



Psych News

Department of Psychiatry

Volume 2, Issue 1, January 2017

Chairman's Corner



Depending on how you look at it, January marks either the mid-point of our academic year or the beginning of Banner's Fiscal Year. Either way, I feel quite upbeat about our departmental accomplishments and the future ahead.

Ole Thienhaus, MD
Professor and Chair

Manny Acuña is doing a terrific job with our new newsletter, and he and I are committed to getting it onto a regular schedule so it will hopefully become an expected (anticipated?) event in the life of our group. We have a committee working on ideas for our strategic planning retreat in February. I hope that everybody can become part of this effort as we prepare for positioning the Department of Psychiatry for the next decades. I am pleased that we are better now at keeping quarterly dinners: Nothing like face time with each other to remind all of us that we are collectively participating in a bigger enterprise than our day-to-day schedule suggests.

Please note the presentations and publications coming out of our midst, advertising to academic psychiatry at large that we, at the University of Arizona, are a presence in the field. This is crowned, once again, by Dr. Killgore's ability to obtain yet more research support from the Department of Defense, adding another \$1.5M to his impressive grant portfolio.

Kathleen Dostalík, our intrepid Department Administrator, is leading efforts to finally establish our Center for Emotional Health. This is a complex undertaking as we break new ground in setting up a service line (as an integrated clinical delivery entity) in conjunction with the traditional UA Center concept that supports interprofessional education and team research.

I wish everyone a great new year! Let's be kind to each other as we sail the unknown waters of a rather unpredictable health care environment. As you all know (I believe), we have a terrific team of people. This team, moreover, is on the go, growing and transforming constantly.

Welcome Bryan Clines & Dr. Melissa Spanggaard!

Recently, Bryan Clines, BS and Melissa Spanggaard, DO joined the Department of Psychiatry. Bryan joins the department as the new Regulatory Coordinator, and Dr. Spanggaard as Director for the new Forensic Psychiatry Fellowship Program. The Department of Psychiatry is fortunate to have these bright individuals join the team!

Bryan graduated from the University of Arizona in 2006 with a Bachelor's of Science in Physiology. He previously worked at the U of A Cancer Center for nine years, where he provided regulatory management of clinical trials for several cancer types, primarily melanoma and sarcoma. Bryan most recently worked as an Internal Monitor for the UACC Compliance Office, where he assisted their Data and Safety Monitoring Board in ensuring proper conduct of investigator-initiated trials.

Dr. Spanggaard joined the department in

September of 2016. Born in Nebraska, Dr. Spanggaard completed medical school in Kansas City, MO, her adult psychiatry residency at the University of South Dakota Sanford School of Medicine in Sioux Falls, SD, and her forensic psychiatry fellowship at SUNY Upstate, in Syracuse, NY. Following training, Dr. Spanggaard returned to South Dakota where she redesigned the forensic curriculum for the residency program. In addition to lecturing for the residency, she supervised residents and medical students in both inpatient and outpatient settings. As the only fellowship trained, board certified forensic psychiatrist in the state, her forensic practice quickly grew, and she was called in to advise on various issues, including speaking to and advising a task force organized and supervised by the Chief Justice of the South Dakota Supreme Court examining the way that the law and psychiatry interact in the state.

2016-2017 Psychiatry Grand Rounds Lecture Series - Update



On December 14, 2016, the Department of Psychiatry held its last Grand Rounds of the fall cycle. It concluded with a presentation on movement disorders. The guest speaker was David Shprecher, DO, MSci, from Banner Sun City Research Institute, in Sun City, Arizona. The title of his presentation was "Evaluation and Management of Tourette Syndrome."

The spring cycle began on January 4, 2017 with a presentation by Hanna Levenson, PhD. Her presentation "An Integrative Affective, Experiential, Psychodynamic, Cognitive-Behavioral, and Systems Approach to Time-Limited Psychotherapy" impressed all of the

attendees. Dr. Levenson is a Professor at the Wright Institute in Berkeley, California, and a Fellow of Division 29 (Society for the Advancement of Psychotherapy) of the American Psychological Association (APA). Dr. Levenson has been specializing in the areas of brief psychotherapy and supervision for 40 years. Immediately following her presentation, Grand Rounds participants had the opportunity to mingle while they enjoyed light refreshments and hors d'oeuvres. What a great way to start a new Grand Rounds cycle! This spring, Grand Rounds will feature resident and psychology intern presentations. Residents and psychology interns present in pairs and each individual gives a 30-minute presentation on a topic of their choice; however, these presentations are not eligible for CME credit. As a reminder, Grand Rounds take

place every Wednesday, from 4:00PM to 5:00PM, at Banner University Medical Center South, Behavioral Health Pavilion, in room 1223, unless otherwise specified. In addition, the University of Arizona College of Medicine – Tucson designates the live activities for a maximum of 1.0 AMA PRA

Category 1 Credit(s)™. If anyone has questions, comments or concerns, please do not hesitate in contacting Manuel “Manny” Acuna via telephone at (520) 626-3626 or via email at uapsycon@email.arizona.edu.

Child and Adolescent Psychiatry



Kathy Smith, MD
Associate Professor

For the Child and Adolescent Psychiatry (CAP) Fellowship Program, January 4, 2017 was Match Day. The program will welcome two new trainees this next upcoming academic year. Dr. Kathy Smith, Associate Professor and Director of the CAP Fellowship Program, is “very excited for [their] new trainees” and “think[s] they will be an excellent addition to our program.” Also, the CAP Fellowship Program is excited to restart a clinical rotation at the Crisis Response Center (CRC) with Dr. Cesar Berdeja. Dr. Berdeja will joins us a site supervisor and faculty. Fun fact: Dr. Berdeja is a graduate our CAP Fellowship Program.

Congratulations to *Dr. Noshene Ranjbar* and *Dr. Peter Klinger* for passing their ABPN Specialty Boards in Child and Adolescent Psychiatry!

Interview Kinematics or Interview Kin-KNEE-matics?

By Jason Curry, DO

There may likely be one force in this universe, and one alone, that perpetuates the continuous spin of planet Earth along its axis. On any given day, throughout the world, there is any number of medical school graduates interviewing at residency programs throughout the whole of medicine. For our own residency, **these interviews take place most Mondays and Fridays during the months of October-January.**

I contend that it is the nervous bouncing of these applicants’ knees on interview day that drives the rotation of the planet.

Now, perhaps you believe it is a differing force: gravitational pull of celestial bodies, churning of the planet’s semi-plasmic core, what have you. Yet, these are likely no less reliable and potentially no more powerful than the rhythmic pumping of interviewees’ nervous knees.

This Friday morning I sit amid five such bright-eyed residency interviewees. The applicants are actively listening to the introductory presentation being expertly delivered by one of our chief residents. In fact, our chiefs have all become so adept at delivering this presentation after nearly **20 interview days completed [and 2 more to**

go] this season that I imagine they could perform it in their sleep.

Today’s group of applicants is similar to most: an eager group of 5-6 smiling people, robust in enthusiasm and smart in dress. This group like many is clearly excited, and, as expected, one or two in the group continues to propel the course of the planet with the perpetual motion of their kinetic knees.

The energy in the room is clear. As it has been for the **105 applicants we have interviewed so far this year.** Among the **1,295 applications** our program received this year, **437 of these from US medical schools,** our program has **invited 148 applicants** to interview. By the end of the season we are **on track to complete >110 interviews.**

On the other hand, the numbers and effort required to successfully execute this workload are more difficult to quantify. Here the analogous concept of energy is perhaps more exchangeable to the quality of this tremendous effort.

This extensive process requires our committed departmental administration acting as an open conduit to allow so much time, energy, resource and person-power to be directed towards this effort. The dedicated focus of our residency’s

program coordinators, who bring to the interview season such welcome positivity and their ambient warmth, is motivational to us all. I should also note the tremendous work of our faculty, who both interview applicants and cover services in order to allow our residents to infuse their own energy into this effort.

Central to these efforts are of course the residents, who are catalyzed in their power by our igniting, engaging chief residents. The electricity the residents bring to this process fuels us well

through this demanding season. Thank you to you all.

It takes an effort that is great; for a cause that is powerful; executed by all of us in a way that is grand. Perhaps at the end of the interview season all that we do is merely assure the continued match of more fantastic residents into our program...or, perhaps what we have done is continue to support the very mechanism that keeps this planet turning. You decide. Bounce on.

Medical Student Education – Update



Barry Morenz, MD
Associate Professor

For the first time ever, students are expected to perform an OSCE (Objective Structured Clinical Examination) as a graded requirement of the third year

Psychiatry clerkship. The OSCE is intended to assess the students' ability to perform a

psychiatric interview and note write-up. Students appreciate the opportunity to demonstrate their refined interview skills and immediate feedback given to them by the standardized patient at the end of the interview. In the future, we hope to explore different cases and exams that will advance the student's learning experience on their Psychiatry clerkship. – *By Karina Latimer, BS*

Psychology Training Programs (Psychology Externships and Clinical Psychology Predoctoral Internship)

By Marisa Menchola, PhD



Marisa Menchola, PhD
Assistant Professor

The first half of the academic year was a busy and successful one for trainees and faculty in the Psychology training programs in our department. The Internship

program welcomed **Dr. Andrew Gardner** as a new supervisor for the Child and

Adolescent Psychology track. **Dr. Harrison-Monroe** gave a very well received keynote presentation at the annual convention of the Arizona Psychological Association on Integrated

and Integrative Approaches to Behavioral Health Care. **Psychology Extern Lauren Nguyen**, who works with Dr. Menchola in the Memory Disorders Clinic, received the prestigious Theodore H. Koff Scholarship, awarded annually to outstanding UA graduate students pursuing studies in Aging and Gerontology. **Psychology Intern Matthew Moffitt** published his fiction book "From Moon to Joshua. The Sands of Deliverance" (available on Amazon!). And our favorite news: Steely Arthur Patton was born on December 31 to **Dr. Emily Bell** and her husband Sean Patton. Congratulations Emily and welcome Steely!

We are currently interviewing for the Clinical Psychology Predoctoral Internship program and will hopefully have some good news to share after Match day on February 17, 2017.

New Forensic Psychiatry Fellowship Set to Begin July, 2017

The new Forensic Psychiatry Fellowship Program, headed by Dr. Melissa Spanggaard, is planning to begin with its first class of fellows in July 2017. The program will accept up to two fellows each year, and lasts one year. Fellows can expect a busy but fascinating experience designed to graduate

knowledgeable forensic psychiatrists who are ready to practice in any of a number of settings. Training experiences will include the state prison system, commitment evaluations at the BUMCS campus, and both criminal and civil evaluations for the courts. *Applications are still being accepted for the inaugural class.*

Also, Congratulations to Dr. Melissa Spanggaard for obtaining Fellow status in the American Psychiatric Association! She is invited to attend the 2017 Convocation of Distinguished Fellows ceremony that will take place during the APA Annual Meeting in San Diego, CA in May 2017.

Research Project with 4th-year Medical Student



Noshene Ranjbar, MD
Assistant Professor

It's been a pleasure supervising a 4th year medical student (Nick Ahrendt) for a reading elective in October '16 and also a research elective in January '17. Nick and I met at one of Psychiatry Medical Student Interest Groups organized by Julie Demetree. For his reading elective, he did a literature review and put together a paper and presentation on the topic of Refugee Mental Health, while volunteering at the new free MIND clinic. As part of his research elective, Nick applied and was awarded an Association of Medical Education Scholars (AMES) grant from the UA College of Medicine for a research study looking at mind-body skills training to address wellness and burnout in 3rd year medical students. He put together a team of three medical students to help with various aspects of the project (IRB submission, subject recruitment, data collection, etc). They have recruited 40 participants (1/2 for a control group and 1/2 in the active group), and mind-body skills groups have begun and will be running approximately monthly throughout the semester. Nick has also helped with literature search and uploading articles for our Department of Psychiatry Faculty-Resident Research Collaboration project, a collaborative effort with Pam Mirsky, MD. Nick has also been learning about integrative psychiatry, sitting in on an interesting patient case, and is helping write up a case report. It has been a delightful learning, teaching, and mentoring experience working closely with Nick and the team of students he has put together! And a shout out of gratitude for all the support by staff (Bryan Clines for helping with IRB questions, Kathleen Dostalick for a super "can be done" attitude) and excellent mentorship in the department (Kathy Smith, Ole Thienhaus).

Research

Over the past several months, the **SCAN Lab** team has submitted abstracts for presentation at the following conferences:

- International Neuropsychological Society 2017
- Society of Biological Psychiatry 2017
- SLEEP 2017

Other group efforts have been geared towards recruitment of research participants who have experienced either a mild TBI or concussion, or those who have experienced a traumatic event. If you know of anyone who might be interested in our studies, please refer them to us!

Lastly, we welcomed two new team members to our group on Monday, January 9, 2017. **Natalie Dailey, Ph.D., CCC-SLP** joined our team as a Postdoctoral Fellow. Natalie is a licensed Speech-Language Pathologist and brings with her a background in TBI and its effects on language. **Courtney Smith**, who previously served the lab during her undergraduate studies as a Research Assistant, will be joining the EIT Team in their work on our Emotional Intelligence Training program. Be sure to say “hi” to Natalie and Courtney if you see them around! – *By Sara Knight, BS*



In December, we completed data collection for the Project REST study, which was funded by the NCAA to study sleep and well-being in student athletes. We have completed the initial data analyses and will be presenting our findings at the NCAA convention in January.

In December, we also submitted a number of research abstracts to the annual SLEEP scientific meeting, which will be held in Boston in June 2017. These abstracts reported on new data showing:

Michael Grandner, PhD
Assistant Professor

- Poor sleep predicts worse academic performance in student athletes.
- Poor sleep is associated with worse mental health and social functioning among student athletes.
- Poor sleep is associated with increased alcohol, tobacco, and other drug use among student athletes.
- Poor sleep is associated with poor decision making when using alcohol among student athletes.
- Student athlete time demands impact insomnia symptoms but not sleep duration.
- Student athletes generally lack healthy sleep information from on-campus sources, and this lack of information may contribute to poor sleep.
- A simple sleep health intervention in student athletes produced measurable improvements in sleep.
- Athletes who participated in a simple sleep health intervention program reported wide-ranging benefits from the program.
- Athletes who participated in a simple sleep health intervention described which aspects of that program were most helpful.
- Level of Anglo acculturation predicts sleep problems in Mexican-Americans.
- Being born in Mexico is associated with fewer sleep problems, and this is mediated by acculturation.
- A new measure of an individual's level of control over sleep was developed and validated.
- A new touchscreen-based reaction time test sensitive to sleep loss was developed and validated.
- Self-described sleep categories are associated with reported sleep duration and overlap with empirically-defined categories imperfectly. Insomnia may contribute to perceptions of sleep category as abnormal.
- Food insecurity is strongly related to short sleep duration and insomnia symptoms in the population.

- Insufficient sleep and poor sleep quality are associated with a wide range of socioeconomic indicators.
- Social jet lag is associated with a wide range of health and functional problems, even after adjusting for sleep duration and insomnia. - *By Michael A. Grandner, PhD, MTR, CBSM*



The Crisis Response Center continues to gain recognition as a center of excellence and provides fertile ground for research in quality improvement, crisis services, and community mental

Margaret "Margie" Balfour, MD, PhD
Clinical Assistant Professor

health. Residents and fellows interested in these areas are welcome to contact me to explore ideas for research or quality improvement projects at margie.balfour@connAZ.com.

Publications and Presentations

Since the last newsletter, two papers have been accepted for publication:

Balfour ME, Tanner K, Jurica JS, Llewellyn D, Williamson R, Carson CA. (2017) Using Lean to Rapidly and Sustainably Transform a Behavioral Health Crisis Program: Impact on Throughput and Safety. *Joint Commission Journal on Quality and Patient Safety*. In press.

This study describes how technology adapted from the Toyota Production System was applied to transform the clinical operations and organizational culture at the CRC. Outcomes were sustained for at least one year and include throughput measures such as door-to-doctor times and safety measures such as assaults to staff.

Balfour ME, Winsky JM and Isely JM. (2017) The Tucson Mental Health Investigative Support Team (MHIST) Model: A prevention focused approach to crisis and public safety. *Psychiatric Services*. In press.

This report describes an innovative law enforcement approach to serving people with or at risk of developing a behavioral health crisis. The Tucson law enforcement community is one of – if not the most – advanced in the nation in terms of

mental health and it is my privilege to collaborate with the Tucson Police Department and Pima County Sherriff's Office in the study and dissemination of such innovative work.

Two conference presentations were given in December:

“Development & Implementation of Values-Based Performance Measures for Behavioral Health Crisis Services” was presented at the Seventh Annual National Update on Behavioral Emergencies hosted by The American Association for Emergency Psychiatry in collaboration with the Sinai Health Systems and Rosalind Franklin University of Medicine and Science/Chicago Medical School in Las Vegas, NV. This talk detailed the work performed at the CRC in the field of measure development and how it relates to the Joint Commission’s 2017 project to develop a core measure set for crisis services.

“Psychiatric Emergencies: A Continuum of Solutions” was presented at the Institute for Healthcare Improvement National Forum in Orlando. This talk described how crisis facilities such as the CRC provide a pathway to mental health treatment as an alternative to arrest or psychiatric boarding in emergency departments.

This is the inaugural year for a new quality improvement course for third and fourth year residents. After a primer on basic quality improvement concepts, the residents work in groups to improve an aspect of healthcare delivery. They have chosen targets for improvement such as adherence to thiamine

replacement guidelines on the inpatient medicine wards, patient satisfaction with in-session charting in the outpatient psychiatry clinics, resident ability to refer for social services, and many other worthwhile endeavors. Most will start collecting data this January. Please support them as they try to make our world a better place!

Clinical Rotations at the CRC

Starting in January, the child fellows will once again rotate at the CRC, under the supervision of our associate medical director Dr. Cesar Berdeja. Welcome back! In addition, under the leadership of our medical director Dr. Stephen Lopez, we have transitioned to PGY1s on the adult

observation unit and are developing new rotations with PA schools around the state who have approached us about training in this unique setting. – *Margie Balfour, MD, PhD*



Richard Lane will make five presentations at the 75th Annual Meeting of the American Psychosomatic Society in Seville, Spain, March 15-18, 2017.

Richard D. Lane, MD, PhD Professor Lane R. “Deficits in the Mental Representation of Emotional States in Functional Somatic Syndromes and their Implications for Assessment.” Speaker and Co-Chair of Preconference Workshop titled “Emotions, Somatic Symptoms and Bodily Distress Syndromes” co-sponsored by the American Psychosomatic Society and the European Association for Psychosomatic Medicine.

Lane R. Chair of symposium titled “Early Life Adversity Predicts Coronary Heart Disease: Evidence, Mechanisms and Implications.”

Chair, Roundtable Discussion with the winner of the Paul D. MacLean Award for Outstanding Neuroscience Research in Psychosomatic Medicine (Hugo Critchley, M.B.B.S., Ph.D.).

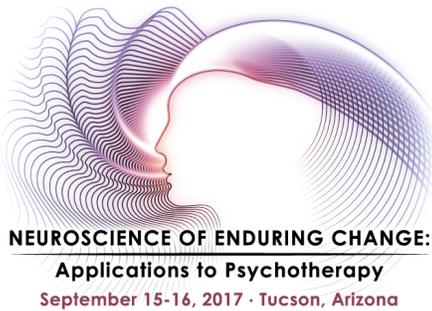
Lane R, Reis H, Hsu P, Zareba W. “Cracking the code: Everyday Emotion Alters Ventricular Repolarization Duration in Coronary Artery Disease.” (oral presentation).

Lane R, Kromenacker B, Sanova A, Allen JJB. “Low Frequency Heart Rate Variability due to Slow Yoga Breathing is Vagally Mediated.”

Currently Funded Research Projects in the Department of Psychiatry						
Principal Investigator	Title of Project	Start Date	End Date	Sponsor	Total Direct Cost	Cash Flow Year
Scott Killgore	Effects of Bright Light Therapy on Sleep, Cognition, Brain Function, and Neurochemistry in Mild Traumatic Brain Injury	11/1/2015	10/31/2016	DOD	141,547.00	2016-2017
	Bright Light Therapy for Treatment of Sleep Problems following Mild TBI	9/30/2014	9/29/2017	DOD	1,211,035.00	2014-2018

	A Nonpharmacologic Method for Enhancing Sleep in PTSD	9/30/2014	9/29/2018	DOD	2,495,578.00	2015-2019
	A Model for Predicting Cognitive and Emotional Health from Structural and Functional Neurocircuitry Following Traumatic Brain Injury	4/15/2015	4/14/2019	DOD	1,232,278.00	2015-2019
	Refinement and Validation of a Military Emotional Intelligence Training Program	4/15/2016	4/14/2020	DOD	3,929,441.00	2016-2020
Michael Grandner	Promoting Healthy Sleep and Circadian Rhythms in Student Athletes: Mental Health, Social Functioning, and Physical Well-Being	5/16/2016	3/1/2017	NCAA	10,000.00	2017
	Cardiovascular and Metabolic Risk Factors Associated with Short Sleep Duration	2/25/2016	7/31/2017	NIH	345,585.16	2016-2018
Richard Lane	Typical Daily Emotion, Ischemia, and Repolarization in Coronary Artery Disease	6/25/2011	4/30/2017	NIH	2,460,537.00	2011-2017
Karen Weihs	Effects of Meditative Movement (Qigong/Tai Chi Easy) on Fatigued Breast Cancer Survivors	5/1/2015	4/30/2017	ASU	30,218.00	2015-2017
	Interventional, Randomized, Double-Blind, Placebo-Controlled, Active Reference (Fluoxetine), Fixed-Dose Study of Vortioxetine in Pediatric Patients Aged 12 to 17 Years, with MDD	1/12/2017	8/28/2020	Lundbeck	230,453.55	2017-2020
	Interventional, randomized, double-blind, placebo controlled, active reference (fluoxetine), fixed-dose study of vortioxetine in pediatric patients aged 7 to 11 years, with Major Depressive Disord...	1/12/2017	8/28/2020	Lundbeck	230,453.55	2017-2020
TOTAL					12,317,126.26	

Neuroscience of Change in Psychotherapy Conference



The Departments of *Psychiatry* and *Psychology* at the University of Arizona will be hosting a conference in Tucson on the “Neuroscience of Enduring Change: Applications to Psychotherapy” on September 15-16, 2017 (Friday and Saturday).

The purposes of this 2-day conference for researchers and clinicians are threefold: 1) review recent basic research findings and their clinical implications; 2) define a research agenda for the neuroscience of enduring change; and 3) discuss the mechanisms of enduring change in

psychotherapy from the clinical perspective of four major psychotherapy modalities – behavioral therapy, cognitive-behavioral therapy, emotion-focused and psychodynamic psychotherapy. Interest in this topic stems from a recent article (Lane, Ryan, Nadel & Greenberg, *Behavioral and Brain Sciences* 2015; 38:1-19.) in which a neuroscientifically-based, integrative theory of the mechanisms of enduring change was proposed that focused on the process of memory reconsolidation and the role of emotion in updating memories in the context of psychotherapy. The conference is meant to bring together researchers who share our interest in providing a scientific basis for psychotherapeutic change, and whose varied perspectives will expand the discussion of the neural mechanisms of enduring change. Speakers will include clinically-oriented basic science researchers on Day 1 and research-oriented clinical practitioners on Day 2, all of whom will be in attendance both days of the conference.

The conference will be held in a ballroom at the University of Arizona Student Union. Residents and other trainees will enjoy a reduced registration fee of \$50; the standard registration fee will be \$275.

Confirmed Speakers and Topics

Day 1 - Friday September 15, 2017

Lynn Nadel, PhD: *Memory Systems and Dynamics*
Lisa Barrett Feldman, PhD: *Construction of Emotional Experience*
Ryan Smith, PhD: *Implicit and Explicit Emotion*
Merel Kindt, PhD: *Emotion/Memory Interactions*
Jessica Andrews-Hanna, PhD: *Arousal and the Frontal Lobes*
Jessica Payne, PhD: *Sleep and Memory Dynamics*
Lee Ryan, PhD: *Memory and the Self*
Jacek Debiec, MD, PhD: *Early Life Trauma*

Day 2 - Saturday September 16, 2017

Les Greenberg, PhD: *Emotion Focused Therapy*
Edna Foa, PhD: *Behavioral Therapy*
Michelle Craske, PhD: *CBT*
Hanna Levenson, PhD: *Psychodynamic psychotherapy*
Rhonda Goldman, PhD: *Integrative Therapies*
Richard Lane, MD, PhD: *Synthesis*

Dr. Ole Thienhaus Presents at the Seventh Annual National Update on Behavioral Emergencies Conference

On December 9, 2016, Dr. Ole Thienhaus presented at the **Seventh Annual National Update on Behavioral Emergencies Conference** hosted by The American Association for Emergency Psychiatry in collaboration with the Sinai Health System and Rosalind Franklin University of Medicine and Science/Chicago Medical School. The title of his presentation was "Integrated Care Come to Emergency Psychiatry." This conference was held December 7 through December 9 at the Treasure Island Hotel in Las Vegas, NV.

Clinic's Corner

The Whole Health Clinic has moved into full ramp up mode. We have co-located staff at the Crisis Response Center to conduct Urgent Engagements with members who are in need of ongoing outpatient behavioral health services. We have updated our brochure and have distributed it throughout the community and within Banner. We are excited to have had more groups come through to tour our beautiful facility and take the opportunity to provide information on our integrated model. We are looking to come out to various clinics, urgent cares, etc. throughout Banner to provide information on our services, what we have to offer and how you can refer individuals to us.

Our staff continue to show such dedication towards all the individuals we serve, working long hours on securing safe housing options, completing specialty referral packets for intensive outpatient services and to complete discharge plans with individuals who are hospitalized. All our staff work collaboratively to ensure every individual we serve is wrapped around to best meet their unique needs. We are grateful to have such a hard working team! Please reach out if you would like to know more about our services and how we may be able to work together to meet the needs of individuals you engage with. - *By Lori Pierson*

Psychiatry Clinics BUMCT, BUMCS and Child & Adolescent Clinic

We continue to move forward with the build out of the BHP 3rd floor, which will house both 70PC and SC Psych. If everything goes as planned, construction should start March 1, 2017 and be completed by fall 2017. Once both Clinics (70PC, SC) are moved into the new third floor clinic, our Child and Adolescent Clinic will relocate into the BHP first floor outpatient clinic. We will keep you posted on the progress. Congratulations to our Front Office Staff, (Kelley, Erin, Sara, Araceli and Latoya) for ending December at a 97% POS collection rate. The goal is to collect 100% of co-pays, co-insures and deductibles on every patient on every visit. Way to go! - *By Leslie Armenta*

Congratulations to Leslie Armenta, Clinic Operations Manager, and the amazing team at 70PC for passing the recent ADHS audit! Also, congratulations to Jessica Bodzioch, M.Ed., Personnel Affairs Coordinator, for having all HR records in order!

Finance Corner

By Travis Wissinger, MSA

Generating Revenue

December 19, 2016

As we approach the end of the fourth quarter of 2016, the business team has been keeping a close watch on our finances for the year. As a mostly service based business, we rely heavily on our clinicians and support staff treating patients to generate enough revenue. Without your hard work and dedication, we could not exist as an entity within Banner Health. So, where do we stand financially for the year and where do we fit overall within the hospital?

Through the end of November, our net income is under budget approximately (\$800K). Clearly, we would like to break even by the end of December and we are looking at how we can generate enough revenue to accomplish that goal. In particular, our department is taking a closer look at our coding practices to ensure we are maximizing our return on services provided, as well as marketing measures to increase our patient base.

How do we compare to other departments? It is difficult to say because of the types of services and products each provides. However, here is a quick glance at the number of wRVUs generated by each department and the Revenue/wRVU Year to Date (as reported in the Blue Book financials):

Department	Clinical Billings	% of Total Clinical Billings	Clinical FTEs	Revenue/wRVU	wRVUs
Anesthesiology	55,610,919.00	12%	12.00	1,866.26	29,798
Emergency Medicine	62,092,949.00	14%	12.50	197.60	314,232
ENT	13,422,616.00	3%	1.30	285.53	47,010
Family Medicine	15,924,597.00	3%	7.90	193.59	82,261
Internal Medicine	90,940,810.00	20%	34.20	177.40	512,621
Medical Imaging	36,496,368.00	8%	9.80	170.93	213,512
Neurology	14,118,833.00	3%	7.10	233.17	60,552
OB/Gyn	17,695,897.00	4%	3.80	172.91	102,341
Ophthalmology	11,348,049.00	2%	1.90	309.41	36,677
Orthopedic Surgery	23,456,427.00	5%	1.70	256.98	91,278
Pathology	6,887,205.00	1%	3.90	134.13	51,346
Pediatrics	39,358,875.00	9%	27.10	182.71	215,420
Psychiatry	9,283,880.00	2%	10.60	154.94	59,921
Radiation-Oncology	6,908,881.00	2%	2.90	161.25	42,845
Surgery	56,349,788.00	12%	8.30	215.48	261,510
Total	459,896,094.00	100%	145.00	4,712.29	2,121,324

In conclusion, if we are able to increase our reimbursement for services rendered, increase our patient base, and increase our patient encounters, all other metrics will increase respectively. Generating enough revenue, as is the case with any business, is the key to the department's sustainability. We will provide more stats as the year concludes and look forward to a prosperous 2017!

Save The Date

College of Medicine General Faculty Meeting

February 8, 2017

May 17, 2017

August 9, 2017

November 8, 2017

Meetings will continue to be held in Kiewit Auditorium in the AZ Cancer Center from 4:30-5:30 p.m. A reception following each meeting will be held in the lower lobby of the Cancer Center.

Faculty Retreat

February 10, 2017, 11AM-4PM, Old Main

Res Ed Meeting

February 21, 2017

Match Day!

March 17, 2017

NAMI Walk

April 1, 2017

Graduation

June 23, 2017

DEPARTMENT OF PSYCHIATRY

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Thank you Newsletter Contributors!

If you have any questions, comments, concern, and/or would like to submit content, please do not hesitate in contacting Manuel “Manny” Acuna via email at macuna@psychiatry.arizona.edu.

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