Spotlighting

2 New Cerner services go live soon

2 Get jump on flu season with vaccine

2 Outpatient Services on upswing

3 5 Pillars awarded

4 Staff news & calendar

6 Co-therapist joins K. Coffey

7 Outcomes program receives gift

8 New faculty award

Getting to know our new CEO: Armando Colombo

Question: What three words or phrases describe your leadership style the best?

1. Servant leader
2. Connector
3. Coach

Question: What characteristics of a workplace culture are essential for a health care organization to grow the number of patients served and the programs it offers?

I believe that being a culture that supports serving others, trust and adaptability are key to growth, but these must also be combined with respect, teamwork and a culture of safety.

Question: What do you look for in an idea that makes it great and implementable?

An idea that challenges the “norm” yet leverages the current skill set of the team, broadens the base of work and recognizes a need in the customer/patient base. A program or product that reaches a broader group of customers.

Question: What personal value(s) align with Menninger’s 5 values (excellence, teamwork, hope, integrity and caring), and which is your strongest value?

I believe I personally align with all of Menninger’s five values, but my strongest personal values are integrity and services to others.

Question: You and your family have adjusted to relocations in your career. Tell us a little about your family and what Menninger staff can help you learn about Houston.

My favorite thing to talk about is my family! I have been married to Lisa for 29 years. We met at St. Louis University. Lisa has done an amazing job raising our three wonderful children. Isabella is a third-year law student at Cumberland School of Law at Samford University in Birmingham Alabama, Eddie is a first-year law student at the University of Virginia School of Law in Charlottesville Virginia, and Annalisa is a graduate of Johnson and Wales University.

Continued on page 2
Second Go Live to activate itemized billing for patients

Final training is taking place for clinicians and staff members involved in billing professional fees for the September 16 Go Live for Patient Accounting.

From that date forward, Menninger will capture charges for professional fees in Cerner to produce itemized bills for patients and families, making it easier for them to receive reimbursement from their insurance when desired. The itemized bills will increase transparency of all the services teams provide to our patients.

Roll up your sleeve, live flu free

In our quest to keep our healing environment safe and healthy, kick off the fall by getting your annual flu vaccine. Our infection control team will offer flu vaccine September 24 and 25 from 9 am-noon and 1-4 pm in classroom 5130. For weekend staff members, a nurse will make the rounds October 5.

If those dates don’t work for you, stop by the Infection Control Lab throughout the flu season.

Our policy is for 100 percent participation unless you complete a declination form for one of the permitted exceptions. For details, view policy MC-523.

Accolades

Congratulations to Michelle Patriquin, PhD, who recently received board certification in clinical child and adolescent psychology from the American Board of Professional Psychology. Her credentials now include ABPP for completing the advanced training. Dr. Patriquin is Menninger’s director of Research Operations and assistant professor in the Menninger Department of Psychiatry & Behavioral Sciences, Baylor College of Medicine.

In addition, the HIMS team will begin notifying physicians and other clinicians about documentation deficiencies through the Cerner Message Center.

Stay tuned to your email for the latest information as we all count down to September 16 and the post-Go Live updates.

Outpatient Services flourish in FY19

Growth in Outpatient Services headlined The Clinic’s financial performance in the fiscal year ending June 30. The division recorded 12,000 client visits, resulting in $11.3 million in gross revenue this year, compared to 10,000 visits and $9.6 million the previous year.

“The addition of a new day hospital for adolescents in March and Pathfinder’s continued strong performance were notable accomplishments for our dedicated team,” said Dr. Jon Stevens, chief of Outpatient Services and Child and Adolescent Psychiatry.

The outpatient clinic at Bellaire and Menninger 360 each completed their first full year of operations, generating a combined gross revenue of $2.62 million.

“We continue to hire exceptionally talented clinicians as we expand and give back to the communities we serve,” Dr. Stevens added. “In addition to providing personalized clinical care, our outpatient clinicians regularly give talks and provide education across Houston. We answer the call when the media asks Menninger for expert input.”

Yes, we make house calls

Dr. Patrick Thomas arrives recently at a Menninger 360 client’s residence to make a house call. He now works part time with the team.

Coffee with Colombo

On Armando Colombo’s Day 1 on the job, everyone is invited to take a break between 10 and 11 am September 16 to introduce themselves over a coffee or iced tea. The welcome reception is planned for Commons Classroom 5132. Later the same day, Colombo will be rounding on the units between 3 and 5 pm.
When the founders of Menninger—Drs. C.F., Karl and Will Menninger—opened their doors for psychiatric care, they based it on a shared belief that individuals with mental illness could regain their well-being by surrounding the person with hope and the best available treatments.

Hope. Caring. Teamwork. Integrity. Caring. These values have endured through the decades in building teams of clinicians and professionals in support departments. Together, these values guide the staff members and the Menninger brand forward.

This year, 51 staff members, the most ever, were nominated by their co-workers as pillars representing our five values. (All nominees are listed on The Link.) “These nominees demonstrate that our faculty and employees embrace the values and that others notice when we live these values as we go about our roles,” said Tony Gaglio, chief financial officer and interim CEO, at the August 29 Pillar Awards Celebration.

**Recipients of Pillar Awards**
- **Excellence** – Paola Pedrido, Outpatient Services at Bellaire
- **Teamwork** – Don Horner, Finance
- **Hope** – Gordon Meltzer, CPRS, CPS, ICPR, Addiction Services
- **Integrity** – Patty Daza, PhD, Compass
- **Caring** – Neil Puri, MD, Center for Brain Stimulation and Menninger 360

**Pedrido’s nomination for excellence**
This candidate exemplifies excellence on a day-to-day basis as she always puts client/work needs first, even to her own expense (e.g. lunch interrupted to assist clients and staying past duty hours to ensure end-of-month billing is completed). She continuously looks for ways to improve processes which will ensure client satisfaction as well as efficient operations; such as recommending and implementing an

Continued on page 5
Welcome aboard

- Rajah Rosario, resident advisor at Pathfinder
- Kathryn Claire Cooper, social work intern at Compass
- Isabel Greiner, social work intern at the Professionals Program
- Kathryn Morse, social work fellow
- Kasey Ong, who was a past social work intern, is back as a social work fellow.
- Leslie Wood, staff social worker on ATP
- Nevil Patel, PRN peer recovery specialist for Menninger 360

Transitions

- Sebastian Washburn has taken a community integration specialist position with Menninger 360 after working as a resident advisor at Pathfinder.
- Lindsay Walsh, who was a second-year social work fellow, is continuing as an addictions counselor.
- Taylor Roe and Catherine Comiskey, who just completed their first year as social work fellows, are staying with us for a second fellowship year.

Departures

- Lynn Lockworth, a staff nurse, has left after serving Menninger for 16 years.
- Caroline Berry, a staff nurse
- Mohammed Karim has retired as a senior pharmacist after 15 years of service at Menninger.
- Kierra Smith, clinical data clerk in HIMS, will leave September 6.
- Maria Ramos, social worker on CPAS for three years

We wish our colleagues the best as they pursue new avenues in their career.

Units getting new flooring

Day area carpeting on Compass and CPAS is being replaced with the wood-look vinyl flooring in the coming weeks. The improvement will keep our patient areas looking their best.

Wear new Best Hospital pin

Managers will be distributing this year’s new gold Best Hospital pins to all staff who didn’t pick up one at the recent Celebration for Pillar Awards and the 30th Year of Best Hospital Rankings.
out-of-office notification directing clients how to obtain assistance during a time when workflows were being changed. She is very responsive with getting back to our clients and helping those especially having a difficult time scheduling with the provider. This employee has rolled up her sleeves and helped our clients get scheduled with a medical provider at the main campus when we lost our provider this last year, so our clients would not go without medication. She is calm when, at times, the patient is not; she is courteous, when sometimes a patient is not. We are fortunate that she is at our office daily, making a difference to the staff as well as the patients who come to us.

Horner’s nomination for teamwork
This candidate has demonstrated teamwork within this department, with other departments and as part of the Project Val Implementation team. This candidate has assembled and developed a new team to manage the future payer structure. He brought in several temporary employees and worked with them to learn Menninger processes, included them in the planning and implementation of Cerner and created a highly engaged team. This resulted in the hiring each of these individuals who were incredibly excited to join the Team Menninger. This candidate also has demonstrated great teamwork because of a leadership change in the department. He immediately stepped up and took the initiative to help lead the department along with two of his colleagues. This was done without regard to the extra work and responsibility and was done with a genuine spirit of teamwork. This candidate has also been demonstrating Menninger quality teamwork in his support of departments, including clinical programs, Admissions and IT. He has worked in partnership with these areas to support changes in billing practices, split billing, patient financing and price changes. He has also helped ATP leadership to support the billing initiatives specific to the pilot programs on the unit.

Meltzer’s nomination for hope
This employee is a beacon of positive energy and a constant reminder that the work we do changes lives. I can get overwhelmed by administrative hurdles and work flow processes, but he always reminds me that we do this work to help people. He shares his personal story of recovery and the things that inspired him to commit to recovery. He is a walking example of hope and is the first to go the extra mile in order to raise awareness among staff, administration, patients and alumni that recovery is a reality for some of us. He speaks always of the possibilities for patients and alumni and this inspires me to think in terms of positives rather than obstacles. This employee’s enthusiasm for Menninger as an institution and for our patients inspires my work. His first objective after making the decision to stay in Houston was to start volunteering to facilitate addictions recovery meetings at Menninger. His work at the Menninger meetings became an instant success. Menninger has almost one hundred years of providing the best treatment in the world. This employee and individuals like him are needed to ensure that Menninger remains a first-class institution that is known for work above and beyond the average.

Daza’s nomination for integrity
This nominee is one of the humblest ethical leaders. She is honest and straight forward with her team. She respects everyone, and everyone matters to her. This nominee never judges anyone and genuinely listens to her team. She also encourages each member to bring in their best potential. She believes in equal opportunities for everyone. She knows how to empower her team and is one of the best leaders who creates other leaders. She never micromanages us and has faith in her team. She helps us to increase our morale for the team, unit and Menninger. She has always communicated with us everything about Menninger as whole. She never keeps us in darkness. Whenever, Menninger has faced challenges, this nominee has stood like a rock and taken care of us. Her honest and open communication with her team has made us as a family. This nominee is one of the strongest pillars of Menninger, but she does not mind doing awesome cartwheels in our unit’s Talent Show in front of her patients and team. She has gone above and beyond in all the projects, but I will mention just two: the Young Adult Service Line and Cerner. She repeatedly goes out of her way to make sure the patients get the best care possible. She does all of this while maintaining a calm, cheerful, friendly demeanor.

Puri’s nomination for caring
This co-worker goes above and beyond every day to make his co-workers feel valued and appreciated. I loved that he took the time wish nursing staff a “Happy Nurses Week” with a small box of candy. Those little things go a long way to help feel connected to fellow peers. Welcoming and supporting his peers comes naturally to him, whether it’s accompanying you to get coffee or asking for your input on a new idea. This employee makes coming to work a joy every day. He has tackled multiple changes and additions to his workplace role in stride, and he always keeps a positive attitude even during stressful or frustrating situations. His current goal is to welcome peers from multiple disciplines to observe services that are outside of their role in an effort to reduce mental health stigma. Patients frequently praise this individual for his patience, thoroughness, and calming demeanor. This person embodies The Menninger Clinic’s value of caring.

Leadership award honors Gaglio
In addition, Board Directors Jeff Paine, chair of the govern-
At top: Menninger 360 clients in animal-assisted therapy design a special bandana for Stout to wear during their session with Coffey and Stout.

Above: Stout responds to many commands including standing up with a wave.

Animal-assisted Therapy augments clinical care at Menninger 360

For Kaitlyn Coffey, LPC-I, ACC, Stout is her psychotherapy dog at the office. At home he’s one of the Coffey’s two pet dogs. Coffey and Stout offer animal-assisted therapy for Menninger 360 clients and others, having completed a rigorous training for the handler and dog at Texas State University’s training academy.

Both have completed dozens of hours of independent training as well as supervised and tested joint clinical work. Coffey enrolled in the program before Menninger 360 opened while she worked on campus. With encouragement from Matt Estey, program manager for Menninger 360, and her clinical supervisor Angela Koreth, LPC-S, program manager for Outpatient Services at Bellaire, her interest accelerated.

“I’m the biggest dog person I know, ever since I was a young girl,” Coffey said. “As a clinician, I first became fascinated in how dogs made such a difference for veterans with PTSD.”

Animal-assisted Therapy in mental health settings is especially useful for individuals with depression, anxiety, schizophrenia or addiction, unless, of course, a client has an allergy to the animal.

Continued on page 7
Animal-assisted Therapy – continued

Coffey says the intervention is like music, art or play therapy as it provides another avenue for the human therapist to understand the client. In fact, clients will open up with what’s going on with a dog more than they will with their therapist. Case in point: A Menninger 360 client was having a session with Coffey and Stout and, while petting Stout, the client asked him if he ever gets anxious like she does. That allowed Coffey to immediately recognize the client revealed anxiety she had previously kept to herself.

Sometimes Stout is calm and strong when clients are distressed or vulnerable. A recent example was a client who needed to go through her deceased mother’s belongings. Stout crept up close to rest his chin on her crossed legs as the client opened her mother’s jewelry.

A dog’s ability to notice nonverbal skills is exceptional. “For clients who have difficulty noticing social cues, Stout and I can help them with a double-pronged approach,” she said.

To get started on animal-assisted therapy, Coffey and the client work toward a treatment goal, such as communicating with agency or assertiveness, managing strong emotions or overcoming grief. After an orientation to animal-assisted therapy without Stout in the session, they work on bonding at the beginning of their sessions with Stout, followed by an activity or exercise. Or they may use an intimidating activity in the community as a therapeutic session.

“Clients often feel safer in therapy with a psychotherapy dog so when we work out in the community with a client, that feeling of safety goes with us,” Coffey explained.

For more information or to evaluate a patient or client for animal-assisted therapy, email Coffey at kcoffey@menninger.edu.
Inaugural teaching award unveiled at graduation

On August 23, Janice Poplack, LCSW, director of Social Work Clinical Services, revealed the transition of the Irv Rosen, PhD, and Art Mandelbaum, MSW, Teaching Awards to the inaugural John G. Allen Distinguished Educator Award. Dr. Allen was trained by Dr. Rosen and worked at Menninger with Mandelbaum and Rosen. She noted many reasons for the award, including that Dr. Allen continues to be a constant contributor toward elevating the training of fellows and the knowledge of Menninger’s clinical staff.

Dr. Allen was clearly moved by what he said was an “enormous honor.” In his remarks he said the cultural ethos of Menninger is shaped by the quality of its staff, which he attributed to observations made by another of his mentors, Len Horowitz, PhD. Menninger’s success over its history has been the prominence of caring and hope fulfilled by the staff. Dr. Allen said today’s graduates carry the “high burden throughout their careers” of representing those values, and if they uphold them “their patients will be so lucky.”

Recipient of the inaugural Jon G. Allen Distinguished Educator Award is George Bombel, PhD, Professionals Program.

Graduates who celebrated completion of their fellowship year were:

Social Work Postgraduate Program
- Catherine Comiskey, LMSW
- Taylor Roe, LMSW
- Lindsay Walsh, LMSW, LCDC

Psychology Postdoctoral Program
- Nausheen Noor, PhD
- Joseph Reed, PhD

See page 4 for who’s joined the staff and those who are continuing their training here.

BridgeUp at Menninger announces 2019-2020 magic grants

This year marks the fourth year of BridgeUp Magic Grants for mental health prevention and early intervention in schools in the Greater Houston area. The BridgeUp Model integrates social and emotional learning and mental health in schools plus supports a collective impact approach for shared learning across grantees.

A total of $1.1 million was awarded this year to organizations that epitomize our vision for families, schools and communities working together to nurture the whole child. Through these seven grants, and their multiple partners, we have the opportunity to impact over 12,000 adolescents during the next school year. We are proud to announce the following new grants.

Renewal Grants
- Alley Theatre at Rucker Elementary and Stevenson Middle School (Houston ISD)
- Connect to Character at KIPP Connect Middle and High Schools and Jane Long Academy (Houston ISD)

New Grants
- Galveston ISD at Ball HS, AIM College and Career Prep, Galveston Academy and Collegiate Academy
- Pasadena ISD at Miller Intermediate, DeZavala MS and Shaw MS
- Council on Recovery at Sam Houston MSTC High School (Houston ISD)
- New Caney ISD at Keefer Crossing MS, Woodridge Forest MS and Infinity Early College HS
- Spring Branch ISD at Spring Woods Middle School

BridgeUp at Menninger is funded by a generous gift from the David and Helen Gurley Brown Trust/Pussycat Foundation in New York.