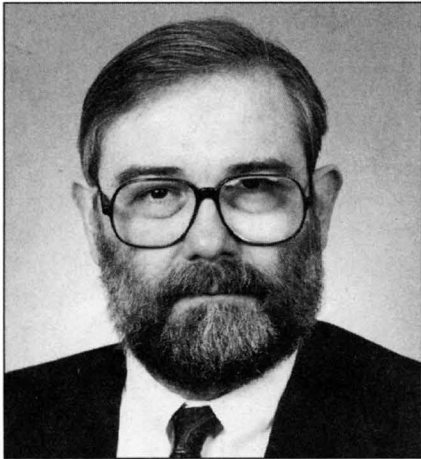


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The Cambridge Hospital: Department of Psychiatry

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Introduction

The Department of Psychiatry at the Cambridge Hospital recently celebrated its twenty-fifth anniversary. The long-term goals of the Department's founders to provide community-integrated mental health services in an academic milieu depended upon a tripartite partnership of the City, the Commonwealth, and the Harvard Medical School - a partnership that has thrived. Although the Cambridge Hospital had been cited in the early 1960's as one of the worst municipal hospitals in the country, by the 1990's it was winning national awards for organizing an outstanding community health network. The Cambridge

Department of Psychiatry thus developed in an era infused both with the idealism of the community mental health center movement and the intellectual excitement of psychoanalysis. The Department has grown and developed so that today it carries out a mix of medical, psychodynamic, psychosocial, and humanistic approaches practiced in the acute care general hospital and in several neighborhood health centers. Beyond treating individual patients with competence and compassion, the Department pursues the additional public health mission of creating a "healthier community." The transformations occasioned by these changes in clinical practices in psychiatry and in public health care policy make Cambridge Psychiatry continuously exciting and challenging. Because the Department is now joining the Harvard Consolidated Department of Psychiatry, we provide this brief description highlighting the Cambridge Department's current programs, initiatives, and its evolving mission.

Faculty and Training

Perhaps the greatest asset of the Department is its teaching faculty. Including full- and part-time members, there are fifteen professors, fifteen associate professors, and fifteen assistant professors representing a wide range of disciplines, interests, and sub-specialties. In a typical year, there are also twenty-five psychiatry residents treating adults, ten child and adolescent fellows, and twenty psychology interns, as well as social work and nursing trainees. Because it is one of the smaller training programs among Harvard-affiliated psychiatry departments, teaching is conducted primarily by individual super-

vision, clinical case conferences, and small seminars. Over four hundred Harvard faculty members contribute some time to teaching. A popular medical student rotation is maintained as a priority and an active CME program is offered throughout the year.

Services

The community mental health service system in Cambridge has grown gradually over the years; its scope, if not its diversity, can be described briefly. Following the merger with the Somerville Hospital Department of Psychiatry, the Cambridge Department has roughly 100 beds for adult, child, and addictions treatment. Ambulatory visits, including a busy emergency service, are approaching 100,000 annually; there are two dozen sub-specialty clinic programs. Among the more innovative of these are: multilingual clinics (e.g., Haitian, Latino, and Portuguese), a Victims of Violence Program, a mobile crisis consultation team, a school consultation program in the local high school, a behavioral medicine program, and a new assisted employment program. Affiliated programs provide drug treatment (North Charles Foundation), roughly 150 beds for residential care (CASCAP), and day treatment (Somerville Mental Health Clinic and others). Taken together, the services fulfill the founders' initial goal of a comprehensive

Continued on Page 2

Accolades.....	3
Two New Courses During the Clinical Years.....	6
Promotions.....	6
Announcements.....	6
Programs.....	7
Recent Funding.....	10
Harvard Residents Day.....	12

community-based system of mental health and addictions services.

Affiliations

Cambridge Psychiatry is fortunate to have many affiliated organizations that contribute to its training and scholarly mission, including the Mount Auburn Hospital, the Austen Riggs Center, the Center for Psychology and Social Change, the Zinberg Center for the Addiction Studies, the Boston Regional Medical Center, and most recently, the Somerville and Heritage Hospitals. Many other organizations, too numerous to list, also serve as training sites. Affiliated faculty members hold joint appointments in other Harvard University schools and departments, such as Public Health, Education, Government, Divinity, Social Medicine, Arts and Sciences (Psychology, Humanities, etc.), and the University Health Services. Department members participate actively on the faculties of several psychoanalytic and psychotherapy organizations in Greater Boston. These professional associations and academic obligations are reflected in the many appointments of faculty members to senior leadership positions in other organizations. To illustrate, within the past year, Robert Coles, M.D., was appointed Professor at the Harvard School of Education; Robert A. Dorwart, M.D., M.P.H., was appointed Professor in the Harvard School of Public Health; Malkah Notman, M.D., was elected President of the Group for the Advancement of Psychiatry; Don Lipsitt, M.D., was elected President of the Massachusetts Psychiatric Society; Carol Nadelson, M.D., was appointed President of the American Psychiatric Press; Arthur Kleinman, M.D., completed the global study, *World Mental Health*; Leston Havens, M.D., received the Benjamin Rush Award from the American Psychiatric Association; Edward Khantzian, M.D., served as President of the American Academy of Psychiatrists in Alcoholism and Addictions; John Mack, M.D., authored a best selling book about anomalous experiences; and Bennett Simon, M.D., is completing a book on the mental

health of children in war. Thus, a second goal of the founders has been realized: to operate an academic mental health center affiliated not only with a Medical School, but also with a University, with scholarly productivity influencing not only local, but national and international mental health concerns.

Research

Sponsored research by faculty members at Cambridge Hospital is gradually attaining prominence in the mental health services field, both for clinical and service system problems. Roughly forty faculty members are actively conducting research involving human subjects, and twenty have outside funding. Again, only a few examples can be offered: William McAuliffe, Ph.D., directs a Substance Abuse and Mental Health Services (SAMHSA)-funded National Technical Center on Substance Abuse Needs Assessment; Stephen Leff, Ph.D., directs the SAMHSA-funded National Evaluation Center for Mental Health Services; Robert Dorwart, M.D., heads an NIMH-funded study of national and state mental health reform; Ellen Bassuk, M.D., directs NIMH-funded research on homelessness; Arthur Kleinman, M.D., heads an international program of studies in mental health, culture, and policy. In this way, another goal of the founders is being realized, namely, to become a national center of excellence for the study and improvement of services and service systems in psychiatry and the addictions.

New Directions

It is precarious to predict the future; however, even a partial list of activities over the past year suggests some potential new developments. A strategic planning process is now underway to identify future areas of emphasis, growth, and innovation for the Department. A new Program in Psychotherapy has been established under the direction of Alfred Margulies, M.D. A new Partial Hospital program has just

been opened, and inpatient services for adolescents and for geriatric psychiatry have been added. New affiliations are being formalized, for example, with the Consolidated Department of Psychiatry, with the Tewksbury State Hospital, and with other state and local community service agencies.

The long-term future faced by Cambridge Hospital Psychiatry, similar to that for other public teaching hospitals, remains uncharted; however, many opportunities exist. The short-term challenge is to maintain, if possible, the focus both on delivering services and providing high quality training while redesigning clinical programs and organizational structures to meet future demands. The immediate agenda for the Hospital and the Department include the following: creation of a Cambridge Public Health Commission to improve organization of services; construction of a new ambulatory care center; implementing and evaluating a demonstration project to provide capitated, comprehensive, integrated mental health care through the HealthNet plan for uninsured individuals; establishing priorities and new initiatives in services research; and venturing into the managed care arena in collaboration with affiliated Hospitals. As for contemporary electronic and bio-technology fields, the pace of change in health care systems is accelerating so rapidly that today's plans soon may be obsolete. Nonetheless, Cambridge Hospital and its Department of Psychiatry have seen a metamorphosis seemingly surpassed only by developments in psychiatry itself during its twenty-five year history. A primary purpose of strategic planning is to create a "vision" in order to "see" future directions. In order to succeed today, it will take many other "Cs" besides concern and compassion for our patients, such as: consensus, conviction, currency, competitiveness, creativity, and continuous improvement.

Robert A. Dorwart, M.D., M.P.H., serves as the Chairman of the Department of Psychiatry at the Cambridge Hospital.

This Harvard Medical School newsletter refers to Dr Mack's organization, the Center for Psychology and Social Change, as an affiliate of the Department of Psychiatry at the Cambridge Hospital; this status was later questioned and documents such as this provided some evidence of the history of affiliation.