



Investing in the Mental Health of NYC

Department of Psychiatry & Behavioral Health

The Child & Family Institute

CHAIRMAN'S LETTER

DEMYSTIFYING

PERSONALITY DISORDERS

Balancing
ACT PARENTING YOUR TEEN

HONORING DONOR

CHAIRMAN'S MESSAGE

I want to THANK all of YOU for your hard WORK, your compassion in ACTION delivered daily to your patients, your tireless SUPPORT for our common efforts to HELP the Department of Psychiatry & Behavioral Health clinically integrate & PROSPER, and for your SUPPORT of our professional DEVELOPMENT.



I'll briefly review some of our recent accomplishments and changes in the Department of Psychiatry and Behavioral Health, and present some forward-looking information. Having sat on the St. Luke's Strategic Planning Committee for the past year or so, it has become apparent to me that expanding the reach of primary care in the surrounding community is much in the future of the hospital organization, and also in the future of the Department, in terms of creating opportunities for our patients to have better access to medical care, and availing patients with medical problems better access to behavioral healthcare.

After a nationwide search to identify the best candidate to take the permanent position as Division Chief, Daniel Medeiros, MD, Director, CARES, was Appointed Chief of the Division of Child and Adolescent Psychiatry/Child and Family Institute, after holding the Acting Chief position since Fall, 2009. Dan continues shepherding the clinical administration and differentiation of the Division. The Division also has a new branding mark, with "The Child and Family Institute" printed in a more child-friendly and evocative font, and in multiple lovely colors. We have started using it on our printed media, which is in the standard Continuum blue, so it really stands out!

It is recruitment season again. I trust that those of you involved will give our Director of Training and Education, Premeet Singh, MD, Susan Tross, PhD, our Director of Psychology Education and Training, Aleksandra Krunic, MD, Training Director of the Child and

Adolescent Residency Program, Mel Gilbert, MD, Director of the Psychosomatic Medicine Fellowship, Genevieve Rosenbaum, PhD, Director of the Child Psychology Internship, and the Department's Education Committee, your best efforts to recruit the highest quality candidates for training that can make best use of our superb teaching talent and our broad and deep clinical resources. We continue to focus on improving the clinical and academic experience for all our trainees, including curriculum reform, review of supervisory methods and supervisor input, and location of clinical rotations. We began to train residents on Roosevelt's 7G inpatient unit in July, 2010, and it looks like a successful transition. Many thanks to all of the clinical and support staff on 7G for their patience, tenacity, and willingness to grow. I hear that the new inpatient case conferences there are a big hit! We continue to move from strength to strength, and the overall quality of our psychiatry and psychology trainees is excellent.

There was re-organization both in the outpatient and inpatient divisions over the past year. Over 2010, the Division of Outpatient & Community Psychiatry under Hunter McQuiston, MD, Director, and Lindy Koenig, PsyD, Clinical Director, continued to demonstrate our continuing development as a clinical and academic center of excellence. Having the adult clinic now at 411, offers opportunities for services, academic and administrative integration of adult outpatient psychiatry. In concert with the strategic planning to increase primary care services to the community, we now have a .5 FTE providing medical services on-site in 411 W 114th St. Susan Palmgren, PhD, has been directing The Psychiatric Recovery Center (PRC), the program that integrated ITRP and the Case Management program into a single entity with a new economy of scale. The ITRP Continuing Day Treatment Program has been closed, and an application has been submitted to NY State OMH for approval of the closure. Under new payment methodology instituted last year by OMH, it was no longer financially feasible to run the program under the old model. In the PRC, we expect a broader range of billable activities, such as health monitoring and health maintenance, under the new APG payment methodology, which commenced October 1st. Dr. McQuiston recently led the

Department's effort at submitting a grant application under the auspices of the NY State's HEAL 18 Grant to bring all of our outpatient programs at St. Luke's to the Plant & Scrymser Pavilions. Although we were not awarded the grant, big thanks are in order to Hunter and all those that contributed time and effort to the application process. At our off-campus Residential Community Services storefront, led by Ralph Aquila, MD, we have submitted an application to OMH to become an official satellite clinic of the PRC. This will improve the administrative and informatics integration of the program there. In addition, we will be setting up a primary care clinic on site for these patients with typically high medical services needs.

Gary Lefer, MD., Director of Division of Inpatient and Emergency Psychiatry has begun to examine the models of care between the sites, now that all of the psychiatry inpatient services are in the same division. An important change is the conversion of 7G into a resident teaching unit, as described above. The inpatient psychiatry services on Clark 8 and 9 have successfully moved into the Division, and we continue to identify important changes in the care model on the units that can positively impact the Department's capacity to train psychiatry residents, medical students and psychology interns. We thank Dr. Lefer, and our new 7G Unit Chief, Ellen Tabor, MD, in steering the 7G transition. In addition, due to the recent reductions in reimbursement under the old day treatment model, our Center for the Intensive Treatment of Personality Disorders, directed by Andrew Twardon, PhD, is transitioning to a clinic model.

At the Addiction Institute of New York, under the direction of Petros Levounis, MD, and Paul Rinaldi, PhD, Clinical Director, we continue to upgrade and reframe our core addiction treatment programs. They, with Anna Skiandos, DO, Unit Chief of the Clark 6 inpatient detoxification program, have successfully instituted new protocols for patients being screened and admitted for detoxification. We have implemented clinical and administrative changes on Clark 6, that both better support state-of-the-art care in addiction medicine and inpatient detoxification, and are responsive to the changes in the State's payment methodology for inpatient detoxification. Also, we welcome Henrik Zakari, MD,

as the new unit psychiatrist on Clark 6.

We continue to expand our successful development and marketing efforts, led by Susan Fenton, our Director of Special Projects. On May 12, St. Luke's and Roosevelt Hospitals honored one of its long-time supporters, and one of the Department's "special friends", Kate Wickham, on the occasion of celebrating the donation of beautiful art for the Addiction Institute 8-G unit by her granddaughter, Whitney Zammit. We participated in the NAMI Walk again in May, and we had a great time while participants walked onto and back from the Brooklyn Bridge. Our monthly lecture series for the community, which is well attended and well regarded, continues at the Jewish Community Center (located on 76th and Amsterdam in Manhattan) with interesting and informative lectures by our faculty. We had another very successful National Depression Screening Day on October 7th, and have been successful in obtaining media coverage of the event.

As you may know, the TIER electronic medical record system, under the clinical direction of Robin Kerner, PhD, Director, Quality Initiatives and Outcomes has been moving forward with the inclusion of the Child & Family Institute to the Workflow system upgrade, which came online in the summer of 2010. There have been many hurdles and impasses as we have attempted to move forward with the Workflow roll-out, but high-level meetings with the vendor and Continuum IT are laying the groundwork to troubleshoot and fix many, if not most, of the major problems this Fall. When the system is running in good order, we will implement Workflow in the Addiction Institute outpatient services in late 2010 and all inpatient services in early to mid 2011. When TIER Workflow is up and running smoothly, our ability to track our clinical care will improve, our positive impact on patient outcomes will be easier to demonstrate, and implementation of quality improvement projects will be facilitated. I especially want to thank the clinical and administrative staff for their patience, resolve, ingenuity, and collegiality during a time of great stress for our staff. Grace under fire is a special quality, and I'm proud that so many of you were able to demonstrate it when we were in crisis mode.

I want to underscore the continuing progress in fiscal responsibility and productivity

implemented by our administrative staff, led by David Wyman, AVP, Barbara Linder, Psychiatry Administrator, Gerry Horowitz, Substance Abuse Administrator and all of our Program Managers, and Program Coordinators. At one point, our utilization management activities were handled centrally by the hospital, which didn't work well for us, given the specificity of the procedural knowledge needed to address denied behavioral health claims. I'm very pleased to say that with the addition of three in-house UM specialists, we are successfully defending claims at a level that is unprecedented in the Department! It is critical that the clinical leadership work in tandem with Department administration to keep things moving in the right direction financially. The good news is that when we work as a team, we accomplish much more than working separately in parallel. Barbara Linder has recently taken the administrative helm of our FPP, and the differences in our revenue cycle operations, accounting, and clinician support have been dramatic! I am also pleased to announce that Barbara Nusbaum has accepted the position of Program Manager Corporate Services and will be transitioning to her new role in the coming months.

I said this last newsletter, but I mean it and I can't top it: I am honored to lead this department, because your commitment and passion to deliver the highest quality care, even in the face of adversity, continue to inspire me.

I know we will prevail in our endeavor to provide that care in an academically and professionally enriching environment. Best wishes for a healthy and happy Holiday Season, to you and to your loved ones.



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The Child and Family Institute

Parent-Infant Center

PIC is an early intervention, prevention and treatment program; the goal is to identify high-risk families and to intervene as early as possible with pregnant women, parents, grandparents, foster parents, and other primary caretakers of young children between the ages of birth to 3. PIC works with high-risk caretakers, including those with a history of physical and sexual abuse, depression, mental and physical health problems; single and teen parenthood; and those with a lack of social support. PIC sees families in which the children are exhibiting significant social-emotional and behavioral problems and/or developmental delays and aims to decrease the risk and/or repetition of child abuse and neglect by facilitating the development of a healthier attachment between caregivers and their infants/toddlers, as well as promoting healthy parent and child development.

Infants and toddlers between the ages of birth to three are the most at-risk for child abuse and neglect. According to the Department of Health and Human Services (2008), 1/3 of all victims of maltreatment were younger than 4 years old compared to 1/4 in the age group of 4–7 years. The development of a healthy parent-infant attachment has been shown to serve as a protective factor against the risk of child abuse. A growing body of research on mental health in the first five years of life has demonstrated the profound effects of parenting, the parent-child relationship, and early intervention on a child's early and subsequent emotional, social, behavioral, and cognitive development.

Attending to the mental health needs of infants and toddlers is a relatively new field

and the PIC program is only one of a handful of such programs in the NYC Metropolitan area. The term "Infant Mental Health" was coined by Selma Fraiberg in the late 1960's and was defined as "the social, emotional, and cognitive well-being of a baby who is under three years of age, within the context of a caregiving relationship." Fraiberg developed an intervention called "infant-parent psychotherapy" (informally known as "kitchen therapy", as this form of treatment took place in families' homes). It addressed mental health problems for children through the treatment of psychological conflicts in the parent that are revealed through difficulties in the parent-infant relationship, and the parents' beliefs and behaviors towards the infant. These psychological conflicts come about as a result of past traumatic experiences and relationships. The impact of these experiences on the child were described by Fraiberg as "ghosts in the nursery" or the repetition of the past in the present. These "ghosts" appear in the infants and toddlers seen through the Parent-Infant Center in the form of sleep and feeding difficulties, tantrums, behavioral problems, posttraumatic stress and separation anxiety. Some of the infants and toddlers in PIC do not initially present as symptomatic but are at-risk given the caretakers' risk factors impacting on the parent-child relationship, including parental depression and anxiety.

PIC offers multiple modalities of therapy to best support the unique needs of each family. These modalities include parent-infant/toddler or dyadic therapy, group therapy with multiple parent-infant pairs, individual therapy, family therapy which incorporates older siblings or other family members, and psychopharmacology for parents who are struggling with depression, anxiety and other



Back Row: Left to Right: Marissa Owsianik, M.A. (PIC Psychology Fellow)
Wendie Klapper, Ph.D. (Director) Danielle Landau (PIC Volunteer)
Bottom Row: Left to Right: Ingrid Luschinger, Psy.D. (Staff Psychologist)
Rahael Kurrien, Ph.D. (Staff Psychologist)

Photos: Javier Ortega

mental health problems. Mindful of newer advances in the field, PIC utilizes videotape interventions in which the clinician videotapes a parent-infant session. The clinician and caretaker review the tape together and the clinician highlights and reinforces instances of positive parenting, such as sensitive responses to the child's needs, and addresses areas in need of improvement. Many of our families are involved in multiple forms of treatment and are seen several times a week. PIC also holds a monthly "Family Forum" during which clinicians speak to families about topics relevant to infants and toddlers (e.g., healthy eating, sleep difficulties including safe sleep, postpartum depression) and provides educational pamphlets, brochures, resources for parents and



Photo: Javier Ortega

is grateful for the generous support of private donors who have made significant donations including Bessemer Trust Company, Pauline Arama-Olsten and Stuart Olsten, Dr. and Mrs. Stephen Cuchel, Fiduciary Trust Company and Friedlander Sewing Machine Company, Inc. Looking forward, PIC is also seeking to expand partnerships within the community as well as the list of donors in order to continue to provide high quality patient care and much needed resources to PIC families. Last but not least, PIC wants to thank the families for trusting the Parent-Infant Center with their care.

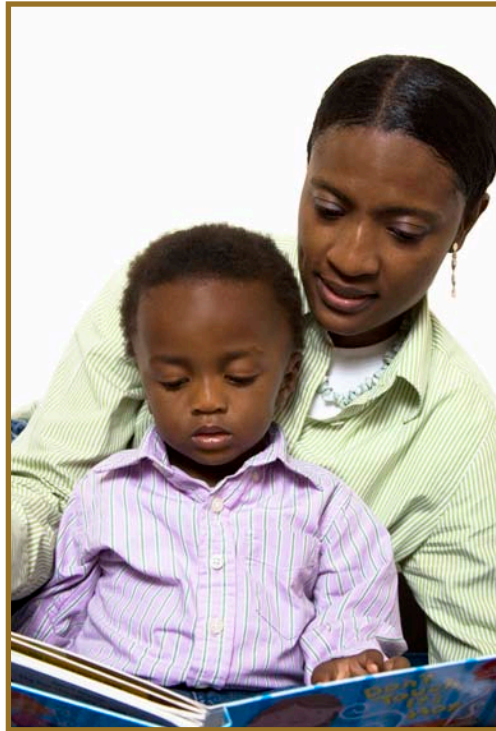


Photo: Javier Ortega

referrals to community resources. The Family Forum offers an opportunity for parents to get support from other parents with similar challenges. Parents enjoy a snack and raffle prizes and swap clothing.

The Parent-Infant Center has a strong commitment to reaching out to the community and developing collaborative relationships in order to expand the breadth of services and resources that are available to the PIC families. One such collaboration that has made a big difference in the lives of PIC families is with Baby Buggy, a “non-profit organization dedicated to providing New York City’s families in need with essential equipment, clothing, and products for their infants and young children.” Baby Buggy has provided PIC with cribs, diapers, clothing, books, furniture, and educational materials, which have alleviated the stress of many families who are struggling day to day. The Baby Buggy staff has been instrumental in fostering an incredibly strong collaboration with PIC towards helping to meet the pressing needs of PIC families. Another wonderful organization, Zaenahs’ Blanket Foundation, has provided beautifully wrapped bags with clothing for PIC’s infants and toddlers. Furthermore, PIC

The Child and Family Institute

The Child and Family Institute (CFI) supports resilience by delivering a continuum of mental health services including outpatient care and School Based Health Clinics (SBHC), home and community based services, blended case management, as well as crisis intervention. The outpatient service includes an intensive outpatient program for teens (CARES), the Parent Infant Center (PIC), and satellite clinics in schools and preventive agencies through the Child and Family Clinic Plus grant. CFI is also committed to training a broad range of community-minded child and adolescent clinicians, from child and adolescent psychiatrists (through its accredited fellowship) to marriage and family therapists. CFI is also active in leading clinical research activities.

In February of this year, Daniel Medeiros, MD, became the Director of CFI and Chief of the Division of Child and Adolescent Psychiatry. He is an Assistant Clinical Professor of Psychiatry at Columbia University. Dr. Medeiros has been a member of the SLR community for a combined eleven years, and had most recently been Director of CARES (Comprehensive Adolescent Rehabilitation and Education Service). He completed triple-board residency training in pediatrics, general psychiatry and child and adolescent psychiatry and is board certified in General Psychiatry, Child and Adolescent Psychiatry, Addiction Psychiatry, and Psychosomatic Medicine.

Words from our Partners:

“It has been such a pleasure to collaborate with the St. Luke’s and Roosevelt Hospitals Parent-Infant Center for the past 2 years. Through this program, parents are receiving crucial services that have such a great impact on their lives, including individual and family therapy for parents and children, parent-infant/toddler support groups, as well as educational forums. Quality services like this are very rare, so it is truly an honor to support an organization like this that offers such critical programming. The team at the Parent-Infant Center has bent over backwards quite a few times in order to secure donations of essential baby items and gear, educational materials for parents, and tickets to various sporting events in the community - it is clear that they will go to great lengths to help their client families. We look forward to continuing this collaboration!”

-Baby Buggy

Investing in the Mental Health of NYC

Department of Psychiatry & Behavioral Health

Outpatient Department

The CFI Outpatient Department (OPD) provides a wide array of services to children, adolescents and their families. The OPD sees children from birth through 18 years and provides individual, group, family therapy and psychopharmacological treatment as well as neuropsychological testing. Our program is family focused and we offer parenting groups and therapy to adult family members. In the last few months, staff at the OPD participated in a wide variety of events that both improve our clinical services and outreach to the community including National Child Mental Health Awareness Day, National Alliance for Mental Illness Walk and National Depression Screening Day. Staff and trainees raised money for this important cause and walked 3 miles to spread the word and help destigmatize mental illness. The OPD also coordinated a cheese brunch sponsored by Cabot Creamery and an anonymous donor as an appreciation for the psychiatry staff housed at 411 West 114th Street. The brunch was held in the "Garden at 411". The staff and trainees of all of the psychiatry programs in this building, including the Child and Family Institute, the Adult Outpatient Clinic, the Psychiatric Recovery Center, Women's Health Project and the Crime Victims Treatment Center attended.

The OPD's 3rd annual September Back to School event for the children and families was a huge success. The event provided over 130 children with fun activities to promote school achievement, study skills and self esteem. The clinic received donations from community vendors and organizations including Staples,

Whole Foods, BJ's and other anonymous donors and provided children and adolescents with a generous amount of school supplies and CFI backpacks. The OPD is proud of the lasting connections made with the community.



Isaiah Watson proudly displays his new Back to School supplies.



Kia Jones takes a break from Back to School activities with a healthy treat donated by Whole Foods.

Congratulations to CFI CSPOA for being included in Office of Mental Health's list of "people making a difference to children in our state."

CARES

CARES (Comprehensive Adolescent Rehabilitation and Education Service) is a unique, intensive therapeutic school environment for high school students whose previous school performance has been limited due to emotional or behavioral difficulties. CARES just completed another successful academic year with several exciting events. On June 8th, CARES talented multidisciplinary team of psychologists, psychiatrists, social workers, creative arts therapists, and substance abuse clinician recently conducted 5 informative workshops at the 26th Annual Manhattan Child and Adolescent Services Committee Conference titled "Avoiding the Pitfalls: Addressing Challenging Behaviors in Today's Children and Adolescents." Other end-of-the-year highlights included CARES 2010 Prom (this year's theme was Hollywood!) and a fabulous Graduation and Awards Ceremony. This year, 9 students graduated with high school diplomas or GEDs, and 6 students successfully transitioned back to regular high school settings to complete their high school experience.

School-Based Health Clinics (SBHC)

These programs are located in The A. Phillip Randolph Campus High School, The Brandeis High School Campus and The Martin Luther King Jr. Campus. Within the school setting, SBHCs provide in a teen friendly and confidential environment, full physical exams, reproductive health care, immunizations, chronic disease management, sick care, health education and mental health services. Some of the highlights of the program year were well received performances by the Nitestar Theater Company, an interactive girls group regarding sexual decision making and a serious outreach to young men. Our goals are to increase teens' access to health care and empower young people to make healthy choices.



Richard N. Rosenthal, MD, Chairman Department of Psychiatry & Behavioral Health, Bonnie Siegel, Director of Outpatient Department Child and Family Institute, David Wyman, AVP, Department of Psychiatry & Behavioral Health, Susan Fenton, Director of Special Projects.

Investing in the Mental Health of NYC

Department of Psychiatry & Behavioral Health

CCMHS

Children's Community Mental Health Services is comprised of three programs, Home and Community Based Services Waiver (HCBSW), Children's Single Point of Access (CSPOA) and Blended Case Management (BCM). These programs encompass community based mental health services for the most severely emotionally disturbed youths in New York City. Our CSPOA was recently acknowledged on Children's Mental Health Awareness Day (May 3rd) by the New York State Office of Mental Health and Families Together New York State, in Albany. We were recognized as part of "What's Great in Our State: A Celebration of Children's Mental Health." CSPOA also took part in a round table presentation about intensive mental health services in New York City.



Dr. Ulrick Vieux in Egypt.

Dr. Ulrick Vieux, DO, MS, and Medical Director of CCMHS, recently had the honor of presenting at the Black Psychiatrists of America, Inc. 31st annual Transcultural Psychiatry Conference in Cairo and Aswan, Egypt. The conference, which was named, "Ancient Roots, Modern Practice" highlighted the contribution that physicians of color have historically made to the field of psychiatry and the unique challenges that are currently faced in providing effective, compassionate care from an international perspective. Dr. Vieux spoke on the role that the Children's Community Mental Health Services (CCMHS) plays in treating at-risk children in New York City and the intricate roles that each fragment of CCMHS plays in providing holistic care for Severely Emotionally Disturbed (SED) children. During the trip the American delegation of psychiatrists met with Dr. Nasir Iosa, Secretary

of Mental Health for Egypt and other Egyptian providers and health care officials. The delegation also had the opportunity to tour both private and public mental health care facilities in Aswan and Cairo.

RESEARCH

The BI-SLR HEARTS Program is a new federally funded program at Beth Israel Medical Center (BI) and St. Luke's and Roosevelt Hospital Center (SLR) that aims to improve the care for children and families who have suffered the effects of trauma. This program was created in recognition of the fact that too many patients and their families are touched by trauma in too many ways throughout their lives. The goal of HEARTS is to enhance and transform the behavioral health services for children at Beth Israel and St. Luke's-Roosevelt so that every one of our clinicians becomes an expert in understanding and treating traumatized children and their families. Twenty-six members of the BI-SLR Hearts team attended the Regional Meeting of the Complex Trauma Treatment Network in Springfield,

MA. The conference included inspiring lectures, thoughtful discussion and the opportunity to learn from other regional members. Each day provided an opportunity for strategic planning with Dr. Blaustein in the break-out sessions. Our goal of integrating education, assessment, and treatment of child traumatic stress—particularly complex trauma—into the mental health services of our sister hospitals will require systemic change. Together, we were able to map out the steps we will take, the obstacles we might encounter and the roles we each will play in making our organization a trauma informed system and a resource for the community.

The Discovery Center is an outpatient substance abuse prevention and treatment program for adolescents ages 12-17 funded by a grant from the Substance Abuse and Mental Health Services Administration (SAMHSA). The Discovery Center offers a range of no-cost services throughout the year, including our annual Summer Success program, a fun, interactive day camp for 12-15 year olds held each July and August. Contact Philip Clemmey at pcllemmey@chpnet.org

CFI Training Programs

The Child and Family Institute has several nationally recognized training programs for mental health professionals:

- Residency in Child and Adolescent Psychiatry
- Pre-doctoral Externship in Child Psychology
- Pre-doctoral Internship in Child Psychology
- Postdoctoral Fellowship in Child Psychology
- Internship in Clinical Social Work
- Internship in Creative Arts Therapy
- Internship in Masters in Family Therapy

All of the training programs combine outstanding clinical experiences, as well as research training.

Outpatient Department

(212) 523-4885

CARES

(212) 523-7233

CCMHS

(212) 536-1621

School-Based Health Clinics

(212) 523-5476

CFI Training Programs

(212) 523-5194

Research

(212) 523-2596

TEACHABLE

MOMENT 1:

Balancing B ACT: PARENTING YOUR TEEN



SHILPA R. TAUFIQUE, PH.D., is a Licensed Supervising Psychologist and the Director of the Comprehensive Adolescent Rehabilitation and Education Service (CARES) in the Child and Family Institute of St. Luke's and Roosevelt Hospitals. Dr. Taufique has over a decade of experience working directly with diverse groups of children, adolescents, and adults, supervising emerging professionals, and developing programs relevant for teens. Her specialties include adolescent issues, group and systems dynamics, program development, trauma, co-occurring disorders (mental health and chemical dependency), gang involvement, diversity issues, and academic achievement. Dr. Taufique is also in private practice in NYC.

"OMG! YOU HAVE NO IDEA OF HOW SUCKY MY LIFE IS!"

Being a teen is no easy feat. Throughout adolescence, teens are faced with the daunting task of becoming their "own person." They are learning how to make choices and decisions, struggling with their sense of identity, and developing their own set of morals and values that will enable them to succeed independently in the world. As if that wasn't enough, they are expected to do all of this while experiencing significant physical, biological, emotional, and social changes.

WHAT DOES THIS LOOK LIKE?

"I HATE you!"

Increased parent-child conflicts are a hallmark of adolescence. It's easy to understand why these are so unavoidable when we realize that teens need to fight their parents or authority figures in an effort to separate and individuate – become their own person.

"You are SO old..."

Teens know how to read adults very well. It's as though they are holding up a mirror when speaking to an adult – they lead us to see things about ourselves we don't necessarily want to be reminded of. This usually presents itself in perfectly timed, one-line zingers thrown at a parent in the midst of a conflict.

"Yes - No -
Leave me ALONE!"

We often see teens vacillating between extremes as they struggle through their developmental tasks: focusing on their own needs vs. needs of friends; independence vs. dependence on

family; deciding between right and wrong. A teen holding onto one extreme position or another can often lead to frustration, anger, and exasperation for everyone involved.

"I CAN'T TAKE IT ANYMORE!"

What's a parent to do? Feel frustrated, hopeless, insecure, helpless, ineffective? Yes, that's all there, AND there's more!

Remember, you've already been through your teen years – and survived! You have knowledge, expertise, wisdom, maturity, and authority that can only strengthen and benefit the relationship between you and your teen. You can use all of this to maintain a good, strong relationship with your teen, as we know that such a relationship has been found to improve the chances of teens (and their parents) successfully surviving adolescence. What would this look like? Open communication, a clear sense of who is in charge, and most importantly, staying balanced.

BALANCED...?

As your teen vacillates from one extreme to the other, a safe bet is that they're pushing you to extremes as well. If you can find a balance between your extremes, so will your teen. Remind yourself: you're the adult who has been through your teens already. You've got what it takes to be the kind of role model your teen needs to achieve their developmental task. If you can get yourself to a balanced place, there's a good chance you and your teen will come out of any situation successfully.

Here are some general areas where you can perform "balancing acts" when parenting your teen:

M O M E N T S

Are you “to the extreme”? Try a balancing act instead!

<p>Rigid / Authoritarian <i>(you refuse to negotiate, maintain the strictest rules, you're the boss)</i> “You have no choice – home by 7pm. Why? Because I said so, that’s why!”</p>	<p>Balancing Act: Try to avoid power struggles. Negotiation works well, and it’s a great skill for your teen to learn. You’re the role model – set the example you want them to learn!</p>	<p>Pushover/ Best Friend <i>(everyone takes advantage of you, disregards your authority; you won't or can't set limits)</i> “Sure, you can stay out all night. Here, take my credit card. Don't forget - I love you!”</p>
<p>I Know Everything <i>(you know everything, you've lived it all, your teen has only to learn from you, nothing for you to learn from him/her)</i> “I’m not stupid! I know you’re having sex with all those boys you talk to after school!”</p>	<p>Balancing Act: You do know many things, just not everything. Give your perspective, and also ask questions. You have a great deal to offer, AND always more to learn!</p>	<p>I Know Nothing <i>(you know nothing, get fooled easily, have no idea how the world works)</i> “You’re having another sleepover at Johnny’s house and he’s just a friend? Ok.”</p>
<p>My Life <i>(you want your teen to live the life you never had; they should want to do what you want to do)</i> “I was so popular in high school – I had so many friends! I was out every weekend. You just stay home with your 2 friends and your guitar. Aren't you bored? I'm planning a weekend for you with the neighbor's kids. You'll love it!”</p>	<p>Balancing Act: Ask yourself: did I do what my parents did? If yes, did I want to? There’s room for both of your lives, even with overlap. Find common interests. You share your experiences, take an interest in theirs. By doing so, you’ll create new experiences together!</p>	<p>My Teen’s Life <i>(you have no interest in what your teen watches, listens to, reads, does, writes, because you can't relate, it's too loud, too vulgar, not interesting)</i> “Turn down that \$%!*& music! I can't stand it! It's just noise – don't let me hear it again!”</p>

TEACHABLE MOMENTS

MOMENT 2: DEMYSTIFYING PERSONALITY DISORDERS



ANDREW TWARDON, Ph.D., is a Supervising Psychologist and Director of the Center for Intensive Treatment of Personality Disorders at the Department of Psychiatry and Behavioral Health of St. Luke's and Roosevelt Hospitals. He is an Adjunct Professor of Clinical Psychology at the Graduate Faculty of the New School for Social Research. He specializes in comprehensive assessment and multidimensional treatment of Personality Disorders and personality-related problems, diagnostic psychological testing, couples' therapy, group psychotherapy and applications of Zen Buddhism in psychology and mental health.

"How do I know that someone has a personality disorder?"
"What causes personality disorders?"
"Can personality disorders be treated successfully and how?"

"We asked Andrew Twardon, Ph.D., Director of the Department's Center for Intensive Treatment of Personality Disorders to share with us some of the most recent and helpful information on the subject –

What is a personality disorder?

The World Health Organization's International Classification of Diseases defines personality disorders as:

"deeply ingrained and enduring behavior patterns, manifesting as inflexible responses to a broad range of personal and social situations. They represent extreme or significant deviations from the way in which the average individual in a given culture perceives, thinks, feels and, particularly, relates to others. Such behavior patterns tend to be stable and to encompass multiple domains of behavior and psychological functioning. They are frequently, but not always, associated with various degrees of subjective distress and problems of social performance"

Some of the most prominent manifestations a personality disorder may include one or more of the following problems:

Dysregulation of actions and behaviors

- recurrent suicidal thoughts, behaviors or gestures
- self inflicted injuries, cutting, mutilation
- impulsivity, recklessness
- interpersonal, relational or family problems and conflicts
- social and interpersonal isolation
- addictive behaviors and/ or substance abuse / dependence
- exploitation, violation of others
- aggression and violence directed at self and / or others

Dysregulation of feelings and emotions

- emotional storms and outbursts
- frequent and volatile mood changes
- excessive anger at self and / or others
- excessive anxiety
- problems with intimacy and trust
- shyness, inhibitions, fear of rejection

Dysregulation of perception and thinking

- recurrent thoughts about suicide or self-injury
- confusion about one's identity or self-image
- confusion about sexual or gender identity
- dissociative symptoms, e.g. depersonalization
- unusual perceptual experiences or thoughts
- difficulties in making decisions, excessive perfectionism

What causes personality disorders?

Personality disorders are caused by complex and individually unique interaction of multiple genetic and environmental variables regulating our biological, psychological and interpersonal development. In the course of evolution, human brain, mind and consciousness have become "hardwired" to develop and maintain a distinct sense of self – an embodied, persistent experience of "I / me" as a phenomenological center of our own subjectivity. As we mature and transition from childhood to adulthood, one's self and personality become central in making each of us consistently distinct and

According to a recent NIMH-funded epidemiological study*, about 9.1% percent of U.S. adults have a personality disorder.

unique among others. Given "good enough" conditions, self, identity and personality develop relatively intact. However, if the hereditary and / or situational conditions are not wholesome enough, a disorder of personality - a life long psychological and psychiatric affliction permeating all aspect of one's life, interpersonal and intimate relations with other people in particular, may, and is likely to develop.

Effective treatment

Treatment of personality disorders is usually long-term (1-5 years) and highly specialized.

Personality disorders often require a multi-dimensional / multivariable treatment approach targeting multiple aspects of the problem simultaneously, including:

- the attachment system;
- neurobehavioral circuits underlying personality and temperament;
- neurocognitive regulation of emotions, mood and impulses;
- psychodynamics of self, object relations and ego-functions;
- cognitions and mentalization
- patterns of relating and interpersonal behavior.

At St. Luke's and Roosevelt Hospitals, treatment for the entire spectrum of all personality disorders is available at the **Center for Intensive Treatment of Personality Disorders (CITPD)**.

CITPD is the largest and the most comprehensive outpatient provider of specialized care for personality disorders and personality-related problems in New York City. Multi-dimensional treatment includes Dialectical-Behavioral Therapy (DBT), Psychodynamic Psychotherapy, Mentalization-Based Therapy, Cognitive Therapy and Psychopharmacology.

*Lenzenweger MF, Lane MC, Loranger AW, Kessler RC. DSM-IV personality disorders in the National Comorbidity Survey Replication. *Biol Psychiatry*. 2007 Sep 15;62(6):553-64

ST. LUKE'S & ROOSEVELT HOSPITALS HONOR KATE BUTLER WICKHAM

Kate Butler Wickham, representing five generations of a family that has had a long association with St. Luke's and Roosevelt Hospitals (SLR), was honored at a special celebration to honor the generous support the Butler family has given to the hospital over almost a half century.

The event on the evening of May 12th, was timed with the installation at Roosevelt Hospital of original photographs by a member of the fifth generation. The collection, titled "A Common Thread," features spectacular photography by Mrs. Wickham's granddaughter, Whitney Zammit. The photographs capture natural scenes taken around the world, which now grace the walls of the Department of Psychiatry and Behavioral Health's newly refurbished Outpatient Unit of the Addiction Institute of New York in the hospital's 8th floor.

SLR President and CEO Frank Cracolici gratefully acknowledged Mrs. Wickham and her family, "who have been involved with St. Luke's and Roosevelt Hospitals in every possible capacity" – as patients, as volunteers, as a trustee, as chairperson of fundraising events, as funders of special programs such as the Miller Institute, the SLR Departments of Urology, Cardiology, Medicine and Behavioral Health – including her most recent gift that helped

create the beautiful Garden at Morningside in the courtyard of the St. Luke's site.

In her acceptance Mrs. Wickham reflected on generations of the Butler family who continue to be part of the hospital family and graciously accepted a beautifully framed certificate. She noted that the best part of her involvement with St. Luke's and Roosevelt was meeting her husband, urologist Robert Wickham, MD, who was on the hospital staff for 35 years.

Members and friends of the Wickham family were in attendance including daughter Kate Gardner, mother of Ms. Zammit, Joby Zammit and Heidi Gardner.



Photo: Brad Hess

Photographer Whitney Zammit (center) points to one of the spectacular scenes she captured that now graces the walls of Roosevelt Hospital's Addiction Unit.



Photo: Brad Hess

St. Luke's and Roosevelt Hospitals President and CEO Frank Cracolici (4th left) presents a certificate of recognition to long-time supporter, volunteer, auxiliary and trustee Kate Butler Wickham. In the photo are (l-r): Kate Gardner, Heidi Gardner, photographer Whitney Zammit, Mr. Cracolici, Mrs. Wickham, and Dr. Robert Wickham.

AINY CORNER Addiction Institute of New York

FRIENDS OF THE ADDICTION INSTITUTE OF NEW YORK IS ESTABLISHED

Many of our former patients, families, and friends have expressed gratitude for the help they and/or their loved ones have received at the Addiction Institute of New York. They often ask what they can do to “give back” to the Institute and show their appreciation. We have received lovely letters of acknowledgment, charitable gifts, and offers to donate time and service through volunteering.

To address this need we are establishing a new organization called the *Friends of the Addiction Institute of New York*. Membership is free and open to individuals who have attended any of the services of the Addiction Institute of New York, their families, and their friends. We welcome the involvement of recent and veteran alumni(ae) including those with ties to the former Smithers Alcoholism Treatment and Training Center as well as to all the Trinity House services.

It is our hope that participation in this new association will help members sustain lifelong freedom from chemical dependency by strengthening their commitment to recovery and their connection to current patients and other alumni(ae). Members will be given the opportunity to attend seminars geared towards early and long term recovery and will also have the chance to help others experience the joy of recovery through a variety of volunteer initiatives.

Addiction Institute is featured in Dublin, Ireland.

Claudia Arlo, LCSW, CGP, CASAC, was invited to give a presentation and chair a session at the University College in Dublin, Ireland this past June. “Changing Health” is the 6th International Conference on Social Work and Mental Health in Ireland. Ms. Arlo’s topic was “Adapting Services for a Changing Population” in which she used her work with patients she treats at the Addiction Institute who have co-occurring disorders with varying techniques that use dialectical behavior therapy techniques along with standard addiction treatment methods.

Ms. Arlo, an Adjunct Assistant Professor at Fordham University, Graduate School of Social

Service, and on the faculty at NYU’s Post-Master program in Addiction Studies, has been with the Addiction Institute since 1997. She has also coordinated the First Step program since 2000. First Step is an outpatient program designed for the treatment of co-occurring disordered individuals (non-psychotic spectrum). It integrates best practices into Substance Use Disorder treatment and is DBT informed. The Addiction Institute congratulates Claudia Arlo on her contributions to the field.

THE MOTIVATIONAL INTERVIEWING COURSE FOR BOTH CLINICAL AND ADMINISTRATIVE STAFF

During the 2010-2011 academic year, Drs. Petros Levounis and Paul Rinaldi are teaching an intensive 8-session course on Motivational Interviewing (MI).

Motivational Interviewing (MI) is the primary treatment modality for helping people who suffer from substance use and other behavioral disorders. Furthermore, the basic concepts of MI can be applied in a variety of situations far beyond addiction treatment. Based on Dr. Levounis’s *“Handbook of Motivation and Change: A Practical Guide for Clinicians,”* published by the American Psychiatric Press in May 2010, the Addiction Institute has organized a hands-on, skills-oriented, interactive training program that incorporates self-study, lectures, practice exercises, and extensive role-playing.

This course is innovative in several ways including that it is offered to both clinical and administrative staff who will be working together to learn the principles and practice of Motivational Interviewing. Whether you treat an intoxicated patient in an inpatient setting; answering the phone-call of a distraught college student; counseling a driver with a DWI who has no interest in changing her behavior; giving information to an irate father; or driving the van to pick up a nursing home resident, you are faced with the challenge of people who may have different kinds of motivation and varying degrees of willingness to change.

For additional information please
contact
info@AddictionInstituteNY.org

JCC LECTURE ON NOVEMBER 18, 2010, BY DR. PETROS LEVOUNIS: Motivation and Change in Everyday Life: Lesson Learned from Addiction Medicine

How can you motivate your husband to lose some weight? How do you persuade yourself that it's time to quit smoking? Can you ever talk your mother into getting rid of all the junk she's been hoarding for years? How do you change the culture of your office to be a little less gossipy and a little more productive?

The Motivational Interviewing approach, first introduced in the treatment of addiction—with great success, can be flexibly applied to address people's issues of motivation and change in a variety of everyday challenges—from starting and maintaining a personal exercise routine, all the way to helping change an adolescent's wardrobe. OK, maybe we went too far; no one can do that.



THE WHOLENESS OF LIFE AWARD 2010

The Wholeness of Life Award is given to employees of hospitals that recognize and tend to the whole person—spirit, mind, and body. HealthCare Chaplaincy is the largest non-denominational center for clinical pastoral education (CPE) in the world, educating a generation of chaplains capable of ministering to the sick and bereaved individuals of any or no faith tradition.



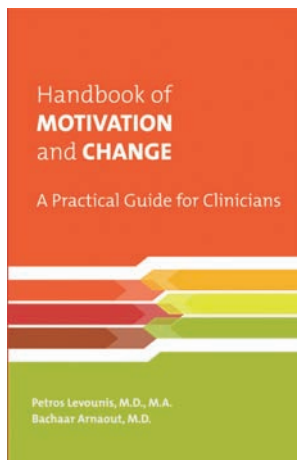
Ralph Bernardini has been a devoted member of the St. Luke's and Roosevelt Hospitals Department of Psychiatry and Behavioral Health's team for the past 29 years. We can see that

today, as always, he is well-liked and well-respected by patients and staff alike, throughout the Department and the hospital at large. It is impossible to go anywhere on the hospital campus, and indeed the local neighborhood as well, without having to stop so he can chat with someone he knows. He has worked here for a good deal of his career as a Recreation Therapist, and has known some current patients and staff for his entire tenure at St. Luke's. In fact, when he was nominated for this Award in 2007, his nomination included the following statement:

"In psychiatry, just as in medicine, a clinician's focus can easily become a patient's symptoms, deficits, and limitations. The person's spirit and body can become forgotten as the clinician focuses on healing the mind. Really listening to patients gets lost because it takes too much time and isn't 'billable.' The effects of this kind of treatment are especially noticeable in our population; patients either comment on how they feel they are being treated as 'crazy' or they drop out of treatment all together, unable or unwilling to articulate how this neglect for the whole person has made them feel.

But Ralph is different. When patients visit his office to consult with him about their vocational plans, the conversations they have often end up not being about work at all, but about their lives, their hopes, and their dreams. He often comes to know more about their past experiences, current goals, difficulties, and families than their primary therapists do, not

Publication of new book



Petros Levounis, M.D., M.A., is Associate Clinical Professor of Psychiatry at Columbia University College of Physicians and Surgeons, Director of the Addiction Institute of New York, and Chief of the Division of Addiction Psychiatry at The St. Luke's and Roosevelt Hospitals in New York, New York.

engaging way. Reading the introduction and the first chapter makes you want to read more. Most physicians are contemplative or precontemplative about how they can motivate their patients to change unhealthy behaviors—this Handbook of Motivation and Change will prepare clinicians to 'get into action' applying these approaches to the benefit of people under their care."—Mike Miller, M.D., F.A.S.A.M., F.A.P.A., Director, American Board of Addiction Medicine and Immediate Past President, American Society of Addiction Medicine; Associate Clinical Professor, University of Wisconsin School of Medicine and Public Health, Madison, Wisconsin

Handbook of Motivation and Change: A Practical Guide for Clinicians is a busy clinician's guide to Motivational Interviewing. With a special focus on substance use disorders and addiction, this unique handbook equips readers with a full understanding of the Motivational Interviewing approach—an understanding that readers can flexibly apply to address patients' issues of motivation and change even beyond substance use.

Co-Author, Bachaar Arnaout, M.D., is Assistant Clinical Professor of Psychiatry at Yale University School of Medicine, VA Connecticut Healthcare System in West Haven, Connecticut.

What a fun book!

"Levounis and Arnaout have assembled a wonderful collection of authors who present tons of evidence-based clinical science—and even more clinical wisdom—in an entertaining and

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by conducting an interview, but by stepping into their lives and listening. He has the incredible ability to meet patients where they are, accept them for who they are, and still encourage them to become something more. He listens to them, respects them, and inspires them. And in return, they open up to him, let him into their lives, and begin to pursue their goals. They trust him, and in the process, they begin to trust themselves.”

This statement is as true of his work today as it was 3 years ago when it was written. But events in Ralph's personal life have recently made his work here that much more remarkable, and that is why we are nominating him again for the Wholeness of Life Award.

In 2008, Ralph was diagnosed with a rare, aggressive, and difficult-to-treat form of lymphoma, and he has been battling it since that time. He has undergone chemotherapy, radiation, and two bone marrow transplants, most of which he did while continuing to work. When he is here—and sometimes even from his hospital bed—he manages somehow to make patients and co-workers his focus, becoming a living example of the theories he applies to his patient's lives as well: work, and the relationships you develop there can heal you. By focusing on others while continuing to take care of himself, Ralph has shown those around him just how special and giving he truly is.

As is evident from the many examples listed below, Ralph is an extraordinary therapist, person, and friend, not just to his co-workers but to his patients as well. Through his own health struggles, he has also become a living example of how important it is for those in the healthcare professions to take care of themselves so that they can better take care of others. For these reasons, we believe that Ralph should be the recipient of this year's Wholeness of Life Award.

**SLR PRESIDENT'S
AWARD OF
EXCELLENCE**

JOHN MASCIO, RN demonstrates empathy, uses effective therapeutic communication, and is a team player on the multi-disciplinary team that exists on 9G.

Mr. Mascio's attention to detail and safety practices has earned him two "Caught Being Great" acknowledgements for recognizing what would have been medication occurrences before they reached the patient. He also steps up to the challenge of Charge RN without hesitation and efficiently maintains the unit.

Mr. Mascio is well liked by patients, peers and clinical staff for his intelligent, calm and cooperative approach and helpful attitude. We are fortunate to have such a competent, respectful nurse as part of our team and we congratulate him on being the 2010 recipient of the President's Award.

DIANNE YOGGERST, RN's 20+ years of experience and service contribute a wealth of skills to addiction/psychiatric nursing. She is flexible and outgoing. She demonstrates empathy, uses effective therapeutic communication and teaches her patients about their illnesses using solid evidence-based nursing principles. This year alone she has revised and made the patient job book and other AINY patient forms/signs "user-friendly" by working on them at home and using her own resources, then donating them to the unit. The time and creativity she has dedicated to these self-imposed projects is appreciated by both staff and patients. We congratulate her on representing 9G AINY as a President Award recipient for 2010.

BARBARA NUSBAUM exhibits distinguished character and is an outstanding role model to others. Most recently, the adult psychiatric clinic changed location. Barbara coordinated this move as if she were moving her own home. Her attention to detail and grace under pressure made a difficult situation more manageable for staff as well as patients. Before the move, the light in her office remained on after most others went dark. As Program Manager for the Psychiatric Outpatient Services, Barbara interfaces with patients, clinical staff and students. Barbara does everything in her power to ensure the Outpatient Psychiatric Department is able to provide the highest quality clinical education experience possible. Congratulations to Barbara for her well deserved award.

GENE McCULLOUGH, NP who has been with St. Luke's Roosevelt Hospital Center for over 20 years, has provided outstanding care to his patients and is currently an integral part of the clinical team on our inpatient detox and stabilization unit at the Addiction Institute of New York. His warmth, compassion, and calm demeanor are felt not only by his patients but by staff as well. He is a team player with sense of humor appreciated by all. Gene has also been praised by many students and residents for his exceptional teaching skills and has won multiple awards for his involvement in educating nurse practitioner students. Sincerest congratulations from all of us on being a 2010 recipient of the President's Award!



From the left:
John Mascio, RN, Diane Yoggerst, RN, Gerry Horowitz, LCSW, Gene McCullough, NP, Barbara Nusbaum, Jean Cummings, NP, CS, BC

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OPEN LETTER TO COLLEAGUES & FRIENDS FROM THE DIRECTOR OF SPECIAL PROJECTS

Our mission in the Department of Psychiatry and Behavioral Health is to strengthen and heal families from all walks of life through clinical service, community outreach, education and research.

As we all know, academic psychiatry is a comparatively poorly resourced medical specialty. There are many examples of how psychiatric treatment is shortchanged, including long-standing inequities in reimbursement and the absence of procedures that are a substantial source of revenue. Funding from other sources has been limited by a pervasive, if very gradually diminishing, stigma. Also, some individuals may avoid providing philanthropy to the field of mental illness treatment, professional training or research because of their fear of identifying themselves and being personally affected by the cultural stigma associated with mental illness. Historically, philanthropy in academic psychiatry and some of the related ethical issues were not widely discussed, even among our nation's top clinicians.

With reduced public funding and limited foundation support, patient- and family-inspired philanthropy serves as an invaluable alternative to cover forgotten areas of social need. We all know family, friends and colleagues who have experienced emotional stress, mental illness, addiction or personality issues that have affected their relationships, careers, and their ability to live life to the very fullest.

At St. Luke's and Roosevelt Hospitals, we strive to provide enhanced quality of care for the thousands of children, adolescents, adults and seniors that pass thru the doors of the Department of Psychiatry and Behavioral Health's many programs in any year.

We CAN provide new knowledge, hope, and a place where YOU can make a difference. Our ability to generate this new knowledge, translate it into effective clinical practice, and provide hope to those suffering from mental illness and addiction is largely dependent on private gifts. We are seeking like-minded individuals to join our mission to improve the lives of those in our community that come to us for treatment and support.

There are many ways in which you can help. Please explore our website www.slrpsych.org. We can answer any questions you may have by contacting us at (212) 523-7342. We will be happy to match your interests with one of our many needs.

Together, we CAN make a difference.

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St. Luke's and Roosevelt Hospitals

Department of Psychiatry and Behavioral Health
1090 Amsterdam Avenue, New York, NY 10025
Web www.slrpsych.org

The Department of Psychiatry and Behavioral Health at St. Luke's and Roosevelt Hospitals is the largest not-for-profit provider of mental health and addiction services in New York City. Since 1954, we have dedicated ourselves to providing comprehensive services that enable individuals to improve their overall quality of life.

Please help us further our mission by making a contribution today. Your gift will enhance our continued efforts to provide the highest quality, compassionate care to all of our patients.

Yes, I/we want to support the important work of St. Luke's and Roosevelt Hospitals' Department of Psychiatry and Behavioral Health by making a contribution of:

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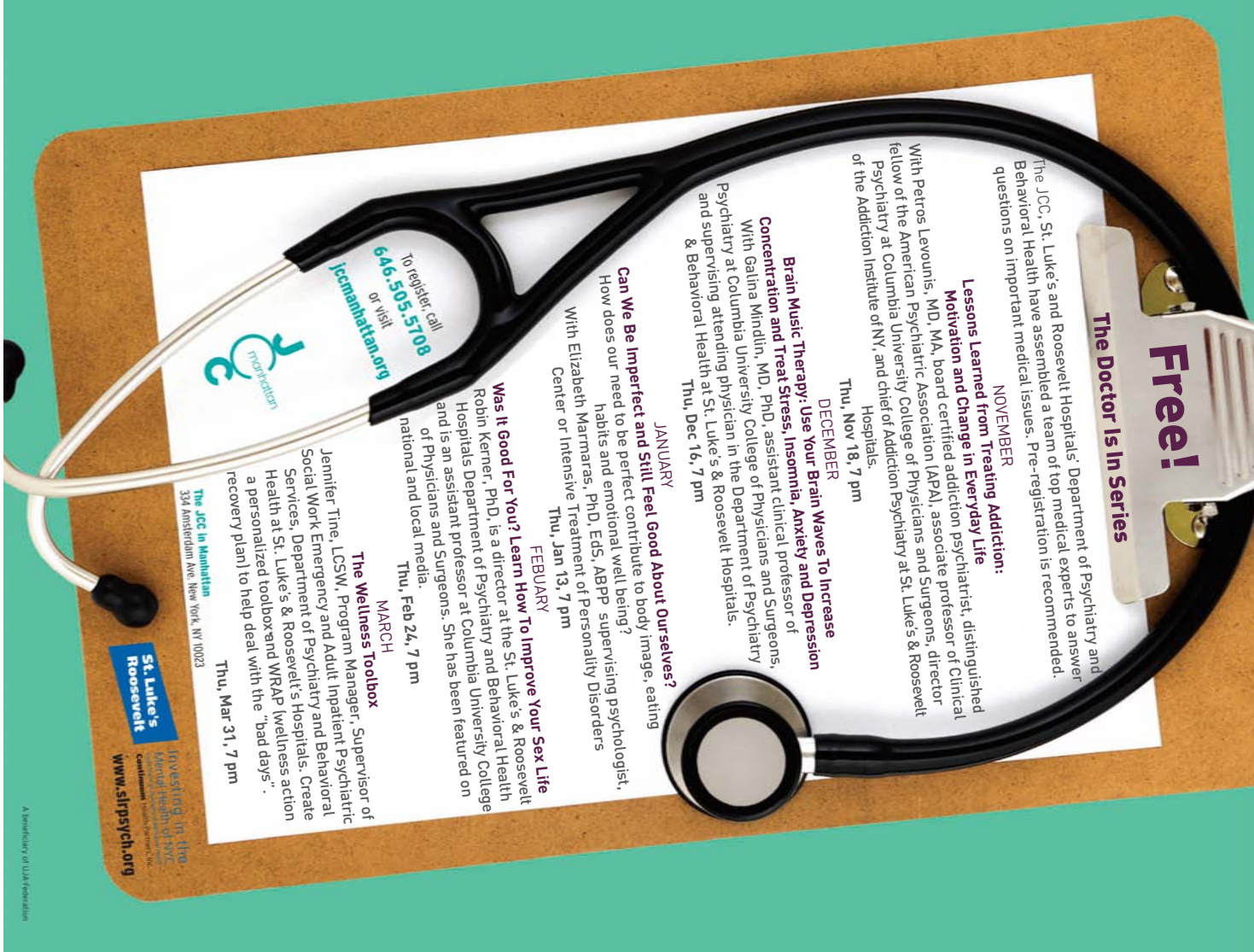
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Investing in the Mental Health of NYC

Department of Psychiatry & Behavioral Health

Upcoming Lectures

Lectures take place at JCC Manhattan • located on Amsterdam at 76th Street • free and open to the public • Lectures begin at 7 P.M.



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The Doctor Is In Series

The JCC, St. Luke's and Roosevelt Hospitals' Department of Psychiatry and Behavioral Health have assembled a team of top medical experts to answer questions on important medical issues. Pre-registration is recommended.

NOVEMBER

Lessons Learned from Treating Addiction: Motivation and Change in Everyday Life

With Petros Levounis, MD, MA, board certified addiction psychiatrist, distinguished fellow of the American Psychiatric Association (APAI), associate professor of Clinical Psychiatry at Columbia University College of Physicians and Surgeons and St. Luke's & Roosevelt Hospital, and chief of Addiction Psychiatry at St. Luke's & Roosevelt Hospitals.

Thu, Nov 18, 7 pm

DECEMBER

Brain Music Therapy: Use Your Brain Waves To Increase Concentration and Treat Stress, Insomnia, Anxiety and Depression

With Galina Mindlin, MD, PhD, assistant clinical professor of Psychiatry at Columbia University College of Physicians and Surgeons, and supervising attending physician in the Department of Psychiatry & Behavioral Health at St. Luke's & Roosevelt Hospitals.

Thu, Dec 16, 7 pm

JANUARY

Can We Be Imperfect and Still Feel Good About Ourselves?

How does our need to be perfect contribute to body image, eating habits and emotional well being? With Elizabeth Marmaras, PhD, EdS, ABPP, supervising psychologist, Center for Intensive Treatment of Personality Disorders

Thu, Jan 13, 7 pm

FEBRUARY

Was It Good For You? Learn How To Improve Your Sex Life

Robin Kerner, PhD, is a director at the St. Luke's & Roosevelt Hospitals Department of Psychiatry and Behavioral Health and is an assistant professor at Columbia University College of Physicians and Surgeons. She has been featured on national and local media.

Thu, Feb 24, 7 pm

MARCH

The Wellness Toolbox

Jennifer Tine, LCSW, Program Manager, Supervisor of Social Work, Emergency and Adult Inpatient Psychiatric Services, Department of Psychiatry and Behavioral Health at St. Luke's & Roosevelt's Hospitals. Create a personalized toolbox and WRAP (wellness action recovery plan) to help deal with the "bad days".

Thu, Mar 31, 7 pm

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