



Notes from the Department Chair

Managing Change in your Department of Psychiatry and Behavioral Medicine

Fourteen years ago, one of my mentors advised: "You need to be flexible and nimble as a leader." I heard him, and somewhat dismissed it at the time as I had so much more to learn about managing our department. I do not think I fully grasped what he was saying.

That said, my medical education helped prepare me for having an adaptive mindset. Just when you feel you are becoming adept in one area of psychiatry, you "rotate" to another site or type of treatment setting. Still, I think people are creatures of comfort, and when we get used to doing things one way that seems to work, we naturally resist change. I know I have resisted change at times.

During all my time as your Chair, I believe we are currently going through more change than at any other time.

The top leaders of our major health system partners have all changed. The President and CEO of both Children's Wisconsin and Froedtert Health have retired. The Chief of Staff of the Milwaukee VA retired. Many members of their leadership teams are changing. Many of my clinical chair colleagues are retiring. Froedtert and Theda Care are merging. We are implementing a new compensation plan at Children's and working on a new one at F-MCW. We have a new administrative realignment at MCW where we are being grouped as a department with Family Medicine, PM&R, Neurology, and Neurosurgery- to improve administrative efficiencies. MCW is replacing Oracle with Workday as a human resource platform this coming year. These are just some of the biggest changes we are facing.

How do we manage these changes in a way that we can learn, grow, and adapt together?

I will need to be flexible and nimble as a leader, and I am asking you to help with accepting these changes and, even more than that, helping our department to embrace the challenges of change. We can do this through strong teamwork and by working hard, learning, adjusting, adapting, collaborating, and improving. I have already begun educating our new health system leaders about our amazing people and the critical importance of your tremendous work, and the unique challenges of the economics of mental health. Just as I ask the new leaders for their support, I ask that you support each other through this change. Our academic psychiatry family will best move forward through change by sticking together, supporting each other, and working as a team. If managed well, change can lead to growth and improvement - personally and as a department.

Thank you all for your support and teamwork.

Your Chair,



Jon A. Lehrmann, MD
Charles E. Kubly Professor and Chairman
Department of Psychiatry and Behavioral Medicine
MCW
Associate Chief of Staff for Mental Health,
Milwaukee VAMC



Notes from Administration

A system change is coming to MCW!

I've learned in my years at MCW that there is one certainty you can always count on – change! As you may or may not have heard, MCW is embarking on a change in its enterprise resource planning (ERP) system from Oracle plus several home-grown applications to Workday. Workday is a cloud-based, fully integrated platform that will replace more than ten other systems that many within our department utilize on a daily basis.

As we approach the implementation of the Workday ERP system in July 2025, we are expecting a very significant change to many of our processes across the department and MCW as a whole. A few examples – Workday will be the new place for the annual goal setting and review process, logging time off, and will be the new place to go to view pay slips, benefits, and tax information, among many other things. Workday will replace Emerge, MyTime, Benefits Express, and more. Instead of logging into several different applications, there will be one website "home" to perform all these tasks. This is a change that will impact every one of us!

Several Psychiatry team members have actively participated in Workday experience groups to share their insights and gather feedback on the new system as part of the development process. In the coming months, the focus of the Workday team will shift towards system testing as the implementation process moves forward. We hope to involve as many interested staff in this phase as possible to ensure our department is well-prepared and informed ahead of Workday go-live in July. If you or anyone on your team has an interest in participating in the testing process, please reach out to me.

Once testing is complete, the Workday team will begin to offer comprehensive training for all impacted employees. We are currently anticipating this to happen in late spring 2025. As we have more information, the Administration team will be sure to share it with the department and facilitate targeted training sessions to ensure everyone is prepared for the transition.

For more information about Workday, project status, and FAQs, look for the Workday page on Infoscope:

<https://infoscope.mcw.edu/workday.htm>

Please don't hesitate to reach out to me or the Administration team, if you have any questions about Workday.

Brenna Cannon
Associate Administrator
Department of Psychiatry and Behavioral Medicine;
MCW



Clinical Notes

Change in Academic Medicine

Change management in clinical medicine, whether in the hospital or ambulatory setting, is a critical process that ensures the successful implementation of new practices, technologies, and protocols. Change is essential for adapting to advancements in healthcare, regulatory changes, and patients' evolving needs. However, change does not come easily in academic medicine. Effective change management requires the active participation and collaboration of healthcare professionals, administrators, patients, and other stakeholders at F&MCW.

One of the primary drivers of change in medicine, and psychiatry is no different, is technology. The rapid development of digital health tools, such as electronic health records (EHRs), digital health apps, telemedicine, and artificial intelligence, has changed how healthcare is delivered and will continue revolutionizing medicine. Implementing these technologies, however, is not without challenges. Healthcare workers and patients must adapt to new models of care, which can lead to resistance if expectations are not appropriately managed.

Another significant driver of change is the evolving landscape of healthcare regulations. Government departments, regulatory agencies, and healthcare systems frequently introduce new guidelines to hopefully improve the quality of care, enhance patient safety, and increase cost efficiency. Navigating these administrative shifts requires healthcare leaders to engage in proactive change management, ensuring that their teams are prepared for the changes and that the necessary resources are in place to comply with new regulations.

Change management in medicine also involves shifting organizational culture, such as Froedtert's recent merger with TheaCare. Leaders must educate about the value of change and cultivate a culture of openness and innovation where healthcare professionals feel empowered to suggest improvements and embrace new practices. The ability to shape an environment where change is seen as a positive and necessary part of growth can help reduce resistance and foster a more collaborative approach to change in healthcare.

Successful change management in medicine hinges on clear, transparent communication and collaboration. Engaging all stakeholders early in the process, including frontline healthcare providers, patients, and administrative staff, helps to ensure that everyone understands the reasons for the change and their role in it. This keeps everyone informed and makes them feel involved and part of the change process.

In summary, change management in medicine is not just about adapting to new technologies, policies, and cultural shifts. It's about embracing these changes as opportunities for growth and improvement. With careful planning, effective communication, and a collaborative approach, healthcare organizations such as Froedtert and the Medical College can navigate these changes while maintaining high standards of patient care and unlocking the potential for enhancing healthcare delivery for everybody.

Tom Heinrich, MD
Professor
Department of Psychiatry and Behavioral Medicine; MCW



Notes from the VA

Embracing Change Through the Lens of JEDI: Integrating Justice, Equity, Diversity, and Inclusion into Our Culture

In our evolving world, managing change effectively is key to fostering a more just and inclusive environment. Within the Zablocki Health Care System, in the Mental Health Division, we recognize that true progress involves weaving Justice, Equity, Diversity, and Inclusion (JEDI) principles into the very fabric of our organization. To lead this effort, our JEDI committee invited Dr. Stephen Grisham, the Director for Equity, Diversity, and Inclusion at VA Bedford, to guide us on a journey of diversity, equity, inclusion, and belonging. Through small and large group discussions, he created a space of respect, openness, and communal sharing, with well over 100 participants throughout the day.

During our day-long session, we began by having each Mental Health program area share their ongoing JEDI activities, highlighting the meaningful changes already in motion and sparking collaborative dialogue. Dr. Grisham emphasized the importance of framing these efforts within the broader context of health equity, reminding us that advancing equity is integral to achieving our VA mission. This aligns with the strategic objectives we are developing, ensuring that JEDI concepts are not only part of our day-to-day discussions but embedded within the core of our strategic planning, which can be seen in the form of SMART goals.

Additionally, we had the opportunity to hear from psychology fellows Drs. Beutlich and Luxon, who delivered an inspiring presentation on the critical importance of adopting a zero-tolerance stance on racial injustice. They reinforced our division's commitment to combating racial inequities, ensuring that we take a proactive approach. The zero-tolerance task force, led by Dr. Scott Barrera and Margaret Niese with executive sponsor Dr. Bert Berger, aimed to increase understanding of the prevalence and effects of racism, provide education and tools to use when addressing racist language and behaviors and provide resources on how to further develop a culturally responsive provider.

All presenters encouraged us to look closely at our current practices and policies to identify where we can organically integrate JEDI values. By incorporating these principles into our daily operations and strategic goals, we can create a lasting cultural shift—one where equity is not just a goal but a lived reality for every veteran and staff member within our facility.

Together, we are paving the way for meaningful change, ensuring that our dedication to justice, equity, diversity, and inclusion endures as we move forward.

Flower Lewis, MSN, RN, AGACNP, CNL, PMH-BC, NE-BC
Associate Division Manager Mental Health
Zablocki VA Medical Center



Notes from Faculty Development

Guidance through Change

The department's Appointment, Promotion and Tenure (APT) Committee has been preparing for change for some time. We all know that anticipating change and actually managing it can feel very different – that is where our committee is ready to help!

As MCW moves through the updates to the promotion and tenure criteria during this and next academic year, our APT Committee will guide and direct you. If we follow the Prosci ADKAR model (Hiatt, 2006), we know that after developing awareness of change and helping individuals understand their own desire for and/or reaction to the change, we must provide knowledge. MCW has focused for the last several months on announcements and information across all venues around these upcoming changes to the promotions criteria, allowing faculty time to process and consider their own position within the promotion process. Now, monthly workshops will focus on bringing specific knowledge of the changes to all faculty across the institution.

Within our department, our APT Committee also will share information focused on Psychiatry and Behavioral Medicine faculty. Please plan to attend our "Psychiatry and the MCW Promotion Process" Zoom session on Tuesday, February 4th at Noon (email Joy Ehlenbach (jehlenba@mcw.edu for the Outlook invitation if you do not already have it). Also, watch your inbox for emails coming from the committee, including a timeline of what you can do each month to prepare for promotion and interact with the APT Committee. When working with our committee, we will distribute new outlines of what you need to know about promotion and clearly communicate all deadlines and expected feedback windows.

Participating in our knowledge sessions and working with our APT Committee will move you into a place of engagement with the new promotion criteria. You will have a sense of efficacy, understand how to measure your position within the promotion timeline and know how to set appropriate goals for moving towards promotion. Our committee will further support you through this process by reinforcing your work. We will monitor your progress over time, providing feedback and encouragement as you move through the process.

Together, we move through change until "new" processes simply become our way. We are with you for every step!

Jennifer Apps, PhD & Heather Smith, PhD

Vice-Chair Faculty Development, Associate Vice-Chair
Faculty Development



Roll with the Changes to Maintain Our Wellbeing

Change is a constant part of being human. We are continually faced with new events, situations, opportunities, and challenges. According to the NIH, emotional wellness is the ability to successfully handle life's stresses and adapt to change and difficult times.¹ Yet, when faced with the ambiguity of change, one's stress level can climb. Our brains are hardwired to examine for threats to keep ourselves safe. And according to research on uncertainty bias, we may over-associate uncertainty with aversive outcomes.² How then can we healthfully navigate expected or unexpected change and maintain our sense of wellbeing?

One way is by practicing compassion for ourselves and others, by recognizing the adversities faced and cultivating a sense of caring. Researchers have found this practice is "associated with altered activation in brain regions implicated in social cognition and emotion regulation."³ Therefore, we can literally rewire our brain to develop a healthy mindset and respond more adaptively to suffering! To develop skills and practice self-compassion, the Center for Healthy Minds has a number of practical resources and activities.

Self-affirmation, or affirming our core values, is another way we can reduce the impact of uncertainty or negativity. Researchers have found this to signal neural reward pathways leading to greater adaptation to change.⁴ However, we must recognize this is not the Daily Affirmation with Stuart Smalley skit from Saturday Night Live of the 1990s. While there is no one method to develop self-affirmations, one starting point⁵ is to review a list of values and then choose one or a few values that are most important, and then write about why those values are important and a time when they were important. This can help remind us of our resources beyond a particular threat and develop a perspective beyond it. More evidence to show the power of our minds, and how we can alter our brain chemistry to positively affect our response to change!

Other resources you may find helpful include the Dealing with Change handout from Mental Health America, How to Tolerate Uncertainty from Anxiety Canada, or What? Me Worry!?! from the North Metropolitan Health Services in Western Australia.

As Dr. Jon Kabat-Zinn has said, "We may not be able to stop the waves, but we can learn to surf."

Respectfully submitted by,
Lawrence Miller, PsyD
Associate Vice-Chair of Wellbeing

References:

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2. Grupe DW, Nitschke JB. Uncertainty is associated with biased expectancies and heightened responses to aversion. *Emotion*. 2011 Apr;11(2):413-24.
3. Weng HY, Fox AS, Shackman AJ, Stodola DE, Caldwell JZ, Olson MC, Rogers GM, Davidson RJ. Compassion training alters altruism and neural responses to suffering. *Psychol Sci*. 2013 Jul 1;24(7):1171-80.
4. Cascio CN, O'Donnell MB, Tinney FJ, Lieberman MD, Taylor SE, Strecher VJ, Falk EB. Self-affirmation activates brain systems associated with self-related processing and reward and is reinforced by future orientation. *Soc Cogn Affect Neurosci*. 2016 Apr;11(4):621-9.
5. Cohen GL, and Sherman DK. "The psychology of change: Self-affirmation and social psychological intervention." *Annual review of psychology* 65.1 (2014): 333-371.



Notes from Tosa Clinic

Managing Your Mental Health During Change

As a proud member of Generation X, one of my favorite musicians is David Bowie. His song "Changes" is truly one of the best songs of all time, so good that lyrics from it were used as an epigraph in the 1985 movie *The Breakfast Club*. Another Gen X reference! The song "Changes" came out in 1971 and it was the last song Bowie ever performed on stage before he passed in 2016.

When I was asked to write this article, I immediately thought about the song and the lyric, "Time may change me, but I can't trace time." When I was younger, I always thought the lyric was, "Time may change me, but I can't change time." This was back in the day of records (yup, back to being Gen X again), and we didn't have the internet to look up such things as song lyrics. You just sang along in your car with your friends and made it up.

Regardless, both versions ring true. Change is a constant in life, and we have no option other than to accept and move through it. Some changes are positive and welcomed, while others are unsettling and stressful. Our clinic has certainly dealt with several big changes over the past few years, such as COVID, the passing of a beloved team member, the retirement of a wonderful leader, and many other events. It has not been an easy path, but we have come together as a team to navigate these changes.

When I reflect on what has been helpful to us as a team, it is about the things that help to build resilience: having a routine, connections with others, prioritizing self-care, relaxation, and fun, among other things. For our clinic, that might look like having coffee together in the morning, chatting with colleagues in the hallway, discussing a difficult case in supervision, or just taking a few minutes to check in with yourself before a busy day. For me personally, I have really needed to lean on my hobbies, family time, and physical activities to help me cope with change. My hope is that you can find meaningful ways to not only cope and manage the change in your life, but to thrive.

Amy Ridley Meyers, PhD
Program Director, Tosa Center
Assistant Professor
Department of Psychiatry and Behavioral Medicine;
MCW



Changes for JEDI

The increased presence of DEI (diversity, equity, and inclusion) in the media and political discourse has led many organizations to start having conversations about DEI/JEDI related policies, values, and intentions. Some organizations have made significant changes in opposition to DEI, while others have had a reaffirmation of the work. Our JEDI committee is pleased to have received unwavering support from the department and MCW leadership in our efforts to strive for a culture of inclusion, equity, and racial justice.

Where the JEDI committee has faced change is in leadership. As term limits came up, the co-chairs of the committee have turned over from Erica Arrington, MD, and Lisa Roehl, MA, LPC, to Mara Pheister, MD, and me, Laura Lingle (formerly Wozniak), MA, MN, RN. The committee has managed these changes by facilitating slow and gentle transitions. Dr. Arrington and Lisa continue to be great supports to Dr. Pheister and myself, offering guidance and advice as we take on our new tasks and challenges. And Joan Sowatzke brings invaluable historical knowledge to the table as we discuss opportunities and next steps. The members of the committee have also helped these changes by offering support and patience. They have readily adapted to the new styles of leadership.

I have been managing a more difficult change in my personal life, which is reflected publicly in my name. My wife and I got married the same year I started nursing school, and I was excited to take her last name for my new career and our new life. Anyone who has been through a divorce knows what a powerful blend of emotions it is, and there is a thin added layer of complexity when your right to marry was federally recognized less than ten years ago. Managing my mental health through divorce has been made easier by exactly what you expect – therapy, medication, and the support of loved ones. It has also been made easier by the support of my supervisor, LaRhonda McConnell, and the rest of the Tosa nursing department and clinic staff, who have been understanding and accommodating of my need for increased time away from work. I am grateful that this organization actively supports the mental health of its staff.

Change doesn't always come with difficulty, but when it does, flexibility and the support of others can help create equanimity.

Laura Lingle (formerly Wozniak), MA MN RN
Tosa Center
Department of Psychiatry and Behavioral Medicine;
MCW



GETTING TO KNOW...

Faculty and Staff from the Department of Psychiatry and Behavioral Medicine



MICHELE PARLIAMENT, RN

Registered Nurse
Tosa Health Center

What is your educational background?

Associate degree in nursing.

How long have you worked at MCW?

I have worked at MCW for nine months.

Describe your typical Workday.

I provide phone triage, administer injections during patient appointments, and assist with UDS testing and Esketamine monitoring.

What do you like most about your job—what attracted you to this field?

I find psychiatry, psychology, and neurology the most interesting healthcare areas.

Tell us about life outside of MCW.

My husband and I live in a rickety old house with two elderly dogs and a mystery feline. I have two children, Evan and Heather, and two grandchildren, Dahlia and Lily.

Just for fun—what are your favorite movies, books, music?

Impossible to narrow it down.

Tell us a fun/unique act about yourself.

I was a professional working artist for about 14 years, having shown my work across the US and internationally, and have been featured in art publications in the US and South America.



ALYSSA GILSTER, MSW

Social Worker I
Tosa Health Center

What is your educational background?

I have my masters in social work from the University of Wisconsin-Milwaukee.

How long have you worked at MCW?

It will be one year in December!

Describe your typical Workday.

I review patient charts and referrals, connect patients with providers based on referrals, or provide them with community resources.

What do you like most about your job—what attracted you to this field?

I've worked in the mental health field for several years in many different positions; getting to help support patients and connect them with resources/providers to empower them on their mental health journey has always been a rewarding experience.

Tell us about life outside of MCW.

I'm relatively new to Milwaukee, so I enjoy exploring new restaurants, coffee shops, and parks. I love theatre and musicals (I get season passes each year to the Broadway series at the Marcus Center). I am an avid iced coffee lover, so you'll often see me arriving to work with one in hand; I have a cat, Callie, who loves to assist with calls on my remote days.

Just for fun—what are your favorite movies, books, music?

I'm a huge Taylor Swift fan, so I like anything by her!

Tell us a fun/unique fact about yourself.

I like to collect cat-themed things and have several cat decorations in my office.



CORINNE PALMER

Education Program Coordinator II
Combined IM/Psychiatry Residency
Research Park Center

What is your educational background?

I received my Bachelor of Science degree from the University of Wisconsin-Madison.

How long have you worked at MCW?

I started with MCW in April of 2023 and joined Psychiatry and Behavioral Medicine in April of this year.

Describe your typical Workday.

I start by reviewing my tasks and then check in with coworkers virtually throughout the day. One of the perks of working remotely is that my "commute" is just a few steps to my desk, often with a pit stop for a snack. We have apple trees, so in the Fall, that snack is usually an apple picked right outside my front door!

What do you like most about your job – what attracted you to this field?

I've been working in education in various capacities since 2008, and I was drawn to this role because it felt like a natural fit for my skills. The idea of contributing to healthcare education and supporting the next generation of physicians really drew me to this field. Knowing that I'm playing a small part in improving healthcare and positively impacting the lives of others is incredibly fulfilling!

Tell us about life outside of MCW.

I am passionate about food, including local restaurants, farming, cooking shows, social media, and cooking at home. Other interests include the outdoors, spending time with family and friends, yoga, dogs, live music, volunteering for my favorite non-profits, and travel!

Just for fun – what are your favorite movies, books, music?

I don't have a favorite song, but my favorite way to listen to music is to see it live. I have been to many concerts and festivals across the US, and I think musicians are amazing!

Tell us a fun/unique fact about yourself.

All of my dad's side of the family is from Australia (near Sydney), and some of my mom's family is in Perth. I have been to Australia many times and love Vegemite :-).



PETER BORUCKI

Veteran Peer Specialist
Captain John D. Mason,
Veteran Peer Outreach Program
Department of Psychiatry

What is your educational background?

I graduated from high school. I am an Army Veteran (one year deployed to Afghanistan, received a Purple Heart for combat injuries).

How long have you worked at MCW?

I have been at MCW just under one year.

Describe your typical Workday.

My Workday changes day by day. We are either in the community connecting with veterans and future partners, connecting with a Veteran and helping them to connect to different resources, or supporting them any way I can, running peer support groups, and learning about different benefits and resources available for veterans and their families.

What do you like most about your job – what attracted you to this field?

It is an amazing feeling to be able to connect with other Veterans as a Veteran and to be able to use my own experiences to give hope to Veterans.

Tell us about life outside of MCW.

When I am not working, I spend as much time as possible with my wife Lorena and our three pets. We have two cats and an Australian tree frog.

Just for fun – what are your favorite movies, books, music?

My favorite song would have to be *Night Moves*, by Bob Seger. My favorite book is, "*The Stand*," by Steven King.

Tell us a fun/unique fact about yourself.

I am adopted and just recently met my birth Mom for the first time. That was a unique experience, and I am happy to have had the opportunity. Another unique fact is that when I served in the Army, I was in six separate I.E.D. explosions in about six months.



MAKENZIE (MAC) GOERTZ, PHD
 Assistant Professor
 Psychologist embedded within Palliative
 Medicine and Blood & Marrow
 Transplant Cellular Therapy Program
 Tosa Health Center

What is your educational background?

I received my PhD in Counseling Psychology from Marquette University and a fellowship in Psycho-Oncology from Loyola University Chicago, Stritch School of Medicine.

How long have you worked at MCW?

One year as faculty. I was formerly a practicum student at BMPC Tosa Clinic in 2019-2020.

Describe your typical Workday.

My days are split: half of my day, I serve an inpatient palliative medicine service, and the other half, I see patients for pre-transplant psychosocial evaluation in the Cancer Center. I help patients and their caregivers adjust to challenging circumstances and optimize quality of life in the setting of advanced illness.

What do you like most about your job – what attracted you to this field?

I value the cultural differences that characterize our understanding of health, illness, and what matters most. I find great meaning in exploring these themes with patients and my interdisciplinary colleagues.

Tell us about life outside of MCW.

I live in Bay View with my partner Bri, our dog Miso, and our cat Stevie. I love camping, swimming, hiking, and collecting antique farm tools.

Just for fun – what are your favorite movies, books, music?

I enjoy everything Barbara Kingsolver has written. Demon Copperhead is my favorite. She captures Appalachian people with stunning authenticity.

Tell us a fun/unique fact about yourself.

I lived in eight countries before age 15 – Lesotho, Eswatini, Uganda, Vanuatu, Canada, Honduras, Jamaica, and the United States.



**CHARLES E. KUBLY COMMUNITY
 ENGAGEMENT AWARD**

Matt Jandrisevits, PhD

CLINICAL EXCELLENCE AWARD

Rebecca Bauer, MD

Michael Gilmartin, NP

Heidi Storm, PhD

Jean Vogel, MD

DISTINGUISHED SERVICE AWARD

David Cipriano, PhD

MENTORSHIP AWARD

Michael McBride, MD



DEPARTMENT HAPPENINGS



Department of Psychiatry and Behavioral Medicine - Faculty and Staff Photo July 2024. Courtesy of Dr. Carl Chan

TOWN HALL MEETINGS

Friday, November 15th - 3:00 p.m.
and Friday, December 20th - 3:00 p.m.



Get the
SHOT
Not the
FLU

Reminder that the Tosa Nursing
Department Flu Shot Clinic will
be available until Friday,
November 1st.

Please be sure to schedule your
flu shot with LaRhonda or Laura
before the opportunity ends.