cynthia Lepore
Director, Public Affairs
McLean Hospital
115 Mill Street
Belmont, MA 02478
617-855-2110
Email: leporec@mclean.harvard.edu