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Project Description

My project was to build a child psychiatry program that would provide much needed mental health treatments to the children, teens and families at UCSD.

Problem Statement:

UCSD has no accessible outpatient child psychiatry services. Meanwhile there are an ever-increasing number of kids and teens struggling with depression, suicidality, ADHD and anxiety, with nowhere to go to get treatment. Primary care colleagues and parents are at a loss for where to send them and how to help.

Discovery:

- I started to notice that San Diego, and UCSD, had very limited mental health care options for children and teens.
- I did 60+ interviews:
 - Parent: *'I'm so worried, I need help for my kid, there are no child psychiatrists'*
 - Pediatrician: *'I literally have nowhere to send my suicidal and high-risk kids'*
 - Administrator: *'we know this is a huge gap in our services, we need to fix this'*



- I framed a concept for the program:
 - Team: 1.5 child psychiatrists (including myself) and 3 therapists
 - Services: we would provide psychiatric evaluations, medications, individual and family therapy and educational testing
 - Treat: ages 6 – 17 years with a range of issues, primarily depression, suicidality, anxiety, ADHD and behavioral concerns

- I seized on interest/opportunities within UCSD



Goal: To offer comprehensive and accessible outpatient mental health treatments to the children and families receiving their medical care at UC San Diego Health.

Outcome-oriented Objective:

- Open a Child and Teen Psychiatry Program – March 2019
- Improve the mental health of our families at UCSD
- Provide a streamlined referral system to child psychiatry from within the UC San Diego Health System

Results

March 4 2019	152	< 2 weeks
• Program opened	• Kids seen (to date)	• Current wait time



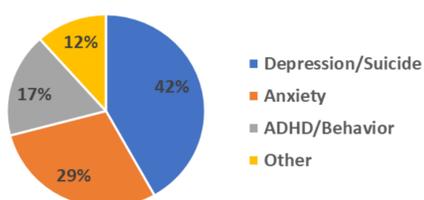
Child and Teen Program Team Providing:

- Psychiatric evaluations
- Medications
- Therapy: individual and family
- Educational testing

Quotes:

- Parent: *'Thank you, just thank you'*
- Teen: *'I dunno, I feel better, like I'm happy again'*
- Pediatrician: *'This program is great, I sent you 2 more last week'*

Diagnoses in Program since opening



- **Marketing:** Program flyer and website: <https://health.ucsd.edu/specialties/psych/clinic-based/Pages/pediatric.aspx>

Lessons Learned

- During planning and implementation phase I was overwhelmed by my 'to do' list. I realized I was never going to be fully prepared and I had to talk myself into taking a risk, pursue opening the program, and trust that I could make it work.
- I learned how difficult it is to engage and reassure a new team of enthusiastic clinicians in an evolving and fledgling program. I had to manage my own feelings around this and encourage the team to together develop and grow the program.
- I could have been more thorough with my interviews - reaching outside of my organization, gathering more data to anticipate numbers of kids needing help, as well as clearer referral streams.
- My current challenge is finding the right-size for the program and keeping access to care open.

Next Steps:

- Fill remaining clinical positions
- Add services (e.g. groups, parent-based, intensive programs)
- Track clinical outcomes (e.g. rating scales)
- Foster relationships with pediatrics and primary care
- Continue marketing the program and pursuing philanthropy

The ultimate goal is to provide mental health care, not just for our families at UCSD, but to kids and families across the San Diego county.

Mission Model Canvas

Key Partners <ul style="list-style-type: none"> • UCSD Department of Psychiatry • UC San Diego Health System 	Key Activities <ul style="list-style-type: none"> • Develop child psychiatry specific clinical processes • Recruit/retain clinical experts • Grow/manage referral sources and patient flow 	Value Propositions <ul style="list-style-type: none"> • Provide comprehensive and accessible mental health treatments to children/teens at UCSD • Improve the mental health of families at UCSD (e.g. less symptoms, less suicide, improved functioning) • UCSD providers will be able to quickly/easily refer patients to a child mental health expert (allows more time to focus on medical issues, less time finding a community referral) 	Buy-in & Support <ul style="list-style-type: none"> • Market program to UCSD families (online, other) • Build relationships, market program to UCSD providers (online, in person) 	Beneficiaries <ul style="list-style-type: none"> • Families, children and teens with mental health needs that get their medical care at UCSD • UCSD medical providers treating children and teens with mental health needs 
Key Resources <ul style="list-style-type: none"> • Access to Health System and Departmental infrastructure • Funding for clinicians • Support for the program 		Deployment <ul style="list-style-type: none"> • Use space, support staff and clinical processes (pre-existing in outpatient programs) • Use established Health System support and infrastructure (e.g. billing, scheduling) 		
Mission Budget/Cost <ul style="list-style-type: none"> • Rent – office space • Clinician salary and start up costs • Administrative and infrastructural resources 			Mission Achievement/Impact Factors <ul style="list-style-type: none"> • Offer accessible outpatient mental health care to children receiving care at UCSD • Attract and retain families to UCSD – increase market share • Support the UCSD population health and primary care expansion efforts • \$ collected for reimbursed services, and decreased health costs in future 	