



Department of Psychiatry
Strategic Plan
2014 - 2016

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Stony Brook Medicine
Department of Psychiatry
Strategic Plan 2014 - 2016

This strategic plan was developed to align the activities of the Department of Psychiatry with the strategic plans of Stony Brook University and Medical Center and to prepare the department to be a leader in the rapidly changing healthcare environment. To succeed as an academic department, we must participate fully in the University's endeavor to become "one of the top public research universities in the world" and the School of Medicine's quest to be "a national leader in academic medicine." To succeed as a provider of psychiatric services we must participate in shaping the healthcare system of the future and ensure that our activities are adapted to it.

Our strategic planning process assesses internal and external factors affecting our current and future state. We anticipate that this plan will be an ever evolving document changing in response to:

- advances in science, technology and medicine
- the interests and expertise of our faculty, students and staff
- developments in the local, regional and national marketplaces

Our overarching goals and strategies will be defined through dialogue with both internal and external stakeholders within the context of the university's and medical center's strategic plans. Once our goals are set, we will identify specific activities and measures of success to guide our progress toward them.

THE BURDEN OF PSYCHIATRIC DISEASE

According to the World Health Organization, by 2020 Major Depressive Disorder will be the second most common cause of disability worldwide. In 2002, 154 million people suffered from depression globally, 25 million people from schizophrenia and over 100 million people suffered from alcohol or drug abuse disorders. Close to 900,000 people die from suicide each year. World Economic Forum and Harvard estimate the global cost of mental illness at nearly \$2.5T in 2010, with a projected increase to over \$6T by 2030. The entire global health spending in 2009 was \$5.1T. Mental health costs are the largest single source; larger than cardiovascular disease, chronic respiratory disease, cancer, or diabetes. Mental illness alone will account for more than half of the projected total economic burden from non-communicable diseases over the next two decades and 35% of the global lost output. Adding to the burden is an aging population

that is experiencing neurological disorders such as Alzheimer’s disease, dementia, stroke and other diseases affecting the brain. Our overall approach the medical and psychiatric care can and will change the lives of the people we treat.

MISSION OF THE DEPARTMENT

Consistent with the missions of the university and medical center, the Department of Psychiatry has a three-fold mission to:

- deliver world-class, compassionate care to our patients
- advance our understanding of mental health and psychiatric disorders
- educate the future generation of health and mental health professionals and biomedical investigators

VISION FOR THE DEPARTMENT

The Department of Psychiatry aspires to be one of the leading departments of psychiatry in the country by:

- offering an array of innovative clinical services that address the needs of the local community
- engaging in a program of scientific research that advances our understanding of psychiatric disorders and improves the treatment of people affected by them
- providing an educational experience for students and trainees that is innovative, challenging and supportive

PRIMARY GOALS

The department has 5 primary goals.

GOAL 1

The Department of Psychiatry will enhance the quality, accessibility and scope of its clinical services and improve patient and family experiences.

The department is committed to ensuring that its clinical services:

- address the most pressing needs of the regional community
- are based on current professional guidelines and evidence-based research
- are accessible to the public in terms of location, hours of service and ease of access
- are compassionate and sensitive to the cultural diversity of the patients we serve

- are focused on patient/family engagement and shared decision-making when appropriate
- are provided in comfortable and attractive settings
- support the department's educational mission
- comply with all applicable professional and regulatory standards

ACTIVITIES IN SUPPORT OF GOAL 1

- Recruit dynamic leaders to direct the Division of Child and Adolescent Psychiatry and the adult inpatient service
- Recruit additional physicians in the Comprehensive Psychiatric Emergency Program (CPEP)
- Increase access to care and enhance interdisciplinary collaboration by recruiting additional non-physician clinical staff in our outpatient services
- Expand our capacity to serve patients with co-occurring psychiatric and substance disorders through partnerships with Eastern Long Island Hospital and community providers
- Introduce group therapy services for people with co-occurring disorders in our outpatient adult service
- Develop the capacity to provide urgent evaluations and walk-in services for children and adults
- Increase access to evening or weekend appointment times
- Collaborate with schools, government agencies and local providers in the improvement of the local service system
- Increase the capacity to serve the needs of older adults in collaboration with other medical departments
- Explore Consultation & Liaison (CL) shared staffing models with other medical departments to reduce length of stay and readmissions
- Continue to promote the integration of behavioral health services with medical and surgical services for patients of all ages in ambulatory and inpatient settings
- Maintain reduced levels of restraint use in all our services
- Maintain a vigorous program of suicide assessment and prevention
- Reorganize/expand inpatient beds and structure of units to ensure a better patient experience and clinical milieu
- Achieve excellence in patient and family satisfaction
- Promote responsive collaborative relationships between inpatient and outpatient services and between psychiatric and other hospital services

GOAL 2

We will expand and enhance our program of scientific research.

The department is committed to ensuring that its research program:

- focuses on developing new insights into the causes of psychiatric disorders and into more effective methods of prevention and treatment
- is interdisciplinary and collaborative
- complies with the highest standards of ethics and scientific integrity
- nurtures promising young and mid-career researchers
- supports the training of a new generation of biomedical researchers and scientifically informed psychiatrists

ACTIVITIES IN SUPPORT OF GOAL 2

- Integrate fully with the Neurosciences Institute and Neurosciences Service Line
- Participate in the leadership of the State Brain Networks of Excellence as well as the federal BRAIN initiative
- Collaborate with the Departments of Psychology and Neurobiology to create a center for the Clinical Affective Neuroscience of Anxiety and Depression (CANAD)
- Collaborate with the Department of Biomedical Engineering in the newly awarded ECRIP fellowship program to study brain structure and function pre- and post-bariatric surgery
- Establish a new Center for Mood Disorders and recruit accomplished clinicians and researchers in mood disorders
- Expand clinical research projects and learning opportunities for clinical faculty, nursing and social work staff, medical students and graduate students
- Expand the scope of clinical research in both the ambulatory and inpatient settings
- Pursue private and government funding to support research innovation and creativity
- Implement a departmental small grants program to enable collection of pilot data that will enhance future funding opportunities
- Implement an incentive program for researchers
- Increase the likelihood of acceptance of grant submissions by instituting a rigorous program of internal grant review led by senior faculty prior to external submission
- Renovate remaining space in HSC to accommodate additional research activity
- Maintain and increase the already substantial number of faculty publications in leading professional journals
- Start pilot grants program

GOAL 3

We will increase the size, scope and quality of our educational programs at all levels.

The department is committed to ensuring that its educational program:

- supports the educational missions of the university by providing instruction in basic and applied sciences to undergraduates, medical students and students in other health disciplines
- provides educational and training opportunities to a culturally diverse group of well trained and motivated applicants
- prepares graduates of our residency and fellowship programs to practice with confidence and expertise in a variety of clinical and academic settings within the ever-changing healthcare landscape
- encourages students to engage in a life-long learning experience designed to enhance their scientific knowledge and clinical skills
- fosters the personal and professional development of students
- complies fully with all standards of accreditation and regulations

ACTIVITIES IN SUPPORT OF GOAL 3

- Continue to support the education of undergraduates and medical students
- Increase educational opportunities for students in clinical psychology, social work, nursing, mental health counseling and related disciplines
- Expand the size of our residency program
- Introduce a research track for residents
- Create opportunities for psychiatry residents to participate in the School of Medicine's medical scientist training program (MD/PhD)
- Restructure and refocus our journal club and other didactic programs
- Restructure the four years of clinical rotations to ensure a full complement of clinical activities appropriate to the learning level of the resident
- Streamline resident rounds to ensure the most comprehensive learning experience while balancing workload and increased clinical demands
- Work with faculty to ensure a balanced approach to teaching and clinical responsibilities in a changing healthcare world
- Implement the newly approved Psychosomatic Fellowship
- Re-invigorate our Geriatric Fellowship
- Expand the role of the Child Fellowship participants
- Provide leadership and support to the ECRIP Center for Obesity Research

GOAL 4

We will expand our program of community engagement toward improved collaboration and population health.

The department is committed to ensuring that:

- our clinical services operate as an integral part of a network of health and mental health services designed to meet the needs of our patients, their families and the larger community in collaboration with other Stony Brook departments
- we communicate openly and honestly with the community through a variety of media and forums
- department leaders are fully engaged in regional and state-wide planning for health and behavioral health services and overall population health initiatives
- our faculty and staff are kept aware of local and regional initiatives
- our faculty and staff are encouraged to engage in community education and service
- members of the community are provided an opportunity to support the work of the department and university

ACTIVITIES IN SUPPORT OF GOAL 4

- Improve population health by providing leadership in the design of clinically integrated models of care for the Long Island region in collaboration with primary and specialty care physicians
- Collaborate with other hospitals and community providers to improve access to behavioral health services on the East End of Long Island
- Engage with community providers around new initiatives such as the NYS Health Homes, Behavioral Health Organizations and 1115 waiver activities
- Establish a mechanism to engage Stony Brook Medicine in working toward the New York State Department of Health prevention agenda goals
- Actively encourage members of the faculty and staff to remain or become engaged in community service as board members, scientific or medical advisors, or as volunteers
- Communicate with a broader spectrum of community leaders about our activities by expanding our channels of communication
- Continue our successful program for identifying and engaging potential donors

GOAL 5

We will improve the quality and efficiency of the department's work by supporting the professional development of our faculty and staff and improving the workplace environment.

The department is committed to ensuring that it will:

- target and fund learning and research opportunities to support the professional development of our faculty and staff
- empower faculty and staff to make decisions at the point of care
- support each division leader's ability to make informed choices/changes that will impact their areas of responsibility
- make informed investments that will lead to a stronger future under new healthcare reimbursement methodologies.
- keep staffing levels in step with departmental growth

ACTIVITIES IN SUPPORT OF GOAL 5

- Specify use of certain funds for educational endeavors
- Implement and use concepts such as management engineering and Lean for improved quality and efficiency
- Be transparent with department finances and spending to support collaborative leadership through the provision of regular divisional financial information
- Continue to provide opportunities for faculty and staff to communicate with department leaders in forums such as open lunchtime meetings with the chair, faculty socials and division meetings
- Create a means of regular communication and teamwork across disciplines through the development of a balanced scorecard and a meaningful dashboard to ensure both accountability and acknowledgement of success
- Revamp performance evaluation process and merit/incentive awards
- Encourage use of standardized practices to support department growth and continuous improvement of clinical services
- Work with nursing leadership to define unit roles and responsibilities
- Migrate to a completely electronic medical record and data management system

CONCLUSION

The Department of Psychiatry occupies a unique position in the community. We are part of a public university, operate Suffolk County's only level I trauma center and Comprehensive Psychiatric Emergency Program (CPEP), and serve as a safety net hospital. We simultaneously serve as the county's only academic, tertiary care medical center with a focus on high quality clinical care, research and education. Attempting to meet the demands of these dichotomous roles is a challenge, but we have significant clinical and research expertise and the passion and commitment to carry out the vision and goals that are outlined above.

Aside from the goals and activities presented in this document, capital investments are required to make needed structural changes and upgrade much of our physical space. These larger projects, although a necessary part of our future planning, are not specifically noted herein.

The goals of the Department of Psychiatry are meant to be targets that will move us towards excellence through the monitoring of our fiscal and quality dashboards and division-focused scorecards. Specific work plans to accomplish our goals will be developed as a collaborative effort between the division directors and departmental leadership which will define timelines and responsible parties. Everything we do to accomplish what is written in this plan will bring us closer to achieving our vision.