

## Meet the Next Chief of Staff

The Menninger staff looks forward to welcoming Robert Boland, MD, in the New Year as its chief of staff. He will join us on January 4, 2021, following his work at Harvard Medical School and Brigham and Women's Hospital's Department of Psychiatry in Boston. Dr. Boland has been serving as vice chair of education and director of the psychiatry residency for Brigham and Women's. We invite you to learn more about Dr. Boland from the following interview.

**Q. If you could add two more hours to your day, how would you spend them?**

*A. I think we could all benefit from more time for self-care, self-reflection, reading for pleasure, enjoying nature and spending time with family and friends. Not necessarily in that order. Between a busy workplace and the pandemic, I seem to have less time for these things than ever, and I am mindful of Frieda Fromm-Reichmann's advice that to care for others effectively, we have to first take care of ourselves.*

**Q. Knowing what you know now, what words of wisdom would you share with yourself during the years when you were a resident?**

*A. To relax. Do not waste time regretting past mistakes or worrying about the future; stay in the moment. Yes, this sounds like dime-store Buddhism, but it might have saved me time.*

**Q. What do you think are the top three issues facing the field of mental health today?**

*A. Sure, we need newer, better treatments, but I think there are three even more pressing problems. We should spend more resources on providing greater access to high-quality care for more people. We must also attend to the social determinants of mental illness and diversify our workforce to a greater degree to better treat our patients.*

**Q. What are your goals for your first year at Menninger?**

*A. Of course, I know Menninger by reputation, but I have not been part of the culture. I am impressed by the many people who are, including those who even moved from Kansas to Houston with it. One crucial goal will be to get to know everyone better and deepen my understanding of the institution's history and culture.*

**Q. What is your philosophy about treating patients with complex mental illness or dual diagnoses?**

*A. Complex problems take complex solutions. It is natural to want a simple fix, like a pill or a short-term therapy, but we all know better. Research supports the power of combining intense psychotherapy with judicious medication use and engaging the patient's social network as much as possible. Also, one cannot underestimate the importance of a long-term therapeutic relationship.*

**Q. What surprised you about Menninger that you'd like to share with referral sources?**

*A. When I tell colleagues where I am going, they talk about its first-class reputation for intense psychodynamic therapy. Although many already know better, I want to spread the word that even though Menninger continues to deserve that reputation, it is so much more, offering a wide variety of treatments, including cutting-edge ones.*



Robert Boland, MD

## New CEO Celebrates Banner First Year



Armando Colombo, President and CEO

When Armando Colombo began his first day as Menninger's president and chief executive officer on September 16, 2019, he had no idea just how exciting his first year at the helm of one of the country's oldest and most storied psychiatric hospitals. "Of course, I expected that there would be challenges," said Colombo. "I did not expect that one of them would be a pandemic."

### Leading Through a Pandemic

As the novel coronavirus spread rapidly through the United States, hospitals everywhere – even psychiatric hospitals – were drastically affected.

At Menninger, Colombo led the efforts to ensure that The Clinic did everything it could to protect patients, staff and faculty from COVID-19. This entailed intensive, and extensive, infection control efforts, reworking admissions processes and deploying web-based tools that allowed many non-clinical staff to work from home.

It also included quickly pivoting to online outpatient therapy sessions and assessments, which helped fuel growth on the outpatient continuum.

"To date, we have not had any patients with COVID-19, and I believe that's due to the responsiveness of the whole organization," said Colombo. "I'm so proud of our entire team for all they've done, and continue to do, to keep us all safe."

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# New Physicians Expand Treatment Teams' Expertise



Chester Wu, MD



Shweta Kapoor, MD, PhD



Taylor Hise, MD, PhD



Emily Wu, MD

## Chester Wu, MD

Trained in adult psychiatry and sleep medicine, Dr. Wu is the director of Menninger's Sleep Medicine Service. He is also a staff psychiatrist in Outpatient Services and at the Center for Brain Stimulation, which provides electroconvulsive therapy (ECT), transcranial magnetic stimulation (TMS) and ketamine therapy. In addition, he is an assistant professor in the Menninger Department of Psychiatry & Behavioral Sciences at Baylor College of Medicine.

Dr. Wu is interested in how sleep disorders affect mental health and psychiatric care. He participates in journal review panels and has written several publications in peer-reviewed journals.

Dr. Wu completed his psychiatry residency training at Baylor College of Medicine and a fellowship in Sleep Medicine at Stanford University School of Medicine. He earned his medical degree at the University of Texas Medical Branch and his undergraduate degree from Texas A&M University, where he graduated summa cum laude.

## Shweta Kapoor, MD, PhD

A staff psychiatrist at Menninger, Shweta Kapoor, MD, PhD, is also an assistant professor at Baylor College of Medicine with expertise in chronic pain, complex trauma, suicidality, personality disorders and serious mental illness.

Active in research, her papers have been published in a number of peer-reviewed publications, including the *Journal of Affective Disorders*, *Pain Medicine*, *Suicide and Life-threatening Behavior*, *Experimental and Clinical Psychopharmacology* and *Journal of Family Violence*. She is a recipient of the American Psychiatric Association Junior Investigator Research Colloquium Award and Outstanding Resident Award for Excellence in Research from the University of Texas Health Science Center (UTHSC) at Houston.

Dr. Kapoor earned her medical degree from Kasturba Medical College at Manipal University in India and then completed a residency at UTHSC-Houston. She earned her doctorate in Clinical Health Psychology from the University of Alabama and completed a post-doctoral fellowship at Emory University School of Medicine.

## Taylor Hise, MD

A board-certified staff psychiatrist on our Adolescent Treatment Program, Dr. Hise has specialized training in electroconvulsive therapy.

Dr. Hise is a member of several professional organizations, including American Academy of Child and Adolescent Psychiatry, the American Psychiatric Association, the Texas Society of Psychiatric Physicians, the Houston Psychiatric Society and the National Alliance on Mental Illness. She is also an assistant professor at Baylor College of Medicine.

After earning her bachelor's degree in biochemistry from Louisiana State University, she earned a medical degree from Louisiana State University Health Sciences Center, Shreveport. Dr. Hise completed a psychiatry residency and a child and adolescent psychiatry fellowship at Baylor College of Medicine.

## Emily Wu, MD

Dr. Emily Wu is a staff psychiatrist who works primarily in Outpatient Assessments. She is also an assistant professor at Baylor College of Medicine.

Her research interests include reducing health disparity and improving culturally sensitive clinical intervention for underserved minority patients. Her research activities include assessing parental perception of mental illness among minority youth and evaluating the ethics and efficacy of using smartphone technology to provide mental health care for minority patients.

Dr. Wu's research has been published in peer-reviewed journals, including the *Asian Journal of Psychiatry*, *Psychiatric Services*, *Journal of the American Academy of Child and Adolescent Psychiatry*, *Clinical Psychiatry News*, *Journal of Head Trauma Rehabilitation* and the *Bulletin of the Menninger Clinic*.

She has presented nationally and internationally on a range of topics, including the cultural shaping of depression, psychiatry in the digital age, parenting challenges in Chinese immigrant families, utilizing a culturally relevant smartphone app to increase engagement in depression care among Chinese Americans, depression and suicide among Chinese international students and the development of adolescent acute residential treatment programs in China.

An alumna of the American Psychiatric Association Minority Fellowship Program and the Group for Advancement of Psychiatry Fellowship, Dr. Wu is a member of the American Psychiatric Association, the American Academy of Child and Adolescent Psychiatry and the American Medical Association.

She earned her bachelor's degree in Biology from Texas A&M University, graduating summa cum laude. After earning her medical degree from Baylor College of Medicine, Dr. Wu completed the Harvard Longwood Psychiatry Residency at Harvard Medical School and a child and adolescent psychiatry fellowship at Massachusetts General Hospital/ McLean Hospital through Harvard Medical School.

## Psychiatrists on Faculty With Our Academic Partner

Nearly 50 psychiatrists and psychologists from our academic affiliate, Baylor College of Medicine, provide assessment and treatment services to patients of The Menninger Clinic. In addition, BCM researchers collaborate on Menninger's Research endeavors and BCM specialists consult on complex cases. Menninger and BCM have been affiliated since 2003 when Menninger relocated to Houston from Kansas.



# Latest Data Champion Patients' Improvement

Every adult and adolescent patient completes weekly assessments that measure patients' symptoms and impact of treatment. In addition, many patients continue to provide their updates up to a year after discharge.

The results demonstrate unparalleled outcomes from treatment through managing the challenges of everyday life.

"The way we approach administrating gold-standard outcomes measures is by integrating them into patient care. The patient is able to convey how they feel through the assessments they complete on tablets in a group setting, with the data being relevant to their clinical care," explained Michelle Patriquin, PhD, ABPP, director of Research. "The goal is to improve treatment," she noted. Of course, from the perspective of the

Research department, Menninger seeks to understand the factors that determine why and why not Menninger's treatment produces results that stick over time.

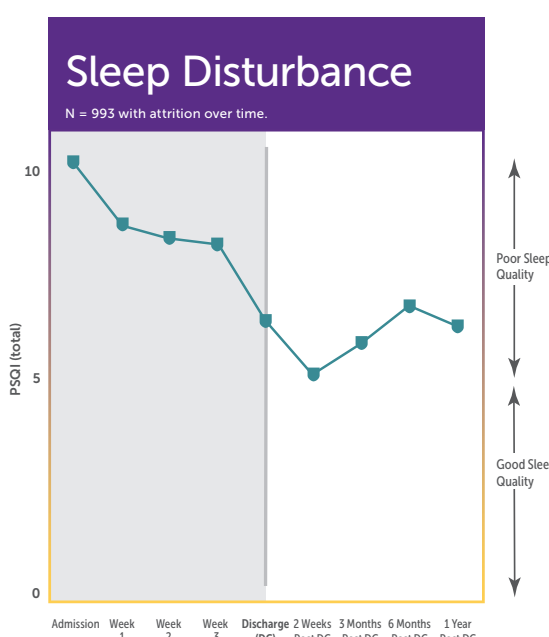
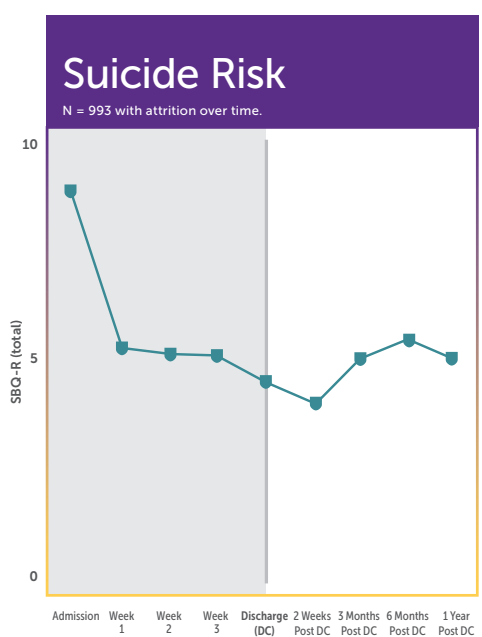
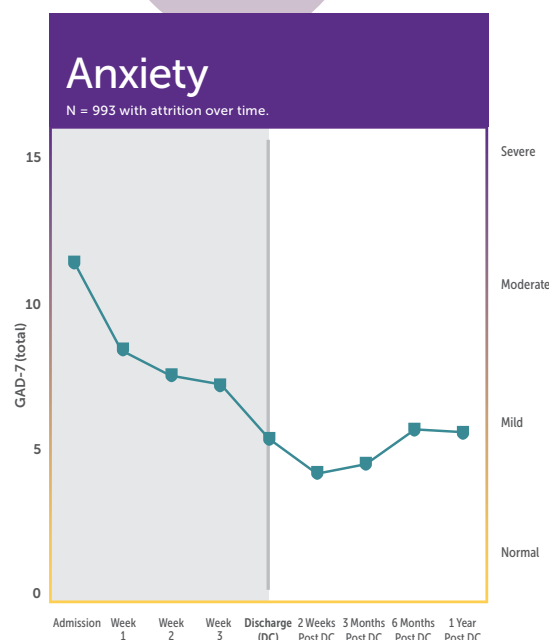
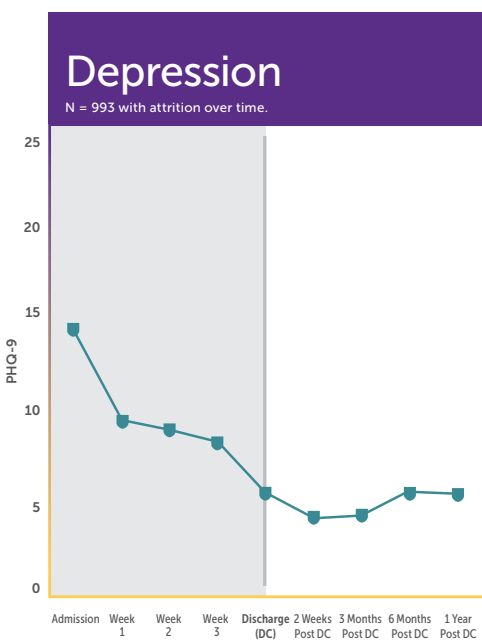
The approach involves patient-centered care, a therapeutic environment, kindness, a focus on relationships, respect for a patient's dignity and autonomy for the patient maintaining power in their care.

The Research team's paper, "Time in treatment: Examining mental illness trajectories across inpatient psychiatric treatment," was published in the *Journal of Psychiatric Research* (July 2020). Lead author Hyuntaek Oh, PhD, Menninger research scientist, writes in this paper, "The majority of the patients with high mental illness at the beginning experienced substantial improvement

within six weeks of inpatient psychiatric treatment and maintained their reduction in depression and anxiety throughout their first year after discharge. This study highlights the importance of understanding the relevance of the distinction of classes with meaningful patterns of mental illness treatment change over time."



Michelle Patriquin, PhD, ABPP



# New Facility to Focus on Areas of Patient Demand



The front elevation of the Outpatient Services Center illustrates the easy access for patients and families. Image courtesy of Kirksey Architects, Houston

With more patient care services taking place via telehealth and patient demand shifting toward less intensive levels of care, Menninger will start construction in early 2021 on a 33,000 square foot Outpatient Services building. Groundbreaking took place in November, celebrating support from generous donors and Menninger’s boards.

We expect construction to be complete within 18 months, around the spring of 2022. The project on the main Menninger campus will include:

- Expansion of our Sleep Medicine Service that will offer patients a comfortable diagnostic experience along with opportunities to participate in sleep-related research
- Our Research Department and new scientific laboratory
- Telemedicine suite
- Outpatient therapy, step-down care and assessment for adults and adolescents
- Leading-edge brain stimulation treatments
- A multi-purpose educational center that links Menninger with advocates and experts around the world

Visible from the campus entrance, this facility’s central location will create a convergence point where patients, families, trainees, researchers and clinical staff come together to share experiences and knowledge about mental health. The second floor will provide ample space for future expansion.

# Substance Use Outcomes Show Patients’ Motivation to Change

Our Research and Addictions teams have collaborated to gather data that tells the story about a patient’s motivation to address their substance use that is discovered or validated in the assessment following admission.

“We specialize in targeting a person’s motivation to change. They do not need to be committed to stop using when they come to Menninger,” said Vaughan Gilmore, LCSW, LCDC, director of Addictions Services.

Following the stages of change model, the Menninger master’s-trained addictions counselor on the patient’s

treatment team partners with the patient to work toward self-defined recovery goals using internal and external resources.

Patients also are encouraged to experience multiple recovery pathways offered by Menninger as part of their addiction treatment.

Using measures that are companions to the outcomes measures all patients complete weekly, “we show improvement in their motivation to change during hospitalization,” said Michelle Patriquin, PhD, ABPP, director of Research.

# Admissions to Menninger

## Patient Profile: Complex

- On average, Menninger patients have had:
- Three prior psychiatric hospitalizations
  - Three prescribing providers
  - Four or more "rounds" of psychotherapy with at least one provider

## Diagnoses: Multiple

On average, 80% of patients have at least three psychiatric diagnoses, and 50% have dual diagnoses.

Our top 5 diagnoses:

- Anxiety
- Depression
- Personality disorders
- Substance use disorder
- Alcohol use disorder

## Admissions: Faster Than Ever

We hired a new Admissions director: Catrin Glynn, LPC-S. Under her leadership, we've improved our response time to referral sources and streamlined our admissions process.

Weekend and same-day admissions are now common.

## Referring: It's Easy

The quickest ways to refer a patient is to:

- Call us at 713-275-5400.
- Reach out to the Business Development representative for your area. [Find yours here.](#)



**Menninger**<sup>®</sup>  
Where healing comes to mind

# Menninger to Launch Recovery Management Services



Vaughan Gilmore, LCSW, LCDC

## Did you know that approximately 60% of Menninger patients have an addiction or substance use disorder?

During their course of treatment, members of the Addictions Services team help these patients evaluate their readiness for recovery as well as the numerous recovery pathways available at Menninger with the hope of finding one that's right for each patient. Because research proves that the first 90 days after discharge from a treatment facility are the most vulnerable with respect to relapse, Menninger is launching recovery management services to care for patients who feel like they could benefit from structure and support once they're home.

### About the Service

The service is modeled on evidence-based physician health programs, which have a successful track record of helping their participants maintain recovery after discharging from treatment by providing support, structure and accountability.

The service is also an assertive one, which means that the burden is on the service's case worker and peer recovery specialist to initiate contact and keep up with the participants.

Each patient who enrolls will receive up to four hours of contact with their recovery team per week. This may

include a daily phone call of five to 10 minutes, family support and scheduled recovery coaching sessions, depending on the client's schedule and needs. Help finding a sponsor is also included in the service, as is random sobriety testing.

Those adults who enroll will receive a monthly report outlining our understanding of how well they are doing with their recovery. Outpatient providers will receive this report as well, with the patient's permission. In this way, Menninger will support the patient's outpatient providers with additional clinical information.

Because the service can be offered via telephone and secure teleconferencing, patients can take advantage of the service no matter where they live.

### Sober Link

Patients who struggle with alcohol will receive a Sober Link device and monitoring to use during their time in the service. The device – essentially a breathalyzer – will be preprogrammed to notify the patient at random intervals that they need to complete a breathalyzer test within a certain amount of time.

Patients who struggle with addiction will be required to complete random drug tests at a lab facility near them. The case manager will monitor the results and incorporate them into the monthly report.

The case manager will immediately notify family members and outpatient providers if there are concerns about a recurrence of substance use.

### Eligibility

The service will be open to all adult patients (18 years and older) with a substance or behavioral issue. It will also be available to all former Menninger patients who believe that it could help them in their current recovery efforts.

## Patient Alumni Groups Expand

Due to increased demand from former patients, we're adding a second All Recovery Support Group, which is a virtual, peer-led group. In addition to the usual Saturday 2:30 pm CT meeting, we're now offering a Tuesday evening group, which meets at 8:15 pm CT.

Both meetings are virtual and private, reserved for the connections, celebrations, and support that adults can integrate into their life no matter where they live. The all-recovery groups are ideal for alumni with any psychiatric, substance use or addictive behavior issue.

If you know a former Menninger patient, please let them know about this new group, as it might prove to be an important part of their continued recovery during the pandemic. Gordon Meltzer, CPRS, CPS, ICPR, coordinates our patient alumni efforts and can be reached at 713-275-5034.

The groups are among the services Menninger offers in the Living Healthier Together patient alumni organization. Learn more on our website.

# Symposium to Explore the Territory of Trust

**A stellar faculty will present the annual John M. Oldham National Mental Health Symposium on April 23, 2021, on the topic of the Territory of Trust. Presentation topics will include:**

- **Cultural Diversity and Trust** by Salman Akhtar, MD, Psychoanalyst, Thomas Jefferson University
- **Trust in Psychotherapy** by Jon Allen, PhD, Senior Psychologist Emeritus, The Menninger Clinic and Baylor College of Medicine
- **Borderline Personality Disorders and Trust** by Lois Choi-Kain, MEd, MD, Director, Gunderson Personality Disorders Institute at McLean Hospital
- **Empathy is Essential for Trust** by Helen Riess, MD, Director, Empathy and Relational Science Program at Mass General Hospital
- **Trust in Recurrent Mental Illness** by Kay Redfield Jamison, MA, PhD, Johns Hopkins University
- **Trust in the Age of Technology and Telemedicine** by Peter Yellowlees, MD, Past President, American Telemedicine Association, University of California, Davis

This will be a completely virtual event, allowing you to learn in the comfort of your office or home while earning 5.0 credit/clock/contact hours. We anticipate that all mental health disciplines will be approved for continuing education certificates.

**Registration will open by February 1, 2021, and will be located on MenningerClinic.org under the For Clinicians tab on the Continuing Education page.**



## Clients Continue to Choose Face-to-Face Comprehensive Outpatient Assessments

While many outpatient services continue virtually during the pandemic, most of those who seek answers by completing a comprehensive outpatient assessment have been choosing the traditional face-to-face Menninger option.

When the pandemic restricted travel, families persisted. They traveled to Houston and quarantined for 14 days. Others arrived in town to get tested any way they could. As COVID-19 testing became more accessible and precautions were carefully followed, access has become easier now that reliable rapid testing is available.

In fact, Menninger expanded its capacity to accommodate more assessments. The assessment team takes every precaution to safely meet with the clients and their families who participate in the sessions.

“We have had a steady flow of outpatient assessments throughout the pandemic. Since the summer, we have had an increase in assessment cases, with the vast majority choosing to come in person,” explained Alton Bozeman, PsyD, interim director of Outpatient Assessments.

“Families have questions, and we are excited to accompany them through



Alton Bozeman, PsyD

the process of understanding our findings and what choices they can make.”

Referrals are welcome, as are self-referrals from individuals and families.

The assessment team’s report provides valuable insight for any provider. If you or one of your clients would like to view a sample comprehensive assessment report, visit the Outpatient Assessments webpage at MenningerClinic.org.

# New CEO Celebrates Banner First Year

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## Expanding the Continuum of Care

Menninger entered 2020 with an ambitious plan to expand its continuum of care during the upcoming year. Instead of putting that plan on hold, the pandemic spurred on the introduction of several of the planned initiatives, including the Menninger Moms Program, a Sleep Medicine Service and Menninger 360 for Adolescents.

According to Colombo, "As a leader in mental health, we knew it was critical to move forward with some of our new programs because we wanted to meet the needs of our community, especially since the pandemic was increasing the mental health needs of so many."

Originally conceived as an intensive outpatient program, the Moms Program went live virtually, enabling Menninger to offer support to moms, especially new mothers, when the pandemic exponentially increased the pressures they faced. Offering support groups, individual therapy, couples' therapy, medication management and more, the program offers these women the flexibility they need to improve their self-care and quality of life.

Menninger didn't hit the snooze button on the introduction of the Sleep Medicine Service when the pandemic hit. Knowing the importance of sleep to good mental health – and understanding the impact that the pandemic would have on the sleep habits of millions – The Clinic moved forward with the announcement of this service.

To help teens better cope with the added stressors of the pandemic – loss of social connection, interruption of academic

life, more time at home – Menninger proceeded with the launch of Menninger 360 for Adolescents. It has the distinction of being the first private program for assertive community treatment in the nation to serve adolescents 12 and older and their families.

## Access to Care

Colombo has spent a big part of his first year working on growing Menninger's continuum of care since one of his goals was expanding access to care.

As he led the completion of a five-year strategic plan, he stressed the importance of positioning Menninger to be a better resource for its community. New programs are part of the strategy; new people and new buildings are as well.

In mid-November, The Clinic broke ground on a 33,000 square-foot Outpatient Services building, which will become the home of several outpatient services: the Brain Stimulation Center, Sleep Medicine Service, Outpatient Assessments, Research Department and more. Located on Menninger's 50-acre campus, it will help The Clinic serve even more patients.

Colombo also helped complete the capital campaign for the remodeling of The Gathering Place, Menninger's free psychosocial clubhouse. When it reopens after the pandemic is over, members will return to an enhanced clubhouse, one that includes a teaching kitchen, expanded fitness space, upgraded computer lab and more.

Colombo was also instrumental in the hiring of Robert Boland, MD, as chief of staff, following the retirement of John M.

Oldham, MD, MS, in September.

"I know Dr. Boland will be a great addition to Menninger," he said. "His expertise will help us as we continue to develop new services so that we can serve more who need our care and as we continue to train mental health professionals."

Under Colombo's leadership, Catrin Glynn, LPC-S, was brought in to serve as director of Admissions and Access. Reporting directly to him, she has brought a renewed focus on customer service and a passion for helping prospective patients get the care they need.

Colombo also recruited Paul Daugherty Jr., MS, RN, to serve as vice president, Strategy and Organizational Effectiveness. Formerly of Sheppard Pratt Health System, Daugherty will help lead efforts to improve processes across Menninger.

## The Future

**"It's been a challenging yet exciting first year, and I'm really looking forward to more accomplishments in the future," said Colombo.**

In addition to continuing to expand services, Colombo is committed to pursuing outreach to underserved and vulnerable communities, addressing racial injustices, educating the general public about mental health issues and developing stronger ties to local and national organizations in support of these efforts.

"In 2025, Menninger will celebrate 100 years of treating people with mental illness, and I want to do all I can to ensure that The Clinic will be around for another 100 years," he said.

**Inside:** Meet our new chief of staff.

# Connections

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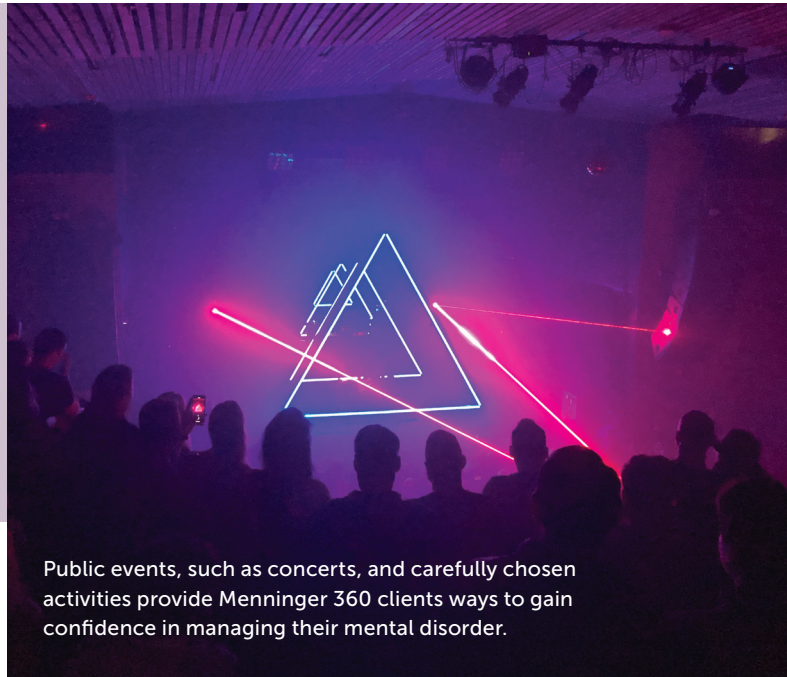
## Treatment in the Home Offered for Direct or Step-Down Admission

**When an individual is more suited for team treatment at home and in the community rather than in a group or milieu setting, Menninger 360 fits that need.**

Menninger 360 offers services for adults and for adolescents. While the treatment takes place in Houston, the program accepts direct admission to support healthier living and social interactions.

“Some adolescents and adults experience heightened psychological distress and can benefit from robust, community and home-based support,” explained Program Director Matt Estey, LCSW. “We offer three levels of weekly support, making it simple to adjust based on the needs of the client and on available financial resources.”

**The program is the nation’s only private program for assertive community treatment (PACT) for adolescents and the only adult PACT outside of Ellenhorn’s programs. Safety precautions are carefully followed to ensure continued care and support for clients.**



Public events, such as concerts, and carefully chosen activities provide Menninger 360 clients ways to gain confidence in managing their mental disorder.

## Sign up for the Menninger e-newsletter

For those who would like to stay informed about clinical services as well as our virtual educational programs, we send an email just twice a month.

To join our list, simply share your email address with Bree Scott at [bscott@menninger.edu](mailto:bscott@menninger.edu). Also, if you have a new mailing address or a temporary place you receive mail during the pandemic, let Bree know to ensure you continue to stay up to date.