Duke Psychiatry and Behavioral Sciences: A Story of Change

Fifth Annual State of the Department Address
September 3, 2015
A Moment of Silence

- In memory of a former member of our department

W. J. Kenneth Rockwell, MD, MA
Duke School of Medicine
1931-2014
Thank You!
5 Years of Change

- Our World
- Our Nation
- Our Field
- Our Institution
- Our Department
5 Years of Change

- Our World

Duke Medicine
5 Years of Change

- Our World
  - Population Growth
  - Aging of the population
  - Impact of wars and political instability
  - Global health
  - Global mental health
5 Years of Change

- Our World
- Our Nation
5 Years of Change

- Our World
- Our Nation
  - Health Care Reform
    - Affordable Care Act
    - Prompting shift to population health
    - Parity laws to benefit mental health coverage
    - Shift from “fee-for-service” to “pay for value” incentivizes collaborative care models and attention to behavioral contributors to medical health
5 Years of Change

- Our World
- Our Nation
  - Health Care Reform
  - NIH funding level and priorities
    - Falling paylines
    - Increase in institute-driven initiatives
5 Years of Change

❖ Our World
❖ Our Nation
  • Health Care Reform
  • NIH funding level and priorities
  • BRAIN Initiative

President Obama, 2013
State of the Union Address
5 Years of Change

- Our World
- Our Nation
  - Health Care Reform
  - NIH funding level and priorities
  - BRAIN Initiative
    - NIH / NSF / DARPA / IARPA / Foundation partnership
    - NCCIA, NIA, NIBIB, NIDA, NINDS, NEI, NIAAA, NICHD, INDCD, NIMH all participating
    - Earmarked funding for technology development

President Obama, 2013
State of the Union Address
5 Years of Change

- Our World
- Our Nation
- Our Fields & Professions
“It is increasingly evident that mental illness will be best understood as disorders of brain structure and function that implicate specific domains of cognition, emotion, and behavior. This is the focus of the NIMH’s RDoC project. RDoC is an attempt to create a new kind of taxonomy for mental disorders by bringing the power of modern research approaches in genetics, neuroscience, and behavioral science to the problem of mental illness.”

Tom Insel and Jeff Lieberman, 5/13/2013 Press Release
5 Years of Change

- Our World
- Our Nation
- Our Fields & Professions
  - Approach to Diagnosis
  - Approach to clinical care
    - Interprofessional teams
    - Patient/family centered

Duke Medicine
5 Years of Change

- Our World
- Our Nation
- Our Fields & Professions
  - Approach to Diagnosis
  - Approach to clinical care
    - Interprofessional teams
    - Patient/family centered
    - Collaborative Care Models
5 Years of Change

- Our World
- Our Nation
- Our Fields & Professions
  - Approach to Diagnosis
  - Approach to clinical care
    - Interprofessional teams
    - Patient/family centered
    - Collaborative Care Models
    - Telemedicine
    - Mobile health tools
    - Technology assisted behavioral interventions
      - CBT-I coach launched by VA

Duke Medicine
5 Years of Change

- Our World
- Our Nation
- Our Fields & Professions
  - Approach to Diagnosis
  - Approach to clinical care
  - Approach to education
    - Milestones
    - Competency based
5 Years of Change

- Our World
- Our Nation
- Our Field
- Our Institution
5 Years of Change

- Our World
- Our Nation
- Our Field
- Our Institution
  - New Leaders
    - Chancellor

Gene Washington
5 Years of Change

- Our World
- Our Nation
- Our Field
- Our Institution
  - New Leaders
    - Chancellor
    - Provost

Sally Kornbluth
5 Years of Change

- Our World
- Our Nation
- Our Field
- Our Institution
  - New Leaders
    - Chancellor
    - Provost
    - PDC President

Mark Newman puts on his “Psychiatry” hat at the Psychiatry Leadership Retreat, July 2014
5 Years of Change

- **Our World**
- **Our Nation**
- **Our Field**
- **Our Institution**
  - New Leaders
    - Chancellor
    - Provost
    - PDC President
    - 2 new departments
      - Neurology
      - Neurosurgery
5 Years of Change

- Our World
- Our Nation
- Our Field
- Our Institution
  - New Leaders
    - Chancellor
    - Provost
    - PDC President
    - 2 new departments
      - Neurology
      - Neurosurgery
    - 9/15 depts have new chairs

Joe Mathew, MD
Anesthesiology

Rich O’Brien, MD, PhD
Neurology

John Sampson, MD, PhD - Neurosurgery

Ed Buckley, MD
Ophthalmology

Ben Alman, MD
Orthopaedic Surgery

David Howell, MD, PhD
Pathology

Ann Reed, MD
Pediatrics

Erik Paulson, MD
Radiology

Allan Kirk, MD, PhD
Surgery
5 Years of Change

- Our World
- Our Nation
- Our Field
- Our Institution
  - New Leaders
    - Chancellor
    - Provost
    - PDC President
    - Dept Chairs
    - Institute Directors
      - DCRI
      - DIBS

Allen Song, PhD, Also director of BIAC

Eric Peterson, MD, MPH
5 Years of Change

- Our World
- Our Nation
- Our Field
- Our Institution
  - New Leaders
  - New Buildings
    - Trent Semans Center for Health Education (SOM)
    - Duke Nursing School
    - Duke Cancer Institute
    - Duke Medicine Pavilion
    - Hudson - Duke Eye Institute
    - DIBS Cube

Where’s the new Psychiatry Building?
5 Years of Change

- Our World
- Our Nation
- Our Field

- Our Institution
  - New Leaders
  - New Buildings
    - Trent Semans Center for Health Education (SOM)
    - Duke Nursing School
    - Duke Cancer Institute
    - Duke Medicine Pavilion
    - Hudson - Duke Eye Institute
    - DIBS Cube
5 Years of Change

- Our World
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  - New Leaders
  - New Buildings
  - EPIC - Maestro

Duke Medicine
5 Years of Change

- Our World
- Our Nation
- Our Field
- Our Institution
  - New Leaders
  - New Buildings
  - EPIC – Maestro
  - New Era of Research Compliance Requirements
    - Clinical Research Units

New Protocols Reviewed

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>Count</td>
<td>60</td>
<td>50</td>
<td>60</td>
<td>50</td>
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</table>

2012 | 2013 | 2014 | 2015
5 Years of Change

- Our World
- Our Nation
- Our Field
- Our Institution
- Our Department

You are Here

Duke Psychiatry & Behavioral Sciences
5 Years of Change

- Our World
- Our Nation
- Our Field
- Our Institution
- Our Department
  - New administrative structures and strategic priority setting
  - New leaders
  - New recruits
  - Dramatic clinical growth
  - New facilities / centers opened

Duke Psychiatry & Behavioral Sciences
Common Themes

- **Up-Side**
  - Excellence in Research, Education, Clinical care
  - Outstanding resources, facilities, laboratories, cores
  - Hard-working, productive, motivated, creative & innovative
  - Self-sufficiency, entrepreneurship
- **Down-Side**
  - Geographically spread out – limited venues for communication
  - You’re on your own – fend for yourself
  - Variable access to mentoring, promotions process
  - Dwindling clinical capacity, financially risky for faculty
  - Lacking grants management infrastructure and admin support
  - Meaning of Departmental Membership - A license to hunt, and permission to ‘Eat what you kill’
  - Divisions existed on paper but not in practice
- Informed our strategic priorities to have departmental membership mean something
Strategic Priorities – Circa 2011

- Restore our reputation for excellence in clinical care
- Support the productivity of our faculty and trainees
- Reinvigorate Child Psychiatry
- Stabilize the financial health of the department
- Improve communication and cohesion
- Grow research in strategic areas

Where to start?
- Building communication & cohesion to support change process
- Optimizing department infrastructure to enable change
State of Communications & Cohesion circa 2010

- Low attendance at Grand Rounds and Department Meetings

I regularly attend Grand Rounds

Department Survey Results – December 2010
State of Communications & Cohesion circa 2010

- Low attendance at Grand Rounds and Department Meetings
- Out of date web presence
- No social media presence, blog, or community engagement activities
Building Cohesion and Reputation through Communication

- Action plan
  - Hired Communications specialists

Joshua Dixon
Elaina Cossin
Building Cohesion and Reputation through Communication

❖ Action plan
  • Hired Communications specialists
  • Launched Grand Rounds Committee to select speakers

Charles O’Brien, MD, PhD, Director, U Penn Center for Studies of Addiction

Susan Swedo, M.D., Chief, Pediatrics & Developmental Neuroscience Branch NIMH

Tom Insel, MD NIMH Director

Nora Volkow, MD NIDA Director

George Koob, MD NIAAA Director

Annelle B. Primm, MD, MPH, Deputy Medical Director, American Psychiatric Association; Director, APA Office of Minority and National Affairs, with the Carter Family
Building Cohesion and Reputation through Communication

❖ Action plan
  • Hired Communications specialists
  • Launched Grand Rounds Committee to select outstanding speakers and named lecturers
  • Created blog, social media presence, and updated website
Every year, leaders in the field of mental health convene to discuss innovative new research and therapies in psychiatric care. Duke Psychiatry and Behavioral Sciences is proud to have a number of faculty and residents presenting at this year's 168th Annual Meeting of the American Psychiatry Association, Society of Biological Psychiatry 70th Annual Scientific Meeting, and International Society for ECT and Neurostimulation on May 14-20, in Toronto, Ontario.

Duke Faculty Presentations
Transformation in Communication and Cohesion Building

Grand Rounds Attendance

Number of attendees

Facebook Likes

Twitter Followers

Duke Medicine
Community Engagement & Advocacy

National Depression Screening Day

Duke Wellness Expo 2014

NAMI NC Annual Conference

Women’s Empowerment Conf, Raleigh

Triangle Run/Walk for Autism 2014

Martin Luther King Junior Banquet

Duke Medicine
Original Divisions

- Behavioral Medicine (n=5)
- Biological Psychiatry (n=55)
- Child and Adolescent Psychiatry (n=32)
- Clinical Social Work (n=34)
- General Psychiatry (n=24)
- Geriatric Psychiatry (n=31)
- Medical Psychology (n=158)
- Outpatient Psychiatry (n=57)
- Social and Community Psychiatry (n=23)
Variability

- In size, organization, resourcing and operations.
- Psychologists were excluded from all Divisions except for Medical Psychology, creating unnecessary barriers to collaboration.
Variability

Lack of clarity of roles, purposes and processes
  • Unclear Division Director responsibilities
Variability
Lack of clarity of roles, purposes and processes
Lack of resources
  • Most did not have budgets
Variability
Lack of clarity of roles, purposes and processes
Lack of resources
Unmet admin support needs
  • Variable access to grants management, administrative support, and mentoring.
Meetings with Divisions and Division Directors held

Mini-retreats focusing on areas of focus (e.g. Child Psychiatry and Medical Psychology) convened

Internal review conducted of existing Division structure, membership, leadership, and level of Departmental support

External review conducted of Child Psychiatry Division

Departmental Leadership has reviewed requests for the formation of new Divisions

Workgroups on formation of new Divisions were convened

Monthly leadership team meetings have reviewed pros/cons/challenges/opportunities of change process
Matrix Organization

**Academic Divisions**
- Academic home for inter-professional, interdisciplinary functional units
- Primary responsibility for academic / research mentoring, advocacy, resource management, support, communication, accountability

**Professional Units**
- Discipline-specific
- Primary responsibility for professional mentoring, hiring, salary parity, credentialing, professional development
Advantages
- Matrix organizations tend to be more resilient in a changing environment
- Breaks down silos
- Enhances communication

Challenges
- Radical departure from historical siloed structure
- Requires time to implement and train new staff in administrative roles which had traditionally been centralized
Divisions

- Addictions
- Behavioral Medicine
- Brain Stimulation
- Child & Family
- General Psychiatry
- Geriatric Behavioral Health
- Social and Community Psychiatry
- Translational Neuroscience

Professional Units

- Medical Psychology
- Psychiatric Social Work
## Division Director Responsibilities Defined

<table>
<thead>
<tr>
<th><strong>Division Directors</strong></th>
<th><strong>Division Administrators</strong></th>
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</thead>
<tbody>
<tr>
<td>❖ Advocacy</td>
<td>❖ Financial management</td>
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<tr>
<td>❖ Faculty Development</td>
<td>❖ Grants management</td>
</tr>
<tr>
<td>❖ Resource management</td>
<td>❖ Operations</td>
</tr>
<tr>
<td>❖ Communication</td>
<td>❖ Liaison with Department Administration</td>
</tr>
<tr>
<td>❖ Accountability</td>
<td>❖ Personnel / HR functions</td>
</tr>
</tbody>
</table>
Staged implementation roll-out commenced May 2012

- First ‘new format’ Division was **Child and Family Mental Health & Developmental Neuroscience Division**

What was the impact?
Child Psychiatry at Duke Circa 2010

- Fragmented between 2 departments
- Lack of coordination
- Lack of single portal of entry for children and families
- Lack of access
- Long wait lists
- Handful of dedicated providers operating under what was described as a “tidal wave of need.”
Strategic Priority – Reinvigorate Child Psychiatry

- Conducted external review of the Child Division
- Performed national search to identify new leader – Helen Egger
- Strategic investment of departmental funds into reinvigorating Child Psychiatry
  - Coupled with Duke Endowment grant and
  - $1 Million investment from former Chancellor Dzau
- Launched strategic planning process which lead to Integrated Pediatric Mental Health Initiative
- Series of strategic clinical, education and research recruits
Child and Family Mental Health and Developmental Neuroscience Division Leadership

Helen L. Egger, MD, Chief, Division of Child and Family; Vice Chair, Integrated Pediatric Mental Health (IPMH)

Nicole Heilbron, PhD, Associate Director, Division of Child and Family; Director, IPMH Clinical Practice Unit

Gary Maslow, MD, Training Director, Child and Adolescent Psychiatry Fellowship; Director, Pediatric Mental Health Consult-Liaison Service; Medical Director, IPMH Practice Unit

Chris Mauro, PhD, Leader, Lakeview Executive Committee

Jason Chavarria, BA, Division Administrator, Division of Child and Family Mental Health

Kendra Rosa, MPH, Project Manager, IPMH
Increased coverage for pediatric mental health consult/liaison and emergency services

- Increased coverage for pediatric consult/liaison (C/L) and ED services
- Daily rounding in the Pediatric ED by Child Psychiatrist
- Gary Maslow new medical director for hospital based services
- Daily rounding on all children in the ED and in the hospital.
- Hiring Lisa Hutchison, MD as full-time inpatient CL attending

Dr. Hutchison has been an "instant impact" hire. … In the ED she efficiently sees, assesses and develops dispositions for all peds psych patients we are holding. On the inpatient units she has had a huge impact in helping with the management of not just kids with primary psych diagnoses but also with the many children that have psych issues secondary to their complex medical problems. She has added a new level of expertise in the psych management of the many children referred to Duke with autoimmune encephalopathies.. In short, I can't say enough good things about Lisa and her work.

-Clay Bordley, MD, Pediatric ED Chief
Increased coverage for pediatric mental health consult/liaison and emergency services

Duke Children’s Evaluation Clinic (DCEC), opened this month

- Hospital based clinic, single portal of entry
- Interdisciplinary, team-based model with medical evaluation and evidence-based assessments
- Clinically informed triage by psychology post-doctoral fellows
- Integrating pediatric mental health services offered in the Departments of Pediatrics and Psychiatry
Increased coverage for pediatric mental health consult/liaison and emergency services

Duke Children’s Evaluation Clinic (DCEC), opened this month

Building a Center of Excellence in Autism
Our Mission Statement

To provide exceptional, compassionate care to families so that each individual with autism will realize his or her fullest potential and to expand our impact through education, innovative research, and public policy.
Dr. Geri Dawson recruited to become Center Director
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June 26, 2015 Ribbon-cutting attended by Provost Kornbluth and former Chancellor, Dr. Dzau
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Dr. Dawson’s recruitment was a partnership hire between the Psychiatry and Duke Institute for Brain Sciences

Michael Platt, Former DIBS Director, Current Penn Integrates Knowledge Professor
Dr. Geri Dawson recruited to become Center Director
June 26, 2015 Ribbon-cutting attended by Provost Kornbluth and former Chancellor, Dr. Dzau
Dr. Dzau invested $1 Million in launching the center
Dr. Dawson’s recruitment was a partnership hire between Psychiatry and Duke Institute for Brain Sciences
Received $15 Million award (first 2 yrs of a planned $41 Million program on cell-based therapies using umbilical cord blood)
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Dr. Dawson’s recruitment was a partnership hire between Psychiatry and Duke Institute for Brain Sciences
Received $15 Million award (first 2 yrs of a planned $41 Million program on cell-based therapies using umbilical cord blood)
Lin Sikich MD and Tara Chandrasekhar, MD, joining
  • Dr. Sikich will be Associate Director of the Center and is joint hire with DCRI as part of our Neurosciences Medicine Initiative directed by Andy Krystal, MD, PhD
Strategic investment in Child Psychiatry led to:

- Transformation of services for pediatric mental health in patient-centered fashion across the enterprise
- Key recruits (Drs. Dawson and Sikich) who have built major new centers of excellence including the Autism Center, which in turn, led to a $40 M Foundation grant and other key grants
- A thriving child psychiatry community for research, education, and clinical care

Additional thanks go to our partners:

- Dr. Bill Fulkerson, Kevin Sowers, Dr. Ira Chefitz, Ann Reed, Tom Kinney and many others in DUHS and Pediatrics leadership
- And prior leaders, Drs. Looney, March, Chrisman and others
Addictions Division is Born

- Department invested funds into creation of a new Division on Addictions, headed by Dr. Joe McClernon in 2012
- Well aligned with our #1 funding agency, NIDA

What was the impact?

Source: ERA Reporter
Scientific Publications (65+ Publications)
- High impact: Neuropsychopharmacology (5), American Journal of Psychiatry (1)
- All star: Ed Levin (16 total; 14 first or last author)

New NIH Awards:
- Nicotine & non-nicotine alkaloids in e-cigarettes (Rose; R01)
- Quantifying nicotinic receptor upregulation (Mukhin; R21)
- Extinction-based treatment for smoking (McClernon; R21)
- Smoking environments and relapse (McClernon; R01)
Addictions Division – Fantastic Start to FY16

- $18M in awards in the last 3 months
- Selected Highlights

Christina Meade
2015 NIDA AVENIR
Mobile technology to investigate decision making, HIV and drug addiction

Merideth Addicott
2015 NARSAD
ADHD and Dopamine-based decision making

Competitive Renewals
Rose (NIDA P50)
Swartzwelder (NIAAA R01)

Other NEW Awards
Fuemmeler/Kollins (NICHD R01)
Kollins/McClernon (FDA/NICHD R01)
Over the last 3 years, Division Early Career Mentoring program (‘Joe w/Joe’) has resulted in > 400 person hrs of research and career development mentoring.

Three career development awardees
- More under review/development

Merideth Addicott - K01
John Mitchell - K23
Louise Risher - VA CDA
CfAST Mission: To generate new insights into the causes and consequences of addiction and to translate those insights into next generation prevention and treatment strategies.

Joe McClernon
Director

Christina Meade
Associate Director

Sponsored by the Duke Department of Psychiatry and Behavioral Sciences

Launching Fall 2015 – More Details Soon
New Division of Brain Stimulation & Neurophysiology

❖ Merger of recruits from Columbia with existing Sleep Lab and ECT programs
❖ International leaders in innovating novel brain stimulation technologies, from engineering bench to bedside
❖ Uniquely poised to address BRAIN Initiative priorities
❖ Expertise spanning engineering, neuroscience, and psychiatry
❖ Strong collaborations with School of Engineering

Program / Lab Directors:

Appelbaum
Deng

What was the impact?
New Division of Brain Stimulation & Neurophysiology

Recent Grants

Zhi Deng – KL2

Stefan Goetz – NARSAD Young Investigator Award

Bruce Luber – NIA R01 With Roberto Cabeza of DIBS

Angel Peterchev NINDS R01 With Marc Sommer of BME

Andrada Neacsiu - NARSAD Young Investigator Award For a collaboration Kevin LaBar of DIBS
Sensorimotor function in elite soldiers and athletes

PI: Greg Appelbaum
Army Research Office
3 Year, $439,000

NIKE SPARQ Network
Assessments on >8000 collegiate and professional athletes

Sensorimotor expertise in sports
What is the relationship between visual-motor skills and athletic expertise?

Evaluating the effects of concussion on sensorimotor skills
How do sports concussions influence visual and motor abilities?
Andy Krystal selected in national search for **Dean’s Partnership Hire** between Psychiatry and DCRI to lead Neurosciences Medicine Program at DCRI

Andy Krystal awarded FAST-MAS U01
- Highly competitive selection process – only one awarded in the nation
- Rapid assessment of novel agents for mood and anxiety disorders
- Employs an RDoC framework
- FY14 $426,000

Other current NIH grants as PI
- Two R21s, R01
New investments in existing Divisions – Behavioral Medicine

Reflecting strengths in NHLBI portfolio

Jean Beckham, PhD, Division Director
Recipient of Clinical Science Research Mentoring Award
## Behavioral Medicine Division Highlights

### NEW grant awards 9/2014 - present

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Title</th>
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<tbody>
<tr>
<td>Beckham, J.</td>
<td>Mobile Health Technology to Enhance Abstinence in Smokers with Schizophrenia</td>
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<tr>
<td>Blumenthal, J./Sherwood, A.</td>
<td>Facility and Web-based Approaches to Lifestyle Change in Resistant Hypertension</td>
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<td>Calhoun, P.</td>
<td>Mobile Contingency Management for Smoking Cessation in Returning US Veterans</td>
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<td>Kaddurah-Daouk, R.</td>
<td>INDICIES: Individualized Drug Therapy based on Pharmacogenomics: Focus on Carboxylesterase 1 (CES1)</td>
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<td>Keefe, F.</td>
<td>Understanding Osteoarthritis Pain (UPs)</td>
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<td>Keefe, F.</td>
<td>Coping Skills for Colorectal Cancer Survivors with Pain and Distress</td>
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<tr>
<td>McVay, M.</td>
<td>Increasing Uptake of Behavioral Weight Loss Programs Among Primary Care Patients</td>
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<tr>
<td>Porter, L.</td>
<td>Caregiver-Guided Pain Management Training in Palliative Care</td>
</tr>
<tr>
<td>Sherwood, A.</td>
<td>Depression and Heart Failure Disease Progression</td>
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</table>

**Total Direct Costs:** $9,700,000
Strategic Investments in Social and Community Psychiatry

- Department invested funds in supporting the work of Dr. Jeffrey Swanson, whose research is focused on building evidence for policies and laws to prevent firearm violence and improve outcomes for the seriously mentally ill.
- PI of multi-state NSF supported study on firearms laws, mental illness, and prevention of gun violence
- Consultant to national and state policy makers on gun violence and mental health
Strategic Investments in Social and Community Psychiatry

- Investment in Global Mental Health recruitment – **Dean’s Partnership Hire** with DGHI – selected **Brandon Kohrt** following a national search
- Research focus on populations affected by war-related trauma and chronic stressors of poverty, discrimination, and lack of access to healthcare and education.
- Worked in Nepal for 16 years using a biocultural developmental perspective integrating epidemiology, cultural anthropology, ethnopsychology, and neuroendocrinology.
- **K Awardee**

Duke Medicine
Strategic investment in Allison Robertson’s work on jail diversion in persons with co-existing disorders, assisted outpatient treatment, and costs of criminal justice involvement in persons with severe mental illness.
### New Grants in Division of Social and Community Psychiatry

<table>
<thead>
<tr>
<th>Grant Title</th>
<th>Principal Investigator(s)</th>
<th>Funding Sources and Grant Numbers</th>
<th>Summary</th>
<th>Start Date - End Date</th>
</tr>
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<tbody>
<tr>
<td>Transforming Depression Care Management in Duke Medicine: The Collaborative Care Approach</td>
<td>Marvin Swartz, MD (Sarah Rivelli, MD Natasha Cunningham, MD, and Virginia O’Brien, MD)</td>
<td>Duke Institute for Health Innovations</td>
<td>Developing a collaborative care approach to manage depression in Duke Medicine</td>
<td>2/1/15 - 1/31/17</td>
</tr>
<tr>
<td>Implementation and Effectiveness of “Dangerous Persons” Gun-Seizure Laws</td>
<td>Jeffrey Swanson, PhD</td>
<td>Elizabeth K Dollard Charitable Trust</td>
<td>Evaluating the implementation and effectiveness of gun seizure laws</td>
<td>1/1/15 - 1/31/16</td>
</tr>
<tr>
<td>Gender differences in jail diversion for adults with co-occurring disorders</td>
<td>Allison Robertson, PhD</td>
<td>NIH/ R03-DA033435</td>
<td>Investigating gender differences in jail diversion</td>
<td>8/1/14-7/31/15</td>
</tr>
<tr>
<td>“Dangerous Persons” Gun-Seizure Laws</td>
<td>Li-Tzy Wu, SC.D.</td>
<td>Medical University of South Carolina/NIDA CTN-60</td>
<td>Assessing the effectiveness of gun seizure laws</td>
<td>9/1/14-8/31/15</td>
</tr>
<tr>
<td>Reducing Barriers to Mental Health Task Sharing: Stigma Reduction in Primary Care</td>
<td>Brandon Kohrt, MD, PhD</td>
<td>NIMH/ K01-MH104310</td>
<td>Developing strategies to reduce stigma in primary care settings</td>
<td>7/1/14-6/30/19</td>
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</table>
Educational Outreach through the Duke AHEC Program and Division of Social and Community Psychiatry

- Department of Psychiatry faculty provided >300 hours of educational outreach and consultation through the 9 AHECS across the state
- Completed AHEC Grant at SRAHEC A Blended Learning Approach to Training Mental Health Professionals in CBT (Zach Rosenthal and Andrada Neacsiu)
New Leadership for Center for Psychiatry and Law

- Founded by Dr. John Looney, the program has collected $826,621 since 2010 in forensic collections.
- New Director – Dr. Mehal Mankad
- Dr. Matthew Grover has joined the Duke faculty as our second fellowship trained forensic psychiatrist
- Collaboration in development with impaired physician evaluation for the North Carolina Medical Board and the North Carolinas Physician's Health Program.
New Investments in Translational Neuroscience Division

- Douglas Williamson, PhD recruited to Duke
  - Director: Biomarkers & Genomics Core of the Consortium to Alleviate PTSD ("CAP") [Department of Defense and Department of Veterans Affairs]
  - Project PI: CAP - Genetic and Epigenetic Alterations as Biomarkers of PTSD Diagnosis and Prognosis
  - Executive Committee / Principal Investigator: VA National Center for PTSD Brain Bank
  - PI: Genetic and Environmental Predictors of Combat-Related PTSD [Department of Defense] - Identifying changes in gene expression and associated genes that are up- or down-regulated following trauma exposure & PTSD development (pre/post-deployment; n > 4,000)
Translational Neuroscience
Selected Papers

- Altered resting-state functional connectivity of basolateral and centromedial amygdala complexes in posttraumatic stress disorder – *Neuropsychopharmacology*; Raj Morey

- Effects of β-arrestin-biased dopamine D2 receptor ligands on schizophrenia-like behavior in hypoglutamatergic mice – *Neuropsychopharmacology*; Bill Wetsel

- Allopregnanolone levels are inversely associated with self-reported pain symptoms in U.S. Iraq and Afghanistan-era Veterans: Implications for biomarkers and therapeutics – *Pain Medicine*; Jen Naylor

- Resting state networks distinguish human ventral tegmental area from substantia nigra – *Neuroimage*; Alison Adcock

- Suicidal ideation and sex differences in relation to 18 major psychiatric disorders in college and university students: anonymous web-based assessment – *Journal of Nervous and Mental Disorders*; Larry Tupler / Ranga Krishnan

- Proof-of-concept randomized controlled trial of pregnenolone in schizophrenia – *Psychopharmacology*; Chris Marx

- Blunted ventral striatum development in adolescence reflects emotional neglect and predicts depressive symptoms – *Biological Psychiatry*; Doug Williamson
Translational Neuroscience
Selected Recent Accomplishments

❖ Murali Doraiswamy:
  • Organized and chaired first national conference on Stem Cells for Alzheimer’s at Duke with the NIH and leading stem cell researchers
  • PI for validation and prognostic utility studies of F18-Florbetapir PET, leading to FDA approval as the first amyloid PET scan for Alzheimer’s
  • Invited speaker at the World Economic Forum in Davos

❖ Patti Resick:
  • American Psychological Association: Pre-meeting institute on cognitive processing therapy (CPT) and participated in a Presidential panel on Advances in PTSD Treatment
  • Executive Committee and CPT Master Clinician for CERV-PTSD, CSP 591 (VA), a 17-site 900 subject comparison of CPT with prolonged exposure therapy
SAVE THE DATE!
2nd Neurosteroid Congress
April 6th - 8th 2016
Washington-Duke Inn

● Inaugural Neurosteroid Congress: April 2nd - 4th 2014
  ● 17 speakers (basic, translational, clinical)
  ● Pioneer Award – Alessandro Guidotti, PhD
  ● Excellence in Education Award – Terry Gibbs, PhD

Chris Marx, MD
Division Director and Vice Chair for Faculty
We wish to thank Dr. Husain for his excellent leadership and contributions.

Mustafa Husain, MD

John Beyer, MD
Division Director
Effective July 1, 2015
Extramural funding holding strong

- Rank 10\textsuperscript{th} in NIH awards in FY14 – up 3 spots from FY13 (Source: Blue Ridge Institute for Medical Research)
- Nearly $40 million in prorated awards

- Represents a 7 year high for federal funding – nearly $14 million in new awards
- FY2016 has already started strong with a number of new awards since July 1, 2015
Top 10 NIH Funded Investigators in our Dept.

- James Blumenthal, PhD
- Jed Rose, PhD
- Redford Williams, MD
- Scott H. Kollins, PhD
- Joe McClernon, PhD
- Laura Porter, PhD
- Rima Kaddurah-Daouk, MD
- Li-Tzy Wu, PhD
- Michael De Bellis, MD
- Wei Jiang, MD

Lin Sikich soon to be added – ranks in the top 50 nation-wide

- Responsible for > $16 million in funding and 25 unique projects
- Represents nearly 60% of all current NIH funding in Department

Source: Current NIH funding to Duke Psychiatry listed by ERA Reporter; Blue Ridge Institute for Medical Science
Research Mission – Status Check

Top 20 NIH Funded Investigators in our Dept.

- James Blumenthal, PhD
- Jed Rose, PhD
- Redford Williams, MD
- Scott H. Kollins, PhD
- Joe McClernon, PhD
- Laura Porter, PhD
- Rima Kaddurah-Daouk, MD
- Li-Tzy Wu, PhD
- Michael De Bellis, MD
- Wei Jiang, MD
- Dave Madden, PhD
- Andrew Sherwood, PhD
- Sarah Lisanby, MD
- Edward Suarez, PhD
- Andrew Krystal, MD
- Alexey Mukhin, PhD
- Kafui Dzirasa, MD, PhD
- Brenda Plassman, PhD
- David Goldston, PhD
- Jane Costello, PhD

- Responsible for nearly $23 million in funding

Source: Current NIH funding to Duke Psychiatry listed by ERA Reporter
Goals for FY16:

- Continue trend to grow R01s and Mentored K awards
- Increase T32, R25
- Make sure to transition existing Ks to Rs
Research Mission – Rewarding Productivity

PRIDe Program

• Established in 2013, this program provides:
  • Incentives to faculty members who successfully secure competing NIH awards
  • Pilot Research funds annually to promote promising new science and collaboration

What was the impact?
Established in 2013, this program provides:

- Incentives to faculty members who successfully secure competing NIH awards
- Pilot Research funds annually to promote promising new science and collaboration

- >$110,000 has been awarded to PI’s for new NIH grants
- 4 Pilot Research Projects have been funded with over $92,000

- Merideth Addicott*
- Patrick Smith*
- Geraldine Dawson (active)
- Brenda Plassman (active)

*Our 2 inaugural awardees have leveraged their projects into successful applications to NARSAD and NHLBI.
Education Mission – Credit where credit is due
Thank you!

- Senior Program Coordinator
  - Phillis Scott
- Staff Assistants
  - Jashi Abhirajan
  - Ethel Owens
  - Nathan Swanson
- The Education Office oversees and coordinates activities in medical student education, resident and fellow education, and continuing education (grand rounds)
Education Accomplishments – Psychology Internship

- Training Director: Karen Wells, PhD
- Continued accreditation
- Successful recruitment of 10 interns for 2015-2016 with restoration of Neuropsych intern slot
- Graduates become future productive faculty members in all three departmental missions:
  - Grant-funded research
  - Clinical work
  - Education (didactic/seminar and practicum)
Education Accomplishments – Psychology PhD Program

- Training Director: Kathleen Sikkema, PhD
- Top ranked Clinical PhD program
- Stabilized funding for the program, in partnership with the School of Arts and Sciences

Kathleen Sikkema, PhD
Education Accomplishments – UME

- **Shelley Holmer** – Director, UME
  - Medical student clinical clerkship highly rated
  - Residents as Teachers nationally presented
  - Research collaboration with UNC/University of Newcastle, Australia
  - Increase in Duke Psychiatry research mentors for med students

- **Damon Tweedy**, Faculty Advisor, Duke Psychiatry Interest Group
  - Facilitates compelling faculty/med student conversations
  - Exposes students to breadth of departmental clinical/research efforts
  - Recruitment of minority undergraduates to Duke Med and Psychiatry
  - Sponsored med student/psychiatry resident dinner
  - Moderated faculty panel on med student/physician wellness
Education Accomplishments – GME

❖ Leadership
  • Psychiatry Residency Program
    – Jane Gagliardi, PTD, Vice Chair Education
    – Seamus Bhatt-Mackin, APD
  • Medicine-Psychiatry Residency
    – Sarah Rivelli, PTD
  • Child and Adolescent Fellowship
    – Gary Maslow, PTD
  • Geriatric Psychiatry Fellowship
    – Tracey Holsinger, PTD

❖ Education Committee
  • John Beyer
  • Shelley Holmer
  • Tracey Holsinger
  • Warren Kinghorn
  • Gary Maslow
  • Barbara Mattox
  • Chris Mauro
  • Sarah Rivelli
  • Richard Weiner

Jane Gagliardi, MD, MHS
Gary Maslow, MD
Seamus Bhatt-Mackin, MD
Tracey Holsinger, MD
Sarah Rivelli, MD
Education Accomplishments – GME

- ACGME New Accreditation System
  - Continued Accreditation with Commendation
- Excellent Match for all programs
  - Thanks to our faculty interviewers!
Education Accomplishments – GME

- **ACGME New Accreditation System**
  - Continued Accreditation with Commendation

- **Excellent Match for all programs**
  - Thanks to our faculty interviewers!
  - Matching 1-2 MD/PhDs per year now (9%)  

- **Resident Participation in QI**
  - Duke ED (office move, white board for transitions, contributed to new staffing model, violence risk screening instrument)
  - Duke Psychiatry Outpatient Clinic (DPOC) launched
  - Williams Ward / Teamwork
  - Williams Ward / Transitions of Care
Education Accomplishments – GME Continuous Quality Improvement Projects

- Resident Teaching
  - Resident as Teachers Program
  - Interdepartmental (Family Medicine)
  - Interdisciplinary (Social Work)
  - Medical Student Teaching
    - AppleSeed Awards 2015-2016
      - Wilbur Dattilo, Jason Cho, Alex Eksir, Thai Nguyen recognized by students

- Resident Scholarship
  - Publications
  - Presentations
  - ORAP nomination

- Faculty Development
  - “Flipped” Academic Half-Day (Bhatt-Mackin)
  - AAMC Teach for Quality Program

- Improved Communication
  - Weekly Psychiatry Residency Newsletter
Of our 166 graduates since 2010, we retained 50 (30%) on our faculty or in our fellowships.

- **All Trainees**: 70% Retained at Duke, 30% Other
- **MDs**: 75% Retained at Duke, 25% Other
- **PhDs**: 63% Retained at Duke, 37% Other
Clinical Services Transformation 2010-present: 5 Years of Growth
Clinical Services Transformation 2010-present: Strategic Planning

- Clinical Strategic Plan for the Department
- Restore our reputation for clinical excellence
- Dedicated focus on developing services for children and adolescents

Zach Rosenthal, PhD
Vice Chair for Clinical Services
Clinical Services Transformation 2010-present: Key Investments in Clinical Services

- Extensive DUH investment and support of behavioral health
  - E.g., DUH ED redesign, Med-Psych, DUH child C/L, DCI cancer services, GME for Residency Program, Medical Psychology Internship stipends, DRH Psychiatry, DRAL Psych C/L

- Department investments in increased administrative clinical support

- Use of PDC strategic hire funds to support key growth areas

- Chancellor support of Autism Program
## Clinical Services Transformation 2010–present: New Providers Hired

<table>
<thead>
<tr>
<th>MDs</th>
<th>PHDs</th>
<th>Mid-levels</th>
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<tbody>
<tr>
<td>Brian Kincaid, MD</td>
<td>Abigail Keys, PhD</td>
<td>Allison Taylor, PA</td>
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<tr>
<td>Brandon Korht, MD</td>
<td>Andradia Neacsiu, PhD</td>
<td>Anna Vandis, LCSW</td>
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<tr>
<td>Cerrone Cohen, MD</td>
<td>Geri Dawson, PhD</td>
<td>Christina Kim, NP</td>
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<tr>
<td>Dhipthi Mulligan, MD</td>
<td>Greg Stonerock, PhD</td>
<td>Daniel Seed, LCSW</td>
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<tr>
<td>Elena Perea, MD</td>
<td>Katherine Appelgate, PhD</td>
<td>Donna Eash, LCSW</td>
</tr>
<tr>
<td>Gary Maslow, MD</td>
<td>Kelli Friedman, PhD</td>
<td>Gary Sauls, LCAS</td>
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<tr>
<td>Jason Webb, MD</td>
<td>Kesha O'Garo, PhD</td>
<td>Hope Mooney, LCSW</td>
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<td>Lauren Franz, MD</td>
<td>Stephanie Jenal, PhD</td>
<td>Joshua Harris, LCSW</td>
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<tr>
<td>Lisa Hutchinson, MD</td>
<td>Melissa Miller, PhD</td>
<td>Marissa Howard, LCSW</td>
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<td>Margaret Maytan, MD</td>
<td>Michael Koval, PhD</td>
<td>Michael Olson, PA</td>
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<tr>
<td>Matthew Grover, MD</td>
<td>Noga Zerubavel, PhD</td>
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<tr>
<td>Natasha Cunningham, MD</td>
<td>Patrick Smith, PhD</td>
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<tr>
<td>Nora Dennis, MD</td>
<td>Rachel Feuer, PhD</td>
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<tr>
<td>Sandeep Vaishnavi, MD</td>
<td>Shannon Byrne, PhD</td>
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<tr>
<td>Tara Chandrasekhar, MD</td>
<td>Shawn McClintock, PhD</td>
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<tr>
<td>Lin Sikich, MD</td>
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</tbody>
</table>
Clinical Services Transformation 2010-present: Increased Administrative Support

- Increase to full-time HCA to oversee clinical operations (Diana Zambrano)
- Increase to full-time Revenue Manager (Robin Roach)
- Added Financial Care Coordinators and Patient Service Advocates
- Launched the Department Triage Team
- Launched the Psychiatry Access Center
- Added a Clinical Vice Chair (Zach Rosenthal)
- Added CPU Directors (Nicole Heilbron & Zach Rosenthal)
- Added Project Coordinator for Lead HCA (LaShanda Willis)
- Recruiting additional HCA role
Clinical Services Transformation 2010-present: New Clinical Programs

- Duke South 5th Floor (5A) – shared clinic space
- Duke Psychiatry Outpatient Clinic (DPOC)
  - Hospital supported
- Duke Children’s Evaluation Center (DCEC)
  - Hospital supported
- Brain Stimulation (Clinical TMS)
- Autism Clinic (Lakeview, Lennox Baker, & CDBH)
- Child Development and Behavioral Health (CDBH)
- Weight Loss Surgery evaluations
- Sickle Cell, Spine and Back
- Duke Cancer Institute – 2 new providers supported by DCI
- Immersive Eating Disorders Program
Clinical Services Transformation 2010-present: New Contracts

- DUH ED new staffing model
- DUH Child C/L
- Duke Regional Hospital increased rates
- Duke Raleigh Hospital increased rates
- Duke Cancer Institute
- CAPS
- Community contracts staffed by our faculty providers
Clinical Services Transformation 2010-present: New Systems

- New EMR: Maestro Care (Epic)
- New DSM
- New CPT codes
- New Compliance Office team and clarity around standards vis a vis the Psychiatry Compliance Grid
- New Access Center
- New website presence for clinical providers
- New revenue reporting tools
- New faculty clinical orientation and onboarding
- Maestro Care optimization infrastructure
- New Quality metrics and assessment
- New outpatient satisfaction survey process
Highlight of FY15 Team Accomplishments

- Psychiatry Access Center went live with phase I on 9/15/2015
  - The Access Center is located in Erwin Square
  - 1 Team Lead and 5 Scheduling Coordinators assigned to staff the access center
  - 20 providers transitioned to the access center for scheduling support

- Improved Revenue Management and Collections
  - Established routine reviews and follow-up to work towards further enhancing clinic revenues
  - Improved checks and balance systems to minimize billing errors and improve collections
  - Provide continuous feedback to clinic staff and providers
Clinical Services Transformation 2010-present: Outpatient Growth

Outpatient Visits

- VA
- Duke
Both DUHS and VA are growing in outpatient volumes, reflecting increasing demand that has not reached saturation point, and reflecting strategic programs in both systems to build clinical capacity to meet that demand.

Majority of the visits (68%) are at VA, highlighting importance of relationship VA
Clinical Services Transformation 2010-present: Highly Valued Relationship with Durham VA

- Kudos to VA providers and VA leadership for their excellence in clinical care and scholarship
- Thanks and special recognition are due to Dr. Rich Weiner, with special acknowledgement of his experience in leading a rapidly growing and thriving clinical program
Clinical Services Transformation 2010-present: Unprecedented Growth in Patient Revenue

Patient Revenue Trends: FY11-FY16

Psychiatry is the fastest growing department by far.

Revenue jumped from $3.3M in FY11 to $8.5M in FY15.

Source: PDC Board of Managers Report
Clinical Services Transformation 2010-present: Remarkable Growth in wRVUs

Source: PDC Board of Managers Report 2015 07 29
Clinical Services Transformation 2010-present: Remarkable Growth in wRVUs

17% increase in wRVUs from 2014-2015

Average growth across the entire PDC was only 8%

Source: PDC Board of Managers Report 2015 07 29
Clinical Services Transformation 2010-present: ECT Shifts to Largely Outpatient

ECT Procedures

Year

2010

2011

2012

2013

2014

2015

ECT Procedures

2,500

2,000

1,500

1,000

500

0

ECT Procedures
Clinical Services Transformation 2010-present: Hospital Based Services Thriving

- Renegotiated Adult Psychiatry Hospitalist PSA
  - Based on success of 17% increase in RVUs and revenue in FY14
  - Expanded to 7 FTEs, $2.2 million annually
  - Joined Medical Psychology group under Dr. Blumenthal in PSA to provide dedicated inpatient consultation to Transplant patients at DUH
    - Kristen Shirey
    - Xavier Preud’homme
    - Sarah Rivelli

Sarah Rivelli, MD
CSU Director
Clinical Services Transformation 2010-present: Hospital Based Services Thriving

- Renegotiated Adult Psychiatry Hospitalist PSA
- Creation of Psychiatry Emergency Services
  - Dedicated Psychiatry Attending in Duke ED during the day Mon-Fri
  - Enhanced Psychiatry ownership of patients to improve care
  - Additional Social Work staffing 6pm-12am
  - Improved handoffs and team collaboration
  - Improved documentation of risk assessment
  - Favorable impact on ED LOS and census

Sarah Rivelli, MD
CSU Director
Clinical Services Transformation 2010-present: Psychiatry Emergency Services Strengthened

- Renegotiated Adult Psychiatry Hospitalist PSA
- Creation of Psychiatry Emergency Services
  - Patient volumes remain high (bars), but length of stay is falling (line)

Sarah Rivelli, MD
CSU Director
Renegotiated Adult Psychiatry Hospitalist PSA

Creation of Psychiatry Emergency Services

- Positive feedback from ED Director

Sent: Wednesday, August 26, 2015 3:13 PM

...At our recent emergency services CSU presentation the group commented on the significant improvements that had been made over the past year and there is a clear consensus that this is directly related to your efforts since you assumed your leadership position. ...On behalf of all the ED staff, leadership team and the patients we care for, I want to commend you for your efforts and we look forward to continuing to work with you and improve the care we provide to patients with acute psychiatric conditions.

Michael B. Hocker, MD, MHS, FACEP
Chief, Emergency Medicine
Department of Surgery
Clinical Services Transformation 2010-present: New Providers Recruited

- Welcomed 3 Advanced Practice Providers to Psychiatry Emergency Services over past year
  - Deb LeMasters-Parzell, PMHNP - BC
  - Anusha Smith, PMHNP
  - Brandy Frazao, PA-C

- Welcome to 5 new physicians for hospital psychiatry services at Duke and Raleigh

Perea
Grover
Kincaid
Griffies
Cerrone (joint hire with Family Medicine)
148 new faculty hired over the last 5 years

- Concerted effort to give faculty appointments to VA and CRH attendings actively engaged in education mission

- 6% Addictions
- 11% Behavioral
- 2% Brain
- 16% Child
- 18% Translational
- 8% Social
- 1% Psych Inpatient
- 3% Psych Outpatient
- 16% Medical Psychology
- 11% General
- 8% Geriatric
- 3% Psych Outpatient
- 1% Social
Faculty Recruitment

- 148 new faculty hired over the last 5 years
- 128 faculty promotions over the last 5 years

Circle Graph:
- Addictions: 7%
- Behavioral: 11%
- Brain Stimulation: 5%
- Child & Adolescent: 13%
- General: 12%
- Geriatric: 11%
- Medical Psychology: 16%
- Med Psych: 1%
- Translational: 13%
- Social & Community: 8%
- Psych Outpatient: 3%
Faculty Recruitment

- 148 new faculty hired over the last 5 years
- 128 faculty promotions over the last 5 years
- Thanks to Sandra Mangum and our team of new Division Administrators, and our APT committee members

Sandra Mangum
Challenges for the Future

- Diversity and Inclusion
Challenges for the Future – Diversity and Inclusion

- Diversity among our trainees
  - Same ratio in MDs and PhDs

![Graph showing Full Time Regular Rank Faculty from 2010 to 2015 with percentages for URM and Majority.]

- 2010: Majority 83%, URM 17%
- 2015: Majority 82%, URM 18%

Duke Medicine
Challenges for the Future – Diversity and Inclusion

- Diversity among our trainees
- Diversity among our regular rank faculty*

*%URM for all faculty, including Clinical Associates, is stable at about 7%
Challenges for the Future – Diversity and Inclusion

- Diversity among our trainees
- Diversity among all faculty (including Clinical Associates)

**Pie Charts: Full Time Faculty 2010 and 2015**

- 2010: 54% Female, 46% Male
- 2015: 58% Female, 42% Male

**Bar Chart: Full Time Faculty 2010-2015**
Challenges for the Future – Diversity and Inclusion

- Diversity among our trainees
- Diversity among our regular rank faculty

![Bar chart showing full-time regular rank faculty from 2009 to 2015 with percentage breaks for males and females]

- 2009:
  - Male: 46%
  - Female: 54%

- 2015:
  - Male: 52%
  - Female: 48%
Challenges for the Future – Diversity and Inclusion

- Diversity among our trainees
- Diversity among tenured faculty

![Graph showing diversity among tenured faculty over years 2010 to 2015.]

- 2010: 79% male, 21% female
- 2015: 66% male, 34% female

*Note: The graph illustrates the percentage of male and female tenured faculty over the years.*
Challenges for the Future – Diversity and Inclusion

- Diversity among our trainees
- Diversity among tenured faculty
  - Discipline of tenured women

![Bar chart showing the increase in tenured women from 2010 to 2015.](chart.gif)
Challenges for the Future – Diversity and Inclusion

- Diversity among our trainees
- Diversity among tenured faculty
  - Discipline of tenured women
  - 2 female physicians have become tenured professors to date
    - First was tenured in 2010 as Department Chair
    - Second was promoted to tenured professor in 2015
  - 2 African American faculty have become tenured to date
    - First was in 1976 (Dr. Jim Carter)
    - Second was tenured in 2015 (39 year gap)
  - 1 Hispanic faculty has become tenured to date – in 2003
Challenges for the Future

- Diversity and Inclusion
- Need for inpatient beds – adult and child
Challenges for the Future:
Adult Inpatient Capacity flat

Number of Beds

2010 2011 2012 2013 2014 2015

CRH * (264)
Durham VA (28)
Duke Raleigh (0)
Duke Regional (23)
DUH (18)

*(# as of 2015)

*Includes acute, long-term, and geriatric units
Challenges for the Future: Child/Adolescent Inpatient Capacity Limited

*Includes acute, long-term, and geriatric units
Lack of growth in inpatient beds in the context of growing population and growing demand for psychiatric care presents challenge in ED.

All of the child inpatient beds are at CRH, making the state facility the only option for children within our system.

Vast majority of the inpatient capacity is at CRH for both adults and children, making the relationship with CRH vital.
Challenges for the Future

- Diversity and Inclusion
- Need for inpatient beds – adult and child
- Clinical operations
  - Needs shoring up to keep pace with clinical growth
  - Adjusting to changes in payor mix (decreasing self pay, increasing managed care)
Payor Mix – Psychiatry (as % of charges)

- BCBS
- Mng. Care
- Medicaid
- Medicare
- Medicare Adv
- Self-pay
Payor Mix – Psychology
(as % of charges)

<table>
<thead>
<tr>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
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<td>30%</td>
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</table>

- BCBS
- Mng. Care
- Medicaid
- Medicare
- Medicare Adv
- Self-pay
Challenges for the Future

- Diversity and Inclusion
- Need for inpatient beds – adult and child
- Clinical operations
- Alignment of the research mission with federal funding priorities of the future
  - My 2 cents
    - Skate to where the puck is going, and for NIMH that is BRAIN Initiative, RDoC, and Precision Medicine
    - Leverage connections with School of Engineering and DCRI
Challenges for the Future

- Diversity and Inclusion
- Need for inpatient beds – adult and child
- Clinical operations
- Alignment of the research mission with federal funding priorities of the future
- Need for endowed chairs
  - intensified efforts at philanthropy
Challenges for the Future

- Diversity and Inclusion
- Need for inpatient beds – adult and child
- Clinical operations
- Alignment of the research mission with federal funding priorities of the future
- Need for endowed chairs
- Space
Challenges for the future - Space

36% drop in space
Strategic effort at cost savings and right sizing

Target surpassed in 2013
Time for targeted expansion in productive research areas

Research Space (SQFT)
Indirects/SQFT

Duke Medicine
New Facilities for Child & Family Mental Health

Lakeview opens March 2012

Drs. Robert Murphy, and Victor and Ruth Dzau at the ribbon cutting

New Home for CCFH in Kent Corner June 2015
In other words – we need a new building

- Senior leadership of DUH and Duke Regional Hospital are engaged in a planning process to explore the possibility of building a new state of the art psychiatry building.
- It is expected to house a new dedicated psychiatry ED, inpatient unit (with same number of beds as we currently have in DUHS), ECT capability, and hospital based clinics.
- At present, location is likely to be on grounds of Duke Regional.
- Expected time frame 2-3 yrs.
We also need a new research building

And for that, we will need fund raising

Psychiatry & Behavioral Sciences
Annual Giving Totals

<table>
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<tr>
<th>Year</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
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Duke Medicine
5th Advisory Committee Meeting on September 3, 2015

- Goal: To build engagement and interest to leverage support for the department
- Members: Donors and friends of Duke Psychiatry
Thank you to Elizabeth Hopkins, Dottie Williams, Linda Heaney, Ellen Medearis for your partnership

Thank you to our faculty who have embraced this initiative and engaged their grateful patients
The true meaning of life is to plant trees, under whose shade you do not expect to sit.

- Nelson Henderson
Go Duke!