“Share the goodness of summer with your loved ones—taking long walks, going on picnics at one of our beautiful parks or going down to Lake Michigan. Take some time out for yourself, too—to exercise at your pace or to participate in wellness activities.”

Paying attention to one’s wellness also aligns with our Department goals, too. This is also the time of year when we revisit our goals that we set last year, assess our progress and challenges. Then we need to create our goals for this upcoming year. Setting goals, tracking progress, and learning from reviewing the challenges and successes helps us each to continue to grow, and when these align with our Department goals, they also help our Department improve in all of its critical missions: Research, Education, Community Engagement, and Clinical Care.

Some of our Departmental goals were assigned by our Provost, Dr. Joseph Kerschner, and the rest were developed with thoughtful input by your Departmental leadership team. We have tried to make certain that there is at least one broad goal that will be inclusive of your personal goals when you are working within the MCW critical mission areas.

We have also attempted to align our Departmental goals with MCW and its clinical partners’ goals and strategic plans. Below you will find our Department of Psychiatry and Behavioral Medicine’s strategic 2019 goals:

Culture. This assigned goal asks that MCW Department units review the new Diversity Indicator’s dashboard and complete an inclusion opportunities assessment. From this assessment which is already in progress, we will focus on expanding on such opportunities. For example, we were asked to identify “best practices” that we have used in our Department and have been asked to focus on faculty and staff leadership development. In addition, our Department is working to try to improve diversity in other areas including taking a close look at how psychology is supported across our Department and what opportunities may be there.

Engagement. This assigned goal required that Department Chairs and Administrators partake in MCW Ambassador Training, and then apply what we learn to be better ambassadors across our community to leverage MCW’s pride and value with potential donors, partners, community members, students, and employees. David Peterson and I recently participated in this training, which helped to teach us to be kindly outspoken around MCW’s amazing strengths. Abbreviated versions of this program are intended to be gradually rolled out to all faculty and staff. Our MCW mission of community engagement is greatly covered here.

Stewardship and Strategic Growth. This goal’s title may be slightly misleading as it primarily focuses on fiscal stewardship. That said, in a financially challenged Department like ours, this is a critical goal and David Peterson, Gary Koenig, Dawn Norby and their team work closely with our staff and faculty to be the best fiscal stewards possible. I am sure you have noticed, in addition to this, we have been strategically growing in several ways to meet the clinical needs of our clinical partners, to develop training programs to help develop pipeline programs, to develop research in critical (continued on next page)
This newsletter emphasis on goals and goal-setting is timely because all of us have just participated in completing the EMERGE FY18 Goal Setting and Review process. We want to thank you for your help in reaching 100% participation and as of this writing, we are well on our way to achieving this Departmental goal that was set for us.

Dr. Lehrmann identified overarching Department goals with which each of us can identify, and find alignment through individual goal setting. To be sure, administratively we support all of the Departmental goals outlined. In addition, we have enterprise financial, research and clinical goals set for the Department and we regularly attend to and monitor our progress via enterprise dashboards.

For example, we are measured against 24 benchmarks (aka goals) covering all missions on an administrative scorecard. These benchmarks range from the usual business indicators of “day’s cash on hand,” “operating margin,” “administrative expense ratios to total expense” to more research and clinical measures such as “research grant applications per research faculty member,” “total NIH grants,” “new clinic visits” and “clinical revenue growth” to name a few. (I’m pleased to report that we have “green checkmarks” where they matter most.)

Perhaps not coincidentally, we had an almost equal amount of 23 goals (aka “targets”) to meet when we submitted our $32 million FY19 consolidated budget. We met all 23.

Departmentally, we have three “institutional” EMERGE goals set for us. “Central Finance” sets one EMERGE goal. The Children’s Specialty Group (CSG) sets three EMERGE goals. Medical College Physicians has set five EMERGE goals and then Dr. Lehrmann and I are also asked to set individual goals. Our evaluation of these goals is yet to come, but we’re green where it counts.

In his “Notes from the Department Chair,” Dr. Lehrmann commented on MCW’s FY19 goals related to Culture, Engagement and Stewardship and Growth. He then noted Psychiatry’s goals supporting MCW’s larger goals and these goals touch on each mission area of the department.

Goals are a way to provide organizational, Departmental, and individual focus. Apropos, no column should miss an opportunity to quote Yogi Berra, and these two of his are quite apt:

“If you don’t know where you are going, you might wind up someplace else.”

or

“You’ve got to be very careful if you don’t know where you are going, because you might not get there.”

David Peterson, MBA, FACMPE  •  Department Administrator Clinical
It has been well documented for many years that increased stress and uncontrolled mental health issues can negatively impact immune system functioning and the subsequent progression of HIV disease. Conversely, mental health treatment is associated with increased medication and appointment adherence and a corresponding increase in viral suppression.

In response to this data, we began embedding mental health services in the HIV clinic at Froedtert in 2010. The goal of this program was to provide increased access to mental health treatment to patients receiving HIV care. Embedding the service within the clinic allowed collaborative, seamless care to those living with HIV. In addition, we were able to remove reimbursement as a barrier to care for those without insurance through the use of Ryan White funding.

Initially, I was the only mental health provider in the clinic and saw patients for medication management and psychotherapy. The service was well received and after the first year, clinical hours were expanded. However, even with the expanded hours, there continued to be a need for more services.

The goal for the program expansion was to increase availability of psychotherapy and substance abuse services, in addition to creating group therapy sessions. We were able to obtain additional funding and in 2015 Hilary Pick, LPC, CSAC joined the HIV team. The need for services continued to grow and in 2017, Abi Musholt, PA-C joined our team and is providing medication management services to those living with HIV disease.

Today, our goal is to streamline access to mental health and other supportive services for persons living with HIV disease. In February 2018, the HIV Clinic was awarded a three year, $2.5 million Ryan White grant. The grant provides funding for mental health services, medical case management, linkage to care specialists, and a pharmacy technician.

The grant has been used for the expansion of mental health provider time in the clinic; currently, Abi Musholt is 0.3 FTE, Hilary Pick is 0.6 FTE and I am 0.2 FTE. In addition to providing access to care, we are also monitoring quality metrics including the percent of HIV patients seen by mental health providers and the number of patients seen by mental health providers with a viral load less than 200. These metrics were developed by the Ryan White Consortium and we will be able to compare our outcomes to other programs in the State.

Jeffrey G. Miller, DNP, APNP
Assistant Professor
When I first considered a move to Milwaukee to join the faculty at MCW, I saw the enormous opportunity to re-establish a combined training program here in the setting of such a department-wide integration movement. I trained in combined Internal Medicine/Psychiatry at MUSC in Charleston and ran the residency at Tulane. Each year of recruitment, we saw a huge growth in the applicants to combined training, matching the growth in interest in psychiatry and the greater value placed on primary care specialties. Our national organization, the Association of Medicine and Psychiatry, has had over 100 students attending our annual meeting to share their common interest in topics at the interface of medical and mental illness, and network with the 20 residencies who participate.

Just as I arrived, a new Family Practice residency got underway based at Community Memorial Hospital, creating a new identity as a teaching hospital. At the same time, the nearby North Hills Behavioral Health clinic experienced a crisis in access to behavioral health services that alerted Froedtert leadership to the workforce development opportunity a combined Family Practice/Psychiatry residency could provide.

Working closely with Dr. Mara Pheister in Psychiatry and Dr. Jason Domagalski in Family Medicine, with leadership from Dr. Jon Lehrmann and David Petersen, we are currently refining the business plan to request funding to start the residency in 2021, the year the Family Practice residency should gain full accreditation. Community Physicians and Community Memorial Hospital are enthusiastic partners and will likely shoulder much of the cost as they recognize the value of combined physicians with community-based training to lead integrated care delivery design across the health system.

Pulling from best practices across the country in combined training, we hope to create a program which will allow for five years of combined ambulatory care experience as well as extensive emergency and consultative experience. Though there are currently 13 Internal Medicine/Psychiatry, and 10 Pediatrics/Psychiatry/Child Psychiatry programs in the country, there are only six combined Family Practice/Psychiatry programs, with the closest programs in combined training in Iowa, and none are community-based. My hope is that this new program will put MCW on the map for students passionate about integrated care and set Froedtert apart as a health system on the leading edge of integrated behavioral health.

Mary Beth Alvarez, MD
Assistant Professor
Director of Integrated Behavioral Health in Primary Care

The theme for the Summer Psyched is goals and we in the Child and Adolescent Division are all in. This is a time of the year where we are all focused on a reflection of our successes and challenges as we wrap up our EMERGE process for 2017-18. At the same time, we are beginning to formulate our thoughts for targets for the 2018-19 academic year, a process that will begin in the next few weeks.

The faculty and staff in the child division have also been engaged, for the better part of the past year, in a much larger goal setting process with our partners at Children's Hospital of Wisconsin (CHW) and its health system. CHW has taken a significant look at mental and behavioral health across their entire enterprise. In this work, much that is already being provided was recognized and a good number of holes or inefficiencies were identified. Best practices were sought and a lot of diagnostic, encounter volume and financial data was gathered and reviewed. This has been a huge endeavor and has involved a significant investment both in terms of time and effort of external consultants and internal MCW and CHW providers and administrators.

Alignment has been a major force in the strategic planning process. Currently, CHW’s senior leadership are considering the work of all involved and how to move the process into action with the support of their board of directors. The long-standing vision of CHW is to have the “Healthiest Kids in the Nation” right here in Wisconsin. In order for this to be true, the steering group has developed a mental and behavioral health vision.

Mental and behavioral health services must be seamlessly integrated and coordinated across Children’s comprehensive system of care. For this to happen, the group has identified certain strategic imperatives will need to occur.

- Improved detection of mental and behavioral health conditions
- Enhanced access to mental and behavioral health services
- Focus on targeted consumer segments/communities

Much work lays ahead to determine the strategy, tactics, and outcome measures that will allow us to meet these goals but identifying a target that we can all agree upon and strive for makes the journey possible.

Robert Chayer, MD
Associate Professor, Chucker Aring Chair of Child and Adolescent Psychiatry, Children's Hospital of Wisconsin
Vice-Chair of Child and Adolescent Services, MCW
Notes from Patient Safety & Quality

PSQC GOALS

I thought that I would take the opportunity to write about the goals of the Psychiatry Patient Safety and Quality Committee (PSQC) which have been recently revised by the Department of Psychiatry and Behavioral Medicine leadership. The vision of the PSQC is to assist the Medical College of Wisconsin Department of Psychiatry and Behavioral Medicine to continuously improve patient safety, provider quality, and the patient experience. The mission of the Psychiatry Patient Safety and Quality Committee is the following:

1. Align Department of Psychiatry and Behavioral Medicine and Medical College of Wisconsin Enterprise quality efforts.
2. Help inform Department of Psychiatry and Behavioral Medicine policies and procedures with the use of quality concepts.
3. Advise in the selection of quality tools to measure services and outcomes within the Department of Psychiatry and Behavioral Medicine.
4. Inform an educational curriculum of Quality concepts for Department of Psychiatry and Behavioral Medicine faculty, staff, and trainees.
5. Recommend and inform quality measures initially in outpatient clinical services but subsequently in Department of Psychiatry and Behavioral Medicine activities involving education, research, community engagement, and in additional clinical services.
6. Develop and support models for peer review of the Department of Psychiatry and Behavioral Medicine faculty and clinical staff.

We achieve these goals with regular meetings by the PSQC which is an advisory group to Jon Lehrmann M.D. as Department Chair and consists of representatives of the faculty and staff. Leadership from the PSQC meet with Department of Psychiatry and Behavioral Medicine leadership quarterly to coordinate efforts and to explore ways that the PSQC can support the ongoing efforts of the Department.

The Psychiatry Patient Safety and Quality Officer also meets monthly with Patient Safety and Quality Officers from the other Medical College Physicians (MCP) Departments to coordinate efforts across MCP. We currently work in a complex healthcare environment with multiple quality efforts. I hope that this summary of our current Department goals is helpful to faculty and staff as we strive to continuously improve patient safety, provider quality, and the patient experience.

Joseph O’Grady Jr. M.D.
Psychiatry Patient Safety and Quality Officer

Community Engagement

MCW’S SATURDAY CLINIC FOR THE UNINSURED

The Department is pleased to announce a new project in collaboration with MCW’s Saturday Clinic for the Uninsured (SCU). SCU is an entirely student-run, free clinic that is open every Saturday morning. In April, we began providing psychiatric consultative services based on integrated and collaborative care models from the AIMS Center at the University of Washington.

Eager resident and faculty volunteers, as well as numerous first- through fourth-year medical students, staff the psychiatric service. For the time being, patients are scheduled based on internal referrals and the results of PHQ-9 and GAD-7 screening measures. The clinic provides initial evaluations, stabilization on medications, and curbside consults.

In the spirit of academic teaching, medical students interview patients and formulate diagnoses and treatment plans with the help of resident and faculty physicians. For additional services patients may need, the clinic has access to social work through the Bread of Healing Clinic. Patient outcome measures are tracked for quality improvement and communication purposes.

A main objective of the clinic is to help our colleagues in Primary Care feel confident in treating individuals with psychiatric concerns. As such, we’ve developed screening and treatment protocols for anxiety, depression, and suicidality and introduced basic medication algorithms. Eventually, we will progress to add educational modules for medical students, as well as informative materials directed specifically to patients.

Not only does the clinic allow our MCW colleagues a chance to be involved within the underserved community in Milwaukee, but it also increases exposure to medical student teaching, integrated care delivery models, quality improvement research, and cultural psychiatry principles.

Psychiatry is in-house on the third Saturday of every month. So far, we’ve seen three to four patients per clinic day but are expecting this number to increase quite a bit as we smooth out the workflow and increase awareness.

We would especially like to thank Drs. Pheister, Alvarez, Thrasher, and Kowol for their efforts in getting the clinic up and running! If you are interested in being involved, please contact Claire Drom at cdrom@mcw.edu.

Claire Drom, MD
Psychiatry, PGY-2
Medical College of Wisconsin
REBECCA BAUER
Assistant Professor
Department of Psychiatry and Behavioral Medicine

What is your educational background?
I grew up in Brookfield and attended school locally including at DSHA (go Dashers!). I completed undergrad at Tulane in New Orleans and actually had to be displaced to Syracuse for one semester due to Hurricane Katrina. Since then I’ve been at MCW for medical school, residency, and fellowship in C-L psychiatry.

How long have you worked at MCW?
I’ve been here for the past nine years in training.

Describe your typical day.
I’ll be working part-time, averaging about two weeks per month on the Inpatient C-L Psychiatry team.

What do you like most about your job—what attracted you to this field?
I love the various roles I play as a consulting doctor. You see so many different types of people, some with complex medical issues that are also at play. The role includes working with the primary team and always serving as a patient advocate.

Tell us about life outside of MCW.
I’ve been living in the same house in Milwaukee for the past nine years with my husband, Patrick, and our pets. My family lives locally on a nearby lake so we enjoy spending our weekends out on the boat. In my free time I’m a big crafter, and lately have taken on new hobbies like simple woodworking.

Just for fun—what are your favorite movies, books, music?
My favorite movie of all time is My Best Friend’s Wedding. I’ve seen it so many times and have the soundtrack that I still listen to 20 years later!

Tell us a fun/unique fact about yourself.
I love to crochet in the winter and this year I made over 30 hats and scarfs, many of which are piled in a closet for future gifting.

SARAH HANSEN
Senior Administrative Assistant
Administration

What is your educational background?
I’m a student of the school of life, with high school, various college (but no degree), and a license as a certified nursing assistant.

How long have you worked at MCW?
I just started at MCW in the spring.

Describe your typical day.
A typical day for me generally includes my duties at the front desk—checking the referral line, collecting appropriate paperwork, making various appointments for people, etc., etc., etc. The list is long!

What do you like most about your job—what attracted you to this field?
I like the variety of tasks that I perform throughout the day and the amount of responsibility that I have been given. I’m never bored!

Tell us about life outside of MCW.
I’m married to my husband Matt. We have no kids, but we are planning to get a fur baby in the near future! We approach our free time in a variety of ways. We love traveling when we can, discovering all the food and drink the area has to offer, watching cable (especially mystery series), visiting museums and attending concerts, and generally just hanging out with our friends and our family. And we are very close to both of our families—we absolutely adore our three- and five-year-old nieces.

Just for fun—what are your favorite movies, books, music?
My all-time favorite book is The Alienist by Caleb Carr. I’m also a huge Charles Dickens fan. I also love most British literature and medical history books. My favorite movie is Some Like It Hot and try to watch it at least three times a year! As far as music, it varies. There’s just too many favorite songs and singers to mention here, but overall I’m a huge 80s British synth-pop fan.

Tell us a fun/unique fact about yourself.
I was born in Hawaii and have dichromatic eyes. Those are the two “fun facts” I always tell people when asked.
**JOAN SOWATZKE**  
Senior Administrative Assistant  
Administration

**What is your educational background?**  
Before working at MCW, I had a banking and data processing background. I attended MATC for an associate’s degree in business administration.

**How long have you worked at MCW?**  
I’ve been at MCW since February of 1999 but started working in Psychiatry in January of this year.

**Describe your typical day.**  
I’m still trying to decide what a “typical” day is for me! The main focus for me in Psychiatry is to generate purchase orders, maintain Department calendars and files, schedule various faculty meetings, and perform general administrative tasks like simply answering the phone.

**What do you like most about your job—what attracted you to this field?**  
I bring a diverse administrative background from working in the Development Office along with the Biophysics Department at MCW. My 17 years of experience supporting the Associate Vice President in the Development Office has made me enthusiastic about being a part of the administrative team in Psychiatry. I enjoy supporting others in managing their daily activities. My co-workers are wonderful too!

**Tell us about life outside of MCW.**  
I am married to my husband, Phil, and we have lots of extended family. I have the cutest cockatiel named Shirley who mimics what I say. We appreciate being able to entertain family and friends at our lake cottage. I enjoy trying new recipes, and working in my garden—pulling weeds is therapeutic! In my spare time I volunteer on several committees at our church. And of course, watching the Packers and Brewers!

**Just for fun—what are your favorite movies, books, music?**  
I love the Turner Classic Movies channel and won’t pass up a good John Wayne or Clint Eastwood western when it’s playing. My taste in books generally gravitates towards non-fiction books, particularly any featuring people who persevere when facing insurmountable odds. I will listen to just about any genre of music. I love going to concerts and try to attend a few each year.

**Tell us a fun/unique fact about yourself.**  
Lots of facts! I played competitive softball for 35 years before retiring a few years ago. I’ve also earned four medals for my four years of adult jazz dance, not for my dancing ability, for having perfect attendance each year!

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**JULIE OWEN**  
Assistant Professor  
Department of Psychiatry and Behavioral Medicine

**What is your educational background?**  
My undergraduate years were spent at the University of Central Florida, getting bachelor’s degrees in both musical theatre and psychology. I completed medical school at the Medical College of Wisconsin in 2013.

**How long have you worked at MCW?**  
I’ve been at MCW for five years, including residency and fellowship training, and I’ll be starting as a member of the faculty in September.

**Describe your typical day.**  
Is there such a thing?! Being married to a resident and parenting a toddler makes every day feel like a new adventure! In terms of my clinical work, I will be seeing patients on the inpatient C/L team at Froedtert Monday through Friday, three weeks out of each month this fall. My non-clinical week will be spent attending to administrative tasks related to the development and implementation of a new psychiatric service in the Emergency Department. I also work additional shifts during the week at the Milwaukee County Mental Health Complex in the Psychiatric Crisis Service.

**What do you like most about your job—what attracted you to this field?**  
I love psychiatry because there is arguably as much “art” to the practice as there is science. I enjoy C/L-specific work because I am able to utilize the medical knowledge I worked so hard to acquire in medical school!

**Tell us about life outside of MCW.**  
I am married to a new resident in the Emergency Medicine program, John. We have an almost four-year-old named Jack, and he keeps us on our toes! As one or both of us have been perpetually involved in medical education/training for the past decade, we don’t have much time for hobbies; however, we do have season tickets to the Milwaukee Repertory Theatre.

**Just for fun—what are your favorite movies, books, music?**  
My husband and I loved going to movies (before having children, of course). I enjoy all genres, but my favorite films are old movie musicals (think *Singing in the Rain*, *The Sound of Music*, *Seven Brides for Seven Brothers*, etc.).

**Tell us a fun/unique fact about yourself.**  
My career in theatre presented a host of unique opportunities, including a solo performance on *The Rosie O’Donnell Show* as a 17-year-old, a gig in the East Room of the White House, and a stint at Walt Disney World as a princess or two…
DEPARTMENT HAPPENINGS

2018 David J. Peterson Staff Excellence Award

WHO WILL YOU NOMINATE?
Nominations accepted
July 15–August 15

THE DOOR COUNTY SUMMER INSTITUTE

July 23–August 10, 2018
The Landmark Resort
4929 Landmark Drive, Egg Harbor, WI 54209
Reservations and information: (800) 273-7877
http://www.thelandmarkresort.com
www.mcw.edu/Psychiatry-Behavioral-Medicine/Door-County-Summer-Institute.htm
bkonczal@mcw.edu

SAVE • THE • DATE!

American Heart Association

2018 GREATER MILWAUKEE HEART & STROKE WALK / 5K RUN
Saturday, September 29 8am’til Noon
Veterans Park | Milwaukee’s Lakefront
1300 North Lincoln Memorial Drive

Walk with Team Psych!
http://www2.heart.org/site/TR?px=2037378&pg=personal&fr_id=3582&et=URQD469--N3mFt0-lYnRuQ

Congratulations to the F&MWC Freudian Slippers for raising the 6th (out of 106) highest dollar amount as a team at this spring’s NAMI Walk! And THANK YOU to everyone who donated!

2018 DEPARTMENT MEETINGS
(all on Wednesdays beginning at 8:00 a.m.)

FACULTY
July 25 • Tosa Center Classrooms A & B
October 24 • VA, Matousek Auditorium

COMBINED FACULTY/STAFF
September 26 • Research Park, Learning Centers 1 & 2

SHOW US WHAT YOU’VE DONE!
Staff Bulletin Board • jehlenba@mcw.edu

FRIDAY SEPTEMBER 21, 2018

DISCOVERY WORLD • PIER WISCONSIN
500 North Harbor Drive, Milwaukee

Learn more:
https://charlesekublyfoundation.org/beyond-the-blues.php

PSYCHED is the newsletter of the Department of Psychiatry and Behavioral Medicine, Medical College of Wisconsin.
Jon A. Lehrmann, MD, Chairman and Professor
Thom Ertl, Editor and Creative Director
Editorial Team: Joy Ehlenbach • Karen Hamilton • Kristine James • Dawn Norby

For more information, visit the Department website at www.mcw.edu/psychiatry.htm