MEDICAL COLLEGE OF WISCONSIN

PSYCHED

A quarterly publication of the Department of Psychiatry and Behavioral Medicine Medical College of Wisconsin

Spring 2023

Notes from the Department Chair

Core Values

What is the definition of Core Values? Core Values are an individual or organization's fundamental beliefs and highest priorities that drive their behavior. Another way to think about Core Values is that they are an internal compass of principles that drive an organization's decisions.

This past year I was invited to serve and am currently serving on MCW's Steering Committee on Core Values. MCW has invested in an external consultant (CFAR Inc.) to develop an agreed upon set of Core Values to drive MCW's growth and success into the future. Why are core values so important? I think developing an agreed upon set of core values for an organization helps ensure an alignment of people and culture across an organization, and this alignment is necessary to ensure we are making the best decisions for our organization. The Steering Committee is working on crystallizing MCW's Core Values. I believe you have been asked to share your input on core values via a survey. Serving on this committee has made me think about what are our department's core values. I have asked your leaders to consider this in their articles too. As I think of the tremendous work and accomplishments we have made these past 14 years, some core values do come to mind. I think focusing on our core values will help guide us over the next ten years. Here are many of the core values I believe are driving us.

Community and Patient-Centered: I think we put the patient first, and in so much of our work to improve access to MH care or to increase the number of mental health care providers, we put our community first.

Mental Health: Our department strives in so many ways to improve mental health for the people and community we serve. You may have heard me say that "there is no health without mental health."

Well-being: Each faculty member, staff member, and trainee's well-being needs to be a priority, or we will not be successful. Our supportive culture makes well-being a priority.

Innovation: Innovation leads our research and takes our clinical, education, and community engagement missions to new levels.

Collaboration: Within our department and across MCW, our people lead and drive collaborative relationships. I am proud to share that mental health professionals excel in building a culture of collaboration, being so accustomed to working as collaborative team members.

Care and Respect: I have been so impressed with the level of constant care and respect I have witnessed across our department- with each other and with our patients and stakeholders, yet this is critically important to maintain for us to be successful in the future.

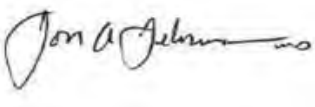
Inclusive: We have made great strides here, but we need to take this much further for us to fully realize our potential as a department over the next ten years.

What do you think? Am I missing some? Please reach out to me and share your thoughts.

Thank you!

Sincerely,

Your Chair,



Jon A. Lehrmann, MD Charles E. Kubly Professor and Chairman
Department of Psychiatry and Behavioral Medicine
Associate Chief of Staff for Mental Health, Milwaukee VAMC

Notes from Administration

An Organization's Core Values

Do an organization's core values consist of only those written in an orientation manual or displayed on a poster? If yes, I would argue that there isn't a whole lot of depth or strength to those core values. Certainly, our four pillars of clinical care, education, research, and community engagement are core values of MCW and our department. But is that it? Only these four? Personally, I don't think so. Every day we interact with each other and with colleagues outside the department in ways that aren't written in an orientation manual or displayed on a poster, but they do go to the core of who we are as a department and institution.

What am I talking about? Simple things, really. When I joined the department seven years ago, I noticed that just about every email I received from my new colleagues contained a salutation and a closing remark like "Regards" or "Thanks." It's not written in our orientation manual that this is how we will communicate with each other via email. It's just what we do.

Just about all of us pivoted to a virtual working environment during the Covid-19 pandemic. In 2020 I recall receiving an MCW-wide email from President Raymond. In his email, he talked about being mindful of how we are communicating with our colleagues and partners outside MCW. I recall him reminding us that we are representing MCW and it's easy for things to get lost in translation when communicating via email, Zoom, Teams, etc. There aren't posters displayed that say this is how we will communicate with others via Zoom or Teams. It's just what we do.

On Thursday, March 9, 2023, there was another MCW Town Hall meeting hosted by President Raymond and included Dean Kerschner; Matthew Lester, EVP for Finance and Administration and COO; Shelisa Dalton, Chief Financial Officer; Jeff Bornemann, VP of Facilities and Operations; Adrienne Mitchell, VP and Chief People Officer; and Mara Lord, SVP of University Engagement and Strategic Planning. You may be asking yourself, "What does this have to do with our core values"? I'll answer that with a question: Does MCW's leadership have to hold town hall meetings, and do they have to answer live questions? And by extension, does our department? No, it's just what we do.

Scott Belanger
Division Administrator
Child & Adolescent Psychiatry

Notes from Education

Valuing Our People as People (not Employees!) First

We moved to Milwaukee in June 2009. The US Navy dictated our move and when my husband received orders to transfer to Great Lakes, my requirement was to find an academic medical center that wasn't in Chicago. After living apart for nearly two years during his previous military post, we were looking to keep our family together and find a "non-deployable" platform. After a glorious summer of day trips to the beach and zoo, I started my full-time position at MCW in September. Two months later, my husband announced that he was buying me a treadmill. It was our code that he was being deployed again.

My head reeled. I was in a new city with a new job, two young children and no family locally. Our administrative leaders didn't know me -- I was a brand-new faculty member – and yet, their response was overwhelmingly supportive. What do you need? Part-time? Leave of absence? I was given numerous options and landed upon working four days a week --- going to Target without kids in tow was a needed godsend. And when my husband returned from deployment and I was ready to return to full-time work, I was told to take my time and consider spending that one day a week with him for a few months.

And while this was the first incident of me personally seeing the value that our department places on us as people, rather than employees, it certainly wasn't the last. My world stopped when my husband (without a single risk factor!) had a massive heart attack. And when my then 5-year-old son put a scissors through his eye. Or when my son qualified for his first national swim meet and I was scheduled to be on C/L service that week. Every time, my colleagues moved swiftly, taking over administrative tasks, covering patient care and telling me to take the time that I needed to support me and my family. And thankfully, I've seen this same response with faculty, staff and trainees who have had unexpected challenges.

I have chosen to stay with MCW given our department's support of me not only professionally, but as well as personally. I see this support and commitment to our people as one of the most crucial core values.

Christina L. Wichman, DO
Professor of Psychiatry and Obstetrics and Gynecology
Vice Chair of Education, Department of Psychiatry and Behavioral Medicine; MCW
Medical Director, The Periscope Project
Director, Women's Mental Health
Program Director, Consultation-Liaison Psychiatry Fellowship
Program Director, Northeastern Wisconsin Psychiatry Residency

Research Notes

Core Values and CAIR's HIV Prevention Research Priorities

When the very first cases of AIDS were appearing in gay communities of the United States in the early-1980s, most government leaders were silent about the foreboding epidemic about to sweep the country. The crisis and the coming public health emergency was first recognized and was first acted upon by gay community members who—meeting in one another's living rooms—planned and immediately launched grassroots efforts to educate one another about how to reduce the risk for the disease and to form "buddy programs" that linked persons with AIDS together with a peer volunteer supporter who would help the person cope with what was then an inevitable and cruel decline toward an early death. Some of the most impactful early programs to prevent HIV infection and care for persons with a new, scary, and stigmatized disease were grassroots mobilization efforts led— not by health authorities or researchers—but by ordinary and heroic members of the LGBT community itself, driven by core values of outrage, empathy, and compassion.

In the decades since those early years of AIDS, much has changed, and HIV prevention tools and treatment advances have brought us into an era where we can envision an end to new HIV transmissions and can ensure that people living with HIV can lead long and healthy lives. HIV prevention research continues to show how we can bring the threat of HIV/AIDS under control, and implementation science research shows how we can scale up use of effective strategies on local, national, and international levels.

Research—especially in the behavioral health arena—is most impactful when it is driven by the core values of passion, outrage over inequities, and commitment to improving the well-being of those who are marginalized and have less. The most significant advances in the HIV field have always been made by teams with heart, not just with methodological expertise. The same holds true for teams who work in other areas of behavioral health. When guided by strong core values and commitment to serve the most marginalized, research has the potential to lessen the behavioral health burdens of those who most need our help. Reflecting on our own core values and applying them in our research, clinical, training, and service roles benefit others the most from our efforts and also allows us to feel best about ourselves and about the professional contributions we can make.

Jeffrey A. Kelly, Ph.D.
Professor of Psychiatry and Behavioral Medicine
Director, Center for Aids Intervention Research (CAIR) Health Intervention Sciences Group (HISG)

Clinical Notes

The Right Care at the Right Time and in the Right Place

The announcement of the pending closure of the Behavioral Health Unit at Froedtert Menomonee Falls Hospital (FMFH) got me thinking about how we, as an academic department of psychiatry and behavioral medicine, provide care to our patients and the community (Okay, in honesty, I only got to the thinking part after the disappointment and irritation dissipated a bit.).

I have always valued our department's commitment to building a continuum of services and clinics that would allow patients the right care, at the right time and in the right place depending on their disease, the situation's acuity, and the individual's location. As FMFH's recent announcement made clear, our path to fulfilling this commitment will be a journey with some bumps along the road. But we cannot forget how much we have already accomplished through various educational initiatives, some high-profile and impactful (new child health psychology residency) and some routine but nonetheless very meaningful (medical student supervision and mentorship). We have also developed partners in other departments at the Medical College of Wisconsin, allowing us to create innovative programs such as the Emergency Psychiatry Service (Emergency Medicine) and the Complexity Intervention Unit (General Internal Medicine). We have also partnered with Community Physicians to develop and expand the Integrated Behavioral Health Program and staff various North Hills and Moorland Reserve Behavioral Health Clinics. We have also leveraged our own departmental energy and creativity to build multiple specialty clinics at Tosa Center (Grief, Dialectic Behavioral Therapy, rTMS, and Estakamine, to name but a few of these initiatives). This is in addition to the fantastic work that our staff and providers do daily to deliver quality care in a timely and meaningful manner. Our efforts have promoted the more accessible and equitable treatment of patient's mental health needs while reducing the stigma associated with behavioral health treatment.

As the future closure of FMFH's Behavioral Health Unit has taught us, the path to expanding our provision of accessible, high-quality, specialty care will sometimes be uncomfortable and rough. But through our collective perseverance and creativity, we will get there. Given our track record, I would not be surprised to see a mental health unit in Froedtert's new patient tower.

Tom Heinrich, MD
Professor and Executive Vice Chair
Vice Chair of Clinical Affairs
Consultation-Liaison Psychiatry Division Chief
Department of Psychiatry and Behavioral Medicine; MCW

Faculty Development

Core Values and Faculty Development

We all face times in our lives when things don't seem to go our way. Perhaps an opportunity didn't work out the way you expected; maybe you feel you didn't get a chance or were not judged or evaluated as strongly as you thought you should be. For many of us, these types of experiences are when we may re-evaluate what we are doing, where we are going, or how we are getting there. Often those soul-searching moments can feel groundless, ephemeral and uncertain. We may feel we are drifting or bouncing between ideas or next steps. It is these moments when we most need to remember our core values.

What do you value? If I asked you "who" you value, how would your answer reveal "what" you value? Do you know your "why?" Why are you spending time doing the things you do? When is the last time you put into words the things that make you feel most whole, most authentic?

It is by grounding ourselves in these core values that we find strength and direction in times of stress or challenge. Crystallizing those values and reminding yourself of them often clarifies your direction, your goals, and your purpose.

How do you connect with your values? Do you allow yourself the time, the space, to mentally weigh your values, put words to what they are, and connect with them regularly? Self-reflection takes practice. Sometimes it also takes teamwork – do you have a partner or close companion that shares values with you? How often do you talk about values with others?

Find personal time and space to put your values into words. This makes them a powerful grounding agent as we move through stress or change. You may find yourself more easily talking about values, using them in everyday language. It doesn't take long in my house before you hear talk about values – we have a few of our own catchphrases. "Work hard, have fun!" My kids hear some version of this one every day (skate hard, study hard). My friends would probably quote it if asked. It embodies so many of my own core values. If someone else quoted what they think of as your catchphrase, would it be an accurate reflection of what you believe your values to be? Maybe it's time to give your values a voice.

Jennifer Apps, PhD
Associate Professor
Vice-Chair of Faculty Development
Department of Psychiatry and Behavioral Medicine; MCW

Clinical Notes

Tosa Center Clinic Core Values - from the clinic leaders

Dawn Driscoll
For our patients, the first voice they hear and the first face they see is one of our front desk team members. Their number one priority is to make patients feel welcome, striving to provide the utmost compassion and respect for everyone, one patient at a time. They assist patients in their healthcare journey by triaging all incoming calls, scheduling appointments, and providing excellent customer service skills. Additionally, they support the clinicians' needs (can you say, "schedule change"?) and work collaboratively with nursing, intake and administration. Their strength, however, is in fielding the non-routine events that happen each day. They nimbly rise to the challenge and strive to provide an exceptional outcome for whatever situation crosses their path.

Carolyn Bischel
As Elvis said, "Values are like fingerprints. Nobody's are the same, but you leave 'em all over everything you do". With an extreme demand for services, a timely, caring, thoughtful response to those reaching out for services is paramount. Our guiding value is to make certain people are getting the help they need. Often there are not typically black-and-white answers in the referral process, only gray, which requires active listening and keen judgment. We do this with respect, honesty, compassion, and kindness. It is only with collaboration with clinical department colleagues and staff that the referral process can continue to thrive with efficiency and integrity.

LaRhonda McConnell
The MCW Tosa Psychiatric Nursing Team exhibits a strong passion for the core values of dignity, integrity, compassion, altruism, and excellence. Our nursing team strives to create an environment that is highly accepting and inclusive to all patients, staff, faculty, and trainees. As MCW has a commitment to education and training, so too does our team by attending or leading Grand Rounds while expanding our education on different diagnosis and treatment options. We do this while attending to patient needs for refills, managing crisis calls and ensuring this is done with dignity and respect. Our nursing team has a passion for making sure all concerns are addressed in a timely way and consistently going above and beyond to maintain patient safety. MCW Psychiatry administration and leadership create such a warm and inclusive environment full of mutual respect that it makes the nursing team proud to be part of such a wonderful department!

Tosa Outpatient Core Values: Welcoming, engagement, respect, appreciation, compassion, excellence, inclusion, and kindness.

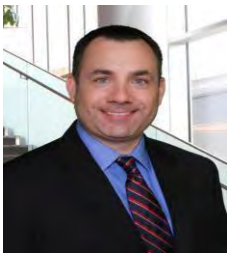
Dawn Driscoll
Quality Analyst II

Carolyn Bischel, LPC
Social Worker II

LaRhonda McConnell
Supervisor Nurse

Notes from Department Well-being Leadership

WeCore Values



The Chairman of the Department of Psychiatry and Behavioral Medicine at MCW made a landmark decision to address well-being within the department through two leadership positions. In January 2023, following a series of group interviews, Dr. Jon Lehrmann announced that Drs. Himanshu Agrawal and Lawrence Miller would serve as the inaugural vice chair and associate vice chair of well-being for our department, respectively.

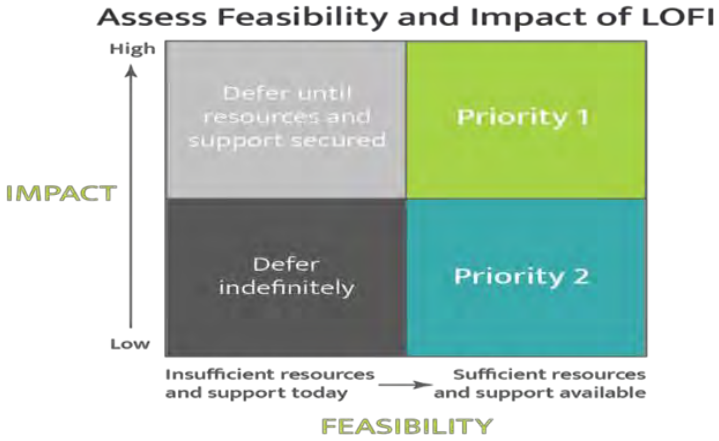
Now, we have the honor and the delicate responsibility of executing Dr. Lehrmann's vision!

In our first PSYCHED update, we would like to describe our plan to improve well-being across this diverse, widespread department:

1. Phase one (3 months):
   - Within the last 12 months, a large majority of our department members (learners, faculty, and staff) have taken well-being/engagement surveys (conducted via MCWAH, MCP, and Froedtert, to name a few). We will be requesting access to the results of these anonymous surveys, followed by an in-depth analysis of the data.

2. Phase two (3-6 months):
   - Report our survey review findings across the department.
   - Conduct focus groups using the Listen Sort Empower Model (Swensen, 2020; Shanafelt et al., 2023) with the overarching goal to empower the stakeholders directly to actuate change.

3. Phase 3 (3-6 months):
   - Based on the local opportunities for improvement (LOFI), ***which will be identified by the members of the focus groups themselves***, we will plan on implementing strategies based on feasibility and impact, as illustrated by this graph.



We will be working closely as a dyad to help improve the three domains that affect our department members: (i) personal well-being, (ii) professional well-being, and (iii) organizational well-being.

Please wish us luck as we embark on this maiden voyage. What could go wrong? After all, we have a graph!

In all seriousness, please let us know if you have any questions, concerns, or ideas that could help improve well-being within our department - we are all ears!

Respectfully,

Himanshu Agrawal, MBBS, DF-APA (Vice Chair of Well Being)

Lawrence Miller, PsyD (Associate Vice Chair of Well Being)

References: Swensen S, Listen-Sort-Empower: Find and Act on Local Opportunities for Improvement to Create Your Ideal Practice, AMA Steps Forward, June 25, 2020.

Tait D. Shanafelt, David Larson, Bryan Bohman, Rachel Roberts, Mickey Trockel, Eva Weinlander, Jill Springer, Hanhan Wang, Sherilyn Stolz, Daniel Murphy, Organization-Wide Approaches to Foster Effective Unit- Level Efforts to Improve Clinician well-being, Mayo Clinic Proceedings, Volume 98, Issue 1, 2023.

MEDICAL COLLEGE OF WISCONSIN

knowledge changing life

GETTING TO KNOW...

Faculty and Staff from the Department of Psychiatry and Behavioral Medicine

CRYSTALYN LEONARD, MA

Referral Coordinator
TOSA Health Center

What is your educational background?
I have a Master's in Community Counseling.

How long have you worked at MCW?
I have been working here for two years.

Describe your typical workday.
A typical workday includes triaging new patients and scheduling appointments with the appropriate provider.

What do you like most about your job—what attracted you to this field?
Connecting individuals with the help they need. I also enjoy the work/life balance.

Initially, I wanted to become a therapist so I could help others live their best lives. Now I do a little of this, but it's behind the scenes.

Tell us about life outside of MCW.
I have been married for 14 years, and we have a two-year-old daughter and a seven-year-old son. I love spending time with my family. I enjoy drawing, painting, crafts, and sculpting. I also like cooking, baking, music, and movies.

Just for fun—what are your favorite movies, books, music?
I like an array of movies, anything from romantic comedies to horror. I like different types of music as well, but I primarily listen to alternative.

Tell us a fun/unique fact about yourself.
I almost went to art school instead of going into mental health.

All four of my family members' birthdays are in March. Three are within a five-day span.

CHELSEA SPRICK, MD

Assistant Professor Inpatient
Psychiatric Unit VAMC

What is your educational background?
I went to the Medical College of Wisconsin for Medical School and attended Vanderbilt University for my psychiatry residency.

How long have you worked at MCW?
I have been at the VAMC for over two years and joined MCW faculty in September 2022.

Describe your typical workday.
In the mornings, I start by meeting with the inpatient treatment team from 3c (our inpatient unit at the VA) before seeing all of the patients assigned to my team throughout the day. I work with residents, medical students, and pharmacy trainees, so there's a fair amount of teaching during the day as well. Occasionally, I will do ECT cases when needed.

What do you like most about your job—what attracted you to this field?
I fell in love with psychiatry during my medical school rotation on the same unit I work at now. I really enjoyed the variety of clinical presentations and the ability to closely support people during difficult times in their lives.

Tell us about life outside of MCW.
Since moving back to Milwaukee, I've enjoyed reacquainting myself with the area through the exploration of restaurants and coffee shops.

Just for fun—what are your favorite movies, books, music?
My favorite song is, "This Must Be the Place" by The Talking Heads.

Tell us a fun/unique fact about yourself.
I have hiked through Mordor!

JENNA HANSON, BS
Clinical Research Coordinator
Dr. Kelly Rentscher's Laboratory

What is your educational background?
I received my Bachelor of Science from the University of Wisconsin-Madison. I double majored in psychology and neurobiology.

How long have you worked at MCW?
I have worked at MCW for about nine months.

Describe your typical workday.
I do not have a typical workday. My day changes based on what the study needs me to do. I conduct study visits, make phone calls, and coordinate blood draws. I perform literature reviews, write codebooks, and conduct analyses on data. I also have regular meetings with Dr. Rentscher to discuss progress and other things relating to the study.

What do you like most about your job—what attracted you to this field?
I really enjoy conducting study visits with participants. The participants are very nice and often are very excited about the research, so it is very much the highlight of my day. I find the associations between mood, behavior, and biological processes interesting, and I wanted to learn more about them.

Tell us about life outside of MCW.
I really like to knit. I am not very good at it (my niece and nephew have some very oddly shaped baby blankets), but I still think it is very fun. I also really enjoy going on walks outside, even if it is absolutely freezing.

Just for fun—what are your favorite movies, books, and music? My favorite movie is Pride and Prejudice (the one with Kira Knightly). I do not have a favorite song. I listen to a little bit of everything, but I probably like alternative rock the best.

Tell us a fun/unique fact about yourself.
I used to be a lifeguard at a beach when I was in high school and college. I promise you that it is not nearly as exciting or action-packed as the movies. I have never had to rescue anyone; however, I have rescued my fair share of beach toys that drifted beyond the swim area.

LAURA WOZNIAK, MA, MN, RN, CNL
Case Manager
Tosa Health Center

What is your educational background?

I have a Bachelor of Arts in Women's Studies, a Master of Arts in Gender, Sexuality & Culture, and a Master of Nursing degree. I'm a Registered Nurse and certified Clinical Nurse Leader.

How long have you worked at MCW?

Since June 2022.

Describe your typical workday.

I help administer Esketamine and injections, answer crisis and other calls from patients, triage messages to providers, and handle refills, prior authorizations, etc.

What do you like most about your job—what attracted you to this field?

I love the opportunity to help people who are struggling. I love psychiatry because it sits at the intersection of medicine and psychology. It's where mind, body, and behavior meet culture, identity, and life experience, and what's more fascinating than that?

Tell us about life outside of MCW.

I'm married to an awesome woman named Lynn. We love hanging out with our nephew Noah and our cats, Buddy, Ricky, Eddie, Princess, Callie, and baby Roo. We also love to find new adventures, including travel and our latest, learning pottery.

Just for fun—what are your favorite movies, books, and music?

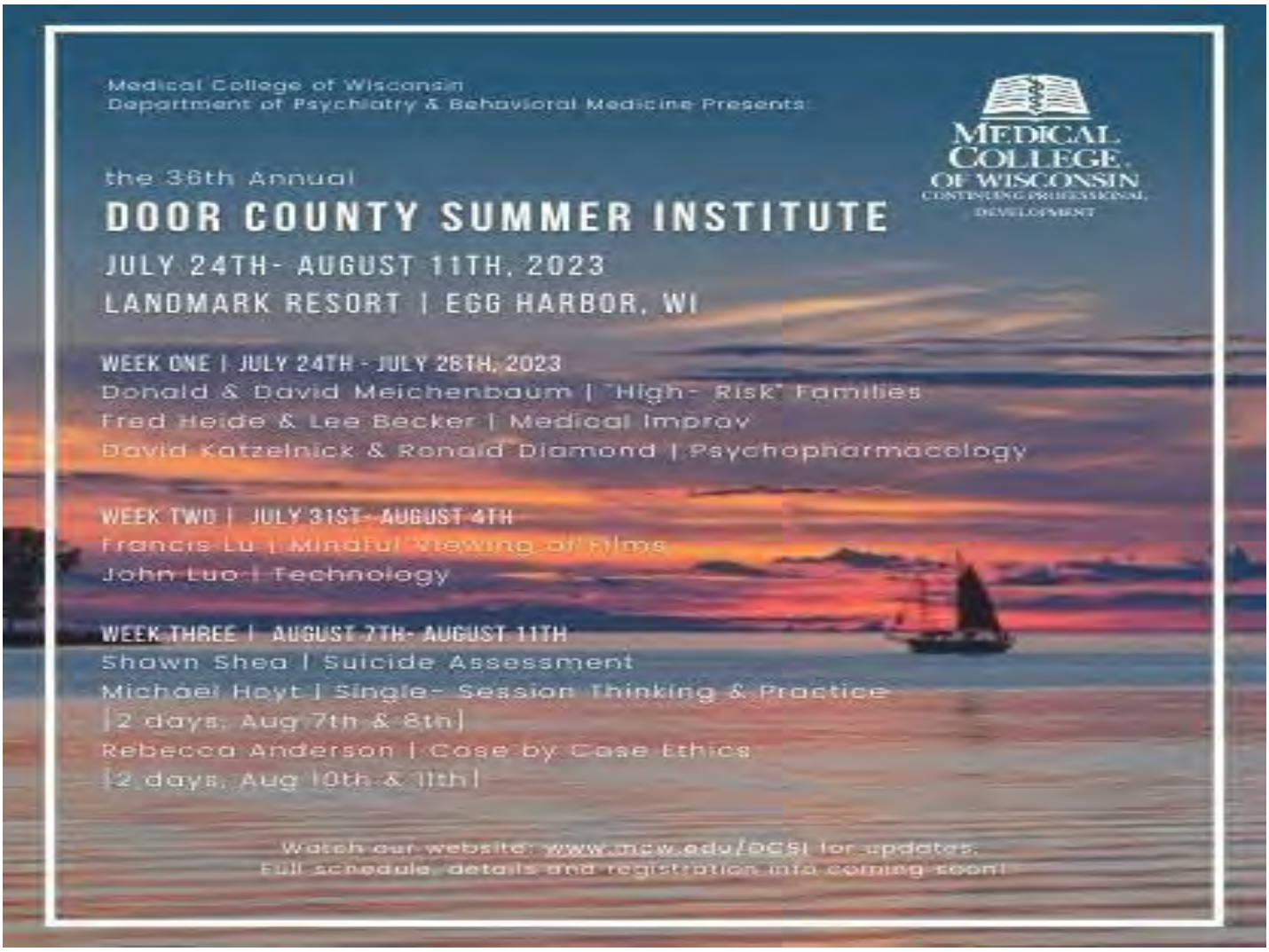
If you asked me this every day for a month, I'd have 30 different answers. Today my favorite song is "I Got You" by Michael Franti & Spearhead and my favorite movie is "Uncorked."

Tell us a fun/unique fact about yourself.

I was a biker for 19 years and rode all over the country with my dad on our Harleys, making the most amazing memories. Our best trip was to Portland, Maine!

DEPARTMENT HAPPENINGS

PSYCHED is a newsletter of the Department of Psychiatry and Behavioral Medicine.
Jon Lehrmann, MD, Chairman
Editorial Team: Joy Ehlenbach and Dawn Norby

Congratulations to the following Department of Psychiatry employees to be recognized at the 2023 MCW Employee Services Awards

Keane Weinreich ..... 25 years
Joy Ehlenbach ..... 15 years
Beverly Hayes ..... 15 years
Juan Flores ..... 10 years
LaRhonda McConnell ..... 10 years
Abigayle Andrews ..... 5 years
Tera Carman ..... 5 years
Shelby Kuehn ..... 5 years
Mary Vitale ..... 5 years