

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 one of the nation's best hospitals for mental health care by *U.S. News & World Report*.

Mission Statement

The largest psychiatric teaching 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.

Opening Doors for the Mentally Ill

McLean staff treated more patients from more diverse backgrounds and in more settings than ever before, including the new community residences established by multi-million dollar donations from grateful patients, Waverley Place, the Transitional Care Unit and The Pavilion, which will soon expand from six to eight beds.

Nearly 100 people attended a ribbon-cutting ceremony on November 2, 2002, for Waverley Place, McLean's new community based rehabilitation program for adults with chronic psychiatric illness. The program helps those in need regardless of ability to pay. Its creation and ongoing support were made possible by an extraordinarily generous anonymous donation of \$12.5 million, which may be the largest single charitable gift arriving fully paid at one time ever received by a Partners hospital.

In the summer of 2002, Rosalie Parker bicycled from Seattle, Washington, to Washington, D.C., to honor her cousin Max, who has psychiatric illness, and to raise money for Waverley Place. Rosalie raised more than \$31,500 during her bike trip.

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.

National Council Formed

In October, 2002, McLean launched the McLean National Council, a select group of major donors who have agreed to be ambassadors-at-large to help disseminate the story of McLean to people in business, the media and to those who, over time, could increase our base of support. The meeting was well attended and led to several ideas for outreach, which will be pursued by subgroups of the council.

Community Participation

As a specialty hospital serving patients with psychiatric illnesses, McLean and its community are not defined by geographical location. Instead, patients—locally, nationally and internationally — and the various organizations to which they belong, form the communities McLean serves. McLean staff works closely with the following advocacy groups on a wide range of patient care and community issues.

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

McLean regularly opens its doors to these support and educational groups throughout the year, providing them free meeting space. A list of these groups and the times and locations where they meet, is posted on McLean's web site. A detailed description of each support group, as well as other consumer and educational resources available to McLean patients and

their families, is detailed in *A Consumer's Guide to Educational Resources at McLean Hospital*. This booklet is made available at all conferences in which McLean participates, as well as at continuing education conferences and workshops, and at Belmont Town Day.

McLean Web Site

The McLean web site (www.mclean.harvard.edu) underwent a significant redesign this year that has resulted in improved navigation and expanded features. The web site has become a very useful marketing tool for the Hospital and captures in excess of 24,000 visits per month. (Visits are an estimated number of individuals who visit the site.)

The Friends of McLean Hospital

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 2002, the Friends supported projects, including:

- Community lectures by McLean staff on a variety of psychiatric topics and issues.
- The Priscilla Aikenhead Lecture, held annually during National Mental Illness Awareness Week, to raise awareness of mental illness
- The purchase of recreational and exercise equipment; educational videos; holiday gifts and other resources for patients
- The purchase and wrapping of holiday gifts for all McLean inpatients
- Scholarships to two graduating seniors at McLean's Arlington School and Belmont High School

This past fall, the Friends hosted a Fall Fling reunion for current and former residents of the Children Awaiting Residential Disposition program. The carnival-like atmosphere featured food, games, talent and magic shows.

Manic Depressive and Depressive Association (MDDA) of Boston

MDDA/Boston is an independent self-help organization (affiliated with the national organization) located on the McLean campus. McLean provides the MDDA with office space; MDDA, in turn, is available to McLean patients as a self-help and support system.

Patient Care Evaluation

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 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. Based on the results, staff devise unit-based initiatives for enhancing the quality of care in areas that need improvement. In addition, staff monitor survey results to insure they continue to score high in key areas, such as sensitivity toward patients.

Patient Surveys

BASIS-32 is a patient self-report survey designed to measure treatment outcomes as reported by the patient. Developed by McLean researchers over a ten-year period, the test is used by more than 600 behavioral health facilities around the world and is approved by the Joint Commission on Accreditation of Healthcare Organizations for measurement of hospital performance. A few years ago, McLean developed an automated web-based scoring system for the BASIS-32 survey. This service allows clinicians to score the BASIS-32 on their desktop computers. A revised version of BASIS-32 has been developed and is now being used at the hospital. A new scoring methodology is currently under development and will be completed in 2003.

Caring for the Uninsured and Underinsured

McLean Hospital is committed to providing access to quality care for all, regardless of a person's ability to pay. In FY2002, McLean provided more than \$800,000 in free care and nearly \$1.2 million in uncollectible care, a total of nearly \$2 million worth of care for which there was no reimbursement to the hospital. Nearly \$8 million worth of care was provided to Medicaid patients in FY2002. This care was inadequately reimbursed, resulting in a loss of \$2.9 million.

McLean staff works 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 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.

Specialty Program to Recruit Nurses

To bring more nurses into psychiatric nursing and to McLean Hospital, the Psychiatric Nursing Specialty Program was created. This yearlong curriculum and practicum is designed for new graduate nurses, or for experienced nurses interested in changing clinical practice settings to psychiatric nursing. The program offers an extensive orientation, featuring educational seminars, as well as, a structured, supportive transition to the psychiatric staff nurse role. The program, as well as, the overall nursing environment at McLean has successfully reduced the RN vacancy for the final quarter of FY2002 to five percent. This is significantly below regional and national vacancy rates that are increasing in this time of nursing shortages.

Training Nursing Staff in Group Therapies

Group therapies are an effective and growing part of treatment for psychiatric disorders. In order to train and involve more nursing staff in this activity, Dr. Joseph Powers and Sheila Evans, RN, MS, CS, have provided a series of group training sessions to help staff develop competencies to successfully run groups. Using a multi-method approach, consisting of role playing, small group discussion, videotapes and selected readings, the staff have the opportunity to focus on the essential components in leading an inpatient or residential group. To further enhance skills, Dr. Powers provides ongoing supervision for the group leaders. Over 40 nurses and mental health specialists have successfully completed the Group Training Program.

Providing Primary Care

McLean's Department of Internal Medicine addresses the medical needs of patients throughout the hospital's network. Emergency care is available on campus 24 hours a day, seven days a week, including the coordination of urgent and elective consultations with specialists at Massachusetts General Hospital (MGH). Staffed by board certified internists, the Internal Medicine Department is the primary care practice for the long-term medical needs of McLean patients in residential and day treatment plans.

Mental Illness Awareness Week

During Mental Illness Awareness Week in October, 2002, McLean held several community events aimed at heightening public awareness of psychiatric disorders.

- A McLean-sponsored team, headed-up by Geriatric Psychiatry Clinical Director James Ellison, MD, raised more than \$1,600 during the Alzheimer's Association Memory Walk, held on Sunday, Sept. 22. All of the funds raised benefit the Alzheimer's Association.
- More than 270 people turned out to hear Mark Goldblatt, MD, a member of McLean's attending staff, speak at "Coping with Depression in the Family," a daylong program sponsored by the nonprofit group Families for Depression Awareness held on Oct. 5 at Regis College in Waltham.

- More than 30 McLean employees and patients registered to vote during McLean’s voter registration campaign on Oct. 9 and Oct. 10. McLean’s efforts were conducted in conjunction with those of the National Alliance for the Mentally Ill (NAMI) of Massachusetts. The deadline to register to vote for this November’s elections was Oct. 16.
- Thursday, October 10 was a busy day on the McLean campus with three events taking place. In the afternoon, some 50 people attended the annual Priscilla Aikenhead Lecture, sponsored by the Friends of McLean. Martin Teicher, MD, PhD, director of the Developmental Biopsychiatry Laboratory, presented “Enduring Effects of Childhood Maltreatment.”
- That evening, 50 people, including a reporter from Belmont’s local newspaper, joined Don Davidoff, PhD, psychiatrist in charge of the Geriatric Special Care Unit, and his co-author Hallie Ephron, for the duo’s book launch in the Administration Building. Davidoff and Ephron signed copies of their latest mystery novel, *Delusion*.
- Also on Thursday, 18 people attend a McLean-sponsored depression screening for all adults, organized by Scott Ewing, DO, director of McLean’s Depression and Anxiety Disorders Clinic. Approximately 12 people attended a depression screening for seniors only, organized by Fred Silverstone, ACMT/LMHC of geriatrics, and one for seniors only.
- Mental Illness Awareness Week events culminated on Oct.19 with more than 300 people participating in the 5K Mental Health Run in Plymouth, an event coordinated by Rich Silva of McLean SouthEast. The runners raised funds for the Plymouth Alliance for the Mentally Ill and other mental health provider organizations on the South Shore and Cape Cod.

McLean and Northeastern

McLean’s ongoing collaboration with Northeastern University School of Nursing to better link academia with clinical practice continues to be productive. Five co-op students were hired for FY2002. Recent studies conducted at McLean under the collaboration include a performance evaluation of three inpatient units, a survey of nurses to determine job satisfaction, and a clinical trial of an antidepressant in adolescents. Further, staff nurses and advanced practice nurses have had the opportunity to participate with Dr. Mateo, associate professor at Northeastern University, in the Mild Traumatic Brain Injury Study.

Outreach to Local Schools

Through the McLean Child Outpatient Program, staff regularly provides in-service programs for Belmont and other local school systems, covering such topics as depression, suicide, substance abuse, impact of divorce and other issues relevant to children and adolescents.

Gil Noam, EDd, PhD, and his staff provide consultations nationally and locally to schools and afterschool programs, including the Soros-funded Afterschool Corporation in New York City and the Mayor's 2-6 Initiative in Boston.

As it does many times throughout the years, the Harvard Brain Tissue Resource Center at McLean continued to open its doors to various groups of school children and teachers for detailed tours of the facility and discussion on the value of brain donation and postmortem research.

Speakers Bureau

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 2002, McLean staff spoke in 20 communities throughout Massachusetts.

Volunteering for the Marathon Medical Team

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. For the 2002 marathon, McLean child psychologist Jeff Brown, PsyD, became the first mental health clinician in the marathon's 106-year history to work on the volunteer medical team.

Ongoing research on the medical risks of the sport, based at McLean and published in the American Journal of Cardiology, is serving to make the sport safer for accomplished runners and novices alike.

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 FY2002 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 FTEs equaling more than 1,600 employees working at McLean, supporting the clinical, academic and research mission of the hospital.

Continuing Education

The Accreditation Council for Continuing Medical Education and the American Psychological Association accredit McLean Hospital to provide continuing education to physicians and psychologists, respectively. In addition, the Department of Postgraduate and Continuing Education provides continuing education programs for social workers, nurses and schoolteachers.

The department, in conjunction with the Psychopharmacology Service headed by Ross Baldessarini, MD, sponsors grand rounds every week during the academic year. This program serves the educational needs of all the clinical staff of McLean Hospital and features both local experts, as well as, presenters from around the world.

In addition to serving the educational needs of McLean Hospital clinicians, the department also sponsors numerous conferences throughout the year for mental health professionals from around the country. These conferences range in length from one to six days and address a variety of current topics in psychiatry.

Jonathan O. Cole MD Mental Health Consumer Resource Center

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 Health**tr**ough machine—that provides thousands of leaflets and color videos, in English and Spanish, on medication and health-related topics. The information contained in Health**tr**ough is updated quarterly. The use of this machine is free for all McLean consumers as well as visitors to the center.

Resource center staff also offers assistance to consumers and families, and consults to a variety of businesses on the appropriate handling of mental illness in the workplace and other related topics. The center staff conducts peer groups on the hospital's units where former patients hold discussions with current patients about hospitalization, medication and life after hospitalization.

The Cole Center actively collaborates with other organizations of similar mission to expand the scope of its operations in the mental health consumer community. In October, 2002, for example, the center, in a joint effort with Resource Partnership, was named the recipient of an annual grant of \$176,000 for three consecutive years from the Department of Mental Health. The center will use its part of the grant to establish a job-placement program for people with psychiatric illness.

The center also runs a gift cart that sells trinkets, get-well cards and other items to benefit the center.

Award Recognizes Legislative Outreach

McLean's Public Affairs staff received a first-place Bell Ringer Award from the Publicity Club of New England, the region's largest PR, communications and marketing professional organization. The award recognized a grassroots effort launched by Hospital administration and the Public Affairs staff last fall, urging staff, employees and the general public to contact their legislators to decry \$24 million in proposed cuts to the FY2002 Department of Mental Health budget. Through organization of and attendance at State House rallies, letter writing campaigns, media presence, and work with the National Alliance for the Mentally Ill of Massachusetts, McLean contributed to the reinstatement of a significant portion of the \$24 million in cuts.

Troubled Teens Earns Emmy Nomination

"Troubled Teens: Resilience and Hope," an hour-long television program produced last year by the McLean Hospital Public Affairs staff and WCVB/Channel 5, was nominated for a 2001 New England Emmy Award by the National Academy of Television Arts and Sciences. Airing last May, the program tackled some of the difficult issues facing teens today: drug abuse, depression, suicide, violence and bullying. The program, broadcast live from Channel 5 in Needham, featured three McLean panelists: David Perna, PhD, director of McLean's Anger Management Clinic within the Child and Adolescent Psychiatry (CAP) program, Carol Glod, PhD, RN, director of Nursing Research, and Bill Lopez, MPH, coordinator for the Alcohol and Drug Abuse Day Treatment Program. Pre-taped segments of the show featured Joseph Gold, MD, clinical director of CAP, and Gil Noam, EdD, PhD, director of the RALLY (Responsive Advocacy for Learning and Life in Youth) program at McLean. Approximately 120 teens, parents, teachers and school counselors from across Massachusetts comprised the studio audience and asked questions throughout the program. Some 440,000 households in the Commonwealth tuned in to the show.

Improving Community Health

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.

DMH Forensic Contract

The Department of Mental Health contracted with McLean to provide court mandated forensic evaluations for 16 to 18 year-olds. Collaboration between McLean and DMH has been successful in each case this year.

Caritas Good Samaritan Medical Center (CGSMC)

The Behavioral Health Emergency Room backup services at CGSMC became operational in 2002. This program provides 24-hour per day behavioral health consultation to the CGSMC's Emergency Services Department.

Winchester Hospital

McLean was selected to provide Behavioral Health services to both the Winchester Hospital Emergency Room, as well as. to its inpatient units.

McLean SouthEast Making New Links to Community

Since its inception in 1999, McLean SouthEast (MSE), the hospital's 15-bed Plymouth satellite, has taken on a number of new community outreach initiatives. The site's provider relations manager and program director are involved with the southeast regional community organizations listed below and are building a significant presence in the region.

Plymouth Area Mental Health Alliance Committee (PAMHAC)

The mission of PAMHAC is to educate the community and increase awareness about mental health issues through a speakers bureau and attendance at various events and activities. Comprised of representatives of business, medical, clergy and mental health agencies and practitioners, the committee also produces educational videos/forums and works closely with media to provide up-to-date information and consultation.

Police Training Sub-Committee

A group formed in collaboration with the Massachusetts Department of Mental Health to provide expanded training to police officers in southeastern communities, as well as the regional police academy located in the Plymouth area. The mandatory training is aimed at increasing awareness of individuals with mental illness and educating law enforcement officers on how to manage mentally ill individuals in their custody.

Plymouth Area Run-Walk Committee

This fall event, hosted by local community mental health and human service providers, consumers, and their families, raises funds for children and adults in Plymouth who are

struggling with mental illness. The committee is co-chaired by Richard Silva from McLean Hospital.

South Shore Coalition of Independent Therapists

This group consists of private practice clinicians on the South Shore who meet monthly as a way to network and provide an opportunity for educational and informational presentations.

Opening McLean's Doors

For more than a century, McLean has allowed the public free access to the open space on its campus. The hospital maintains the 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.

China Connection

Efforts to determine the feasibility of collaboration between McLean and major psychiatric facilities in China were initiated. Senior officials from Beijing and Shanghai visited McLean to engage in discussions to explore potential clinical research and teaching collaborations. Much interest has been shown especially by those representing the Shanghai Mental Health Center.

Caring for Vulnerable Populations

Hall Mercer Hospital Dedication

On June 4, 2002, after a meeting of the Hall Mercer Hospital Board of Directors, two recently renovated buildings, East House and the former Plant and Operations Buildings were formally dedicated as the Hall Mercer Center for Children and Adolescents. These buildings now house the majority of the child and adolescent services at McLean, including residences, clinics and schools.

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 our specialized partial hospital setting. 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 us through the community at large. Program staff reach out to the community through a number of venues.

The Developmental Disabilities Program staff provides:

- 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 which provide support and services to individuals with mental retardation
- Specialized outpatient clinical psychiatric services at a community mental health center
- Consultative and advocacy support to the Family-to-Family program of ARC (Association of Retarded Citizens) of Massachusetts
- Advocacy support for the DMR FY2003 budget with State House visits and calls, as well as active participation at the Advocate Rallies at the State House in April and May, 2002
- Lectures in the community on topics related to mental health treatment of patients with mental retardation

New Help for Eating Disorders

A McLean donor made a commitment of up to \$2.5 million to support McLean's development of a comprehensive eating disorders program for adolescents (ages 13 to 21). The gift is structured to make up any revenue short-falls sufficient to cover all the program's direct costs and fully allocated overhead for five years. There is a significant paucity of clinical services for this population in New England. This state-of-the-art program is under design and review and will open in the late spring of 2003.

Kennedy Hope Academy

The Kennedy Hope Academy, operated at McLean's partner institution, the Franciscan Children's Hospital, is a residential program for children age five through 18, who suffer from autism, Asperger's Disorder and/or mental retardation and have a major psychiatric illness or behavior problems. The school is expanding to ten beds.

CNS Pathways Academy

The Pathways Academy school for children with Asperger's Disorder (a milder variant of autism) received Chapter 766 approval from the Massachusetts Department of Education (DOE). Full, rather than provisional, accreditation was granted, as the reviewers were so impressed with the school. This approval is a significant milestone for the school, which allows us to more easily contract with individual school districts and provide access to this

important service to many more children in need. In response to a regional need for a school specializing in education for children and adolescents with Asperger's disorder and nonverbal learning disabilities, McLean has opened the Center for Neurointegrative Services (CNS) Pathways Academy. Social and language pragmatics and sensory integration techniques are features of this program, which can accommodate up to 19 children.

Camp New Connections

In July, 2002, for the third consecutive year, the CNS School offered a six-week day camp for children with Asperger's or 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.

Adolescent Program Relicensed

McLean's Adolescent Residential Treatment Program and its Transitional Care Unit were awarded relicensure from the Massachusetts Office of Child Care Services. The three-year renewal followed a multi-day process that included interviews with staff, inspection of the physical plant, reviews of patient and personnel records, and observation of residents' daily activities.

"Rallying" for Children

McLean is playing an active role in the Allston-Brighton and Dorchester communities with its RALLY—Responsive Advocacy for Learning and Life in Youth—program, a national demonstration project founded by Gil Noam, EdD, PhD, and sponsored in collaboration with the Harvard Graduate School of Education (HGSE), the Boston Public Schools, the William Howard Taft Middle School in Allston-Brighton, and the Grover Cleveland Middle School in Dorchester. Harvard graduate students, as well as a cadre of full-time staff, trained by McLean and HGSE personnel, serve approximately 300 sixth, seventh and eighth graders. By developing one-on-one relationships with the children, the mentors reinforce the students' developmental strengths. Prevention Practitioners, a newly created professional role, serve as early detectors of more serious mental health problems and ally the students with a variety of community support services. The practitioners work closely with teachers and families to support positive teaching and coping strategies.

The RALLY program is also involved in the after-school activities at the Taft and Cleveland middle 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.

In 2002, RALLY was awarded a three-year grant from the Blue Cross/Blue Shield of Massachusetts Foundation to establish an in-school and after-school mental health program in Boston's Mary E. Curley Middle School.

Second Annual Conference on Awesome Adolescents

McLean held its second annual "Awesome Adolescents: Teens at Risk," conference, bringing together members of the US 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. An estimated 475 people attended, including teachers, clinicians, school administrators, parents and police officers.

Arlington School Fills Special Need

The Arlington School at McLean, going in to its 38th year, is a fully accredited, private junior-senior high school for adolescents with moderate to severe behavioral disturbances or learning disabilities. The school serves approximately 60 students from as far away as the South Shore of Massachusetts and southern New Hampshire. Its academic emphasis is on college preparation, with the majority of graduates going on to college, often—at first—to community college.

Case Management Project

Through McLean's Child Outpatient Program, the Case Management Project uses private foundation money to provide a comprehensive community-based model of mental health care delivery for adolescents that is aimed at improving the overall function of youth in the community. The project staff has been working closely with Belmont High School in identifying and working with students at risk, those who have been in acute care settings and continue to struggle both at home and at school with managing chronic mood disorders. Specifically, the project involves intensive case management services for a one-year period where the case managers from McLean's Child Outpatient Program act as the link between the school, patient, family and ancillary services. Case managers serve as community liaisons for adolescents and their families by directly addressing the critical clinical issues of non-compliance, aggression, mood dysregulation, substance abuse and patient/family psychoeducation. Project staff hope to expand the program to include other local communities and area high schools in the coming year.

Schizophrenia Study

Dr. Jean Frazier and her colleagues in the Child and Adolescent Psychotic Disorders Research Program were awarded a \$1.6 million, five-year grant from the National Institute of Mental Health to study new treatments for childhood schizophrenia. The study is the first to monitor psychiatric treatment in children with schizophrenia over a full year.

Diagnostic Device Will Help ADHD Sufferers

McLean physicians developed a new objective diagnostic evaluation for attention deficit hyperactivity disorder (ADHD), one of the most commonly diagnosed psychiatric disorders in children. The computer-based diagnostic tool objectively measures a child's ability to sit still and pay attention. It is designed to facilitate a clinician's diagnosis of attention deficit hyperactivity disorder and other childhood psychiatric disorders. A consortium of venture capital investors will likely partner with a national education and educational testing provider to license, develop and market the product across the country.

Assisting the Elderly

McLean Hospital once again served as a sponsor and participant in the Massachusetts Alzheimer's Association Memory Walk, held in September of 2002. McLean clinicians also provided lectures on depression, cognitive impairment, home safety, and other topics to seniors at local senior centers. In November, 2002, McLean Hospital's Geriatric Psychiatry Program presented a conference that examined the psychiatric needs of elderly residents in long term care facilities and the challenges presented to those clinicians who care for them. The conference gave attendees the opportunity to learn about assessment techniques and the latest developments in treatment of mood and cognitive disorders. Through its growing research efforts, McLean Hospital's Geriatric Psychiatry Program is continuing to work towards creating new treatments for dementia and depression and evaluating their effectiveness.

Evaluating New Treatments for Substance Abuse

McLean's Alcohol and Drug Abuse Research Center, under the leadership of Drs. Nancy Mello and Jack Mendelson, was awarded \$6.4 million for a five-year investigation of new treatments for cocaine abuse. Coming on the heels of that significant grant, McLean received its largest federal grant ever, \$7.7 million, establishing the hospital as the center of a Clinical Trials Network to design and implement new drug treatment studies. Dr. Roger Weiss serves as the principal investigator of this network.

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 FY2002 Community Commitment (in \$ Millions) *Compiled According to a Broader Definition*

Net Uncompensated Care	0.7
Bad Debt (at Cost)	1.2
Medicaid Loss (at Cost)	2.9
Unreimbursed Expenses for Graduate Medical Education	0.8
Linkage/In Lieu/Tax Payments	0.4
Total Broader Definition	6.0

If McLean's societal contribution is compared to total patient-care related expenses, the hospital's contribution to the community represented ten percent of expenses in FY2002.

Contact Information

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

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