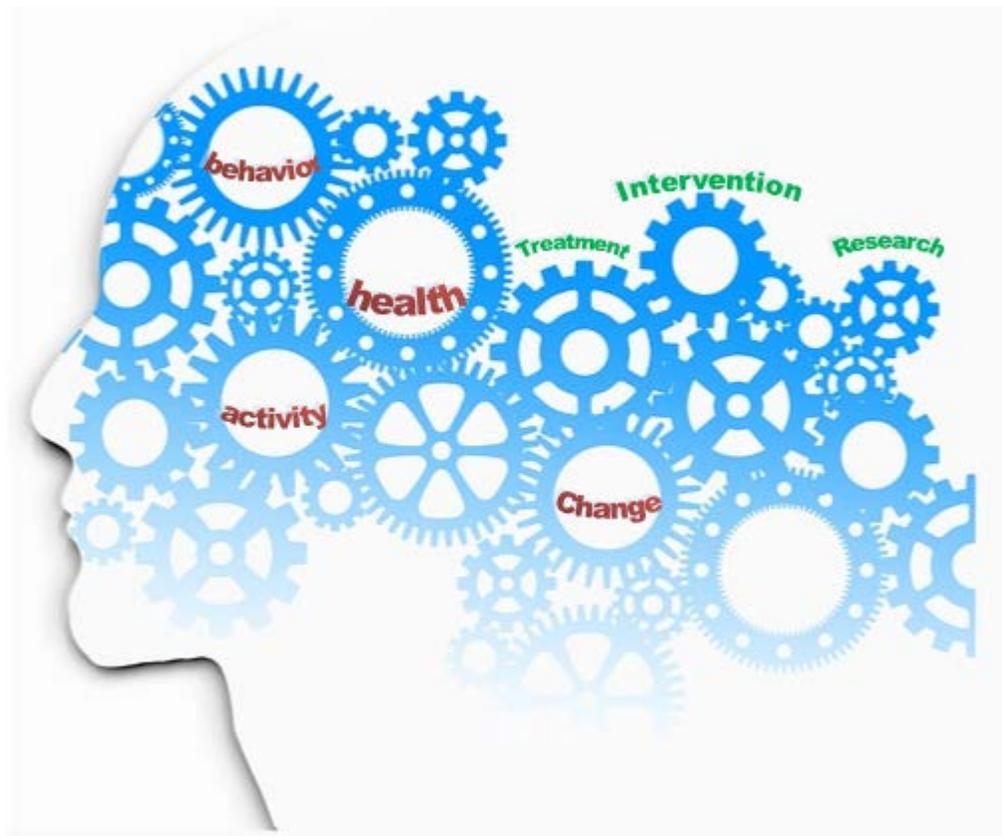


DEPARTMENT OF PSYCHIATRY AND BEHAVIORAL SCIENCES



ANNUAL REPORT
2016-2017 ACADEMIC YEAR

Overview

The Department of Psychiatry and Behavioral Sciences continues to advance the study and understanding of psychiatry and behavioral sciences by aligning the department's goals with the university's strategic plan. This allows the department to provide quality, compassionate and culturally competent patient care, outstanding educational and research programs while being a progressive leader among academic psychiatry departments.

As a strength, the department remains financially stable. Net contribution to reserves on June 30, 2016, was \$1.9 million and reserves totaled \$10.1 million, of which \$9.4 million is committed to startups, bridge funding, matching in-kind funding and a small reserve of 15% of the previous year's expenses. This left more than \$700,000 in uncommitted reserves for additional recruitment and program development. The budget picture is promising. While revenues are below initial projections due to delays in some state contracts, the incoming revenues are up by \$500,000 compared to last year and department expenses remain below projections. If these trends continue, the department should exceed its 2016-17 financial goals. In addition to growing revenues and reduced expenses, endowments with a market value of \$13.9 million and income generation of more than \$500,000 contribute to the department's financial stability and strength.

Faculty recruitment and retention represents the department's primary threat and challenge. Kaiser Permanente is offering starting salaries close to \$280,000 with signing bonuses at \$150,000. Additionally, the California Department of Corrections and Rehabilitation, along with the State Department of Human Services, is offering salaries between \$250,000 – \$300,000 to psychiatrists with a forensic background. With a department's starting salary of around \$165,000 – \$175,000 for new faculty, the department cannot financially compete with other outside institutions. The department is using its strengths in research, education, diversity, and the promotion of new programs, to offset the lower salaries. However, recruitment and retention will continue to represent the chief threat and challenge to the department.

One of the largest opportunities is the department's ability to respond to community mental health concerns. More than 28 physicians and psychologists as well as 13 residents and clinical psychology postdocs provide services to the County of Sacramento Division of Behavioral Health and at least seven psychiatrists are contracted by various non-profit agencies to provide clinical services for Sacramento County patients. The faculty and residents also work at several adult and child outpatient clinics, a 40-bed inpatient unit and in other programs for severely mentally ill patients.

Correctional mental health represents one of the leading areas of growth and opportunity for the department. Currently the department provides jail psychiatric services for an 18-bed inpatient unit and mental health services to approximately 4,100 inmates housed at the Sacramento Main Jail and the Rio Cosumnes Correctional Center. Over the last 18 months, the department has created programs related to jail-based competency treatment for inmates unable to stand trial due to mental health concerns. The state and county are requesting these programs be increased due to the quality and effectiveness of services being provided. The department is holding county jail contracts for more than \$6.2 million for mental health services. Based on community need, and projected changes in standards for correctional mental health, these contracts may double if not triple over the next three to five years.

In addition to correctional mental health, the department has developed productive contracts with the Department of State Hospitals (DSH). These new contracts focus on forensic research and education related to individuals Incompetent to Stand Trial (IST), Mentally Disordered Offenders (MDO), Sexually Violent Predators (SVP) and Not Guilty by Reason of Insanity. The department will provide training focused on preparing for forensic expert witness duties, assessment of competence to stand trial, assessment of violence and dangerousness and the assessment of malingering. Additionally, faculty from the department serve as consultants on forensic issues concerning treatment approaches in a forensic setting, legal issues related to forced medication of psychiatric patients, treatment interventions for antisocial personality disorder, and evidence-based treatment for forensic clients. These contracts represent roughly \$1.5 million in revenues this year and almost \$6 million over the next two to three years.

Lead Person-Centered Care

In an effort to provide care in the best way, at the best time, in the best place, by the best team, the Department of Psychiatry and Behavioral Sciences, looks to technology and the experience of its clinical team. With research grants in this area of \$4.3 million, the department has pledged \$50,000 to extend telepsychiatry services to several Primary Care Network (PCN) locations over the next year. The department is also expanding the eConsult program to improve access to mental health services. Additionally, the department has expanded the Attention-Deficit/Hyperactivity Disorder (ADHD) consultation to the Student Health Clinic on the Davis campus and to two more PCN clinics. The department is also working to increase involvement in palliative care by working with the Support Care and Survivorship programs at the Comprehensive Cancer Center. The department has spent additional funds to retain key faculty members who are instrumental in these programs.

Reimagining Education

The department is committed to developing diverse, life-long learners who will lead transformation in health care to advance well-being for all. In 2016, one of the department's researchers was awarded The Northern California Leadership Education in Neurodevelopmental Related Disabilities (LEND) grant. This Health Resources & Services Administration (HRSA) Grant represents more than \$440,000 per year for five years to provide interdisciplinary training on evidence-based screening, diagnosis, and treatment related to Autism Spectrum Disorders and Developmental Disabilities (ASD/DD) while emphasizing collaborative, family centered and culturally competent care. In addition to the grant funding, the department has pledged in-kind funds of \$50,000 each year for the next five years. This allows the department to enhance the training for child and adolescent psychiatry residents. The department is also collaborating with the School of Medicine and School of Nursing to expand bioethics education and to provide other enhanced educational experiences.

In addition to the LEND Grant, the department supports a unique training program titled Train New Trainers (TNT) Primary Care Psychiatry (PCP) Fellowship. The TNT PCP Fellowship is a yearlong education certificate program for primary care providers to receive advanced training in primary care psychiatry. Additionally, this program instructs providers on how to teach these principles to their colleagues. Last year this program had 26 enrolled students. This year, the program already has 44 students enrolled, and these numbers are growing. Recently, a student from the Middle East enrolled in this program, and the department may use this educational model as part of its Global Mental Health outreach programs.

There is a great demand for the department's residency training programs. With over 1,300 applications received for the categorical psychiatry program, the two combined programs (FM/Psych and IM/Psych), and the Child and Adolescent Psychiatry Program, the department is scheduling nearly 160 interviews to fill 21 open spots. The excellence of the educational programs are also reflected in the department receiving the top score out of 48 institutions in the 2016 Columbia Psychodynamic Psychotherapy Competence Exam for a second year.

Accelerate Innovative Research

To improve lives and reduce the burden of disease through discovery, implementation and dissemination of new knowledge, the department continues to promote research through the use of reserves and endowment funds to create awards, startups, and retention and bridge funding. As of July 1, 2016, the department had 69 active grants with a total dollar value of \$103.3 million. In comparing

our department with the other academic departments of psychiatry in the United States who have received funding from the National Institute of Health (NIH), the department is ranked 13th nationwide.

To continue research innovation and growth, the department awards two \$75,000 Joe P. Tupin Research Awards annually to researchers to encourage the collection of new data for obtaining extramural funding. An annual Faculty Development Award of \$50,000 is also provided to encourage new research and growth in the department's faculty members. These awards are in addition to the more than \$7.8 million in reserves committed to psychiatry researchers and their projects. The department is also seeking to recruit a senior clinical investigator to build a research program in addiction, Posttraumatic Stress Disorder (PTSD), mood disorders or other clinical disorders. Additionally, the department has set aside funds to recruit graduating residents or postdocs that show great promise as research investigators.

Improve Population Health

The department strives to enhance population and community health and wellness through the use of big data and precision health. The use of the department's strengths in telepsychiatry, the TNT PCP programs and the expert knowledge of our faculty will allow the department to obtain its goal of improving population health. This starts with the education and training of primary care providers in California and in other countries. This year the department allocated \$50,000 towards the development of a mental health geriatric program in Vietnam that will foster international collaboration in research, education and clinical care.

The department is also assisting with the development of urgent care and crisis stabilization programs with the County of Sacramento that will focus on evidence-based and cost-effective services. The department will also increase mental health services provided to individuals in correctional institutions. Individuals leaving these institutions, and others in the community that are unprepared to care for their mental health issues without support, need community assistance to receive appropriate care. By working with urgent care and crisis mental health programs, the department will work to help bridge this gap, and reduce the use of emergency departments to provide mental health services.

Transform Our Culture

To engage with compassion and inclusion, and the vision to inspire innovative ideas and to empower each other, the department has hired a Director of Cultural Psychiatry and the holder of the Luke and Grace Kim Endowed Professorship in Cultural Psychiatry. The professor's vision is to advance the mental health and wellness of individuals, communities and populations by approaching psychiatry through the lens of culture, diversity and social inclusion. The department has allocated substantial

funds to allow the Director of Cultural Psychiatry to extend her vision and to help the department transform its culture. A priority is to update its cultural psychiatry curriculum and promote the recruitment, retention and promotion of women and minorities.

Promote Sustainability

The department works to support the university's shared goals, balance its priorities, and to invest in our workforce and in our community to promote health and well-being. Outside contracts generate more than \$15 million of the department's \$20.7 million in revenues. These contracts provide mental health services to Sacramento County Mental Health and Sheriff's Departments, the State Department of Hospitals and other local mental health organizations. Additionally, departmental clinicians provide forensic services to courts and attorneys. The department is looking to increase the services provided under these contracts to promote community health and well-being and to increase revenues.

While these contracts work to help the community, they are driven by political will and economic fluctuations. The department is looking to increase NIH Grant funding to help offset risks related to outside contracts and to increase the department's national standing. Additionally, the department has met with its director of development to set new fundraising goals. These goals include creating endowed chairs for cultural psychiatry, psychosocial oncology, integrative care and child psychiatry. These endowed chairs will strengthen the department, invest in our workforce and help to reduce risks related to our large external contracts.

Conclusion

The Department of Psychiatry and Behavioral Sciences is utilizing the university's and health system's strategic plan to set departmental goals that take advantage of its strengths and opportunities, while minimizing weaknesses and threats. The department will continue to use its financial resources, the knowledge and skills of its faculty and staff, and its community involvement to meet its goals and to promote the goals of the strategic plan.