

WEBVTT

NOTE duration:"01:01:45"

NOTE recognizability:0.931

NOTE language:en-us

NOTE Confidence: 0.9337128

00:00:00.000 --> 00:00:01.960 Good afternoon.

NOTE Confidence: 0.9337128

00:00:04.920 --> 00:00:05.510 Welcome everybody.

NOTE Confidence: 0.9337128

00:00:05.510 --> 00:00:07.280 I'm sure we will have stragglers.

NOTE Confidence: 0.9337128

00:00:07.280 --> 00:00:09.653 I'm Nancy Brown, Dean of the School

NOTE Confidence: 0.9337128

00:00:09.653 --> 00:00:11.835 of Medicine since February 1, 2020,

NOTE Confidence: 0.9337128

00:00:11.835 --> 00:00:14.995 which means that I'm in my 4th year,

NOTE Confidence: 0.9337128

00:00:15.000 --> 00:00:16.878 but it's all been fairly compressed

NOTE Confidence: 0.9337128

00:00:16.880 --> 00:00:19.312 by this little thing called COVID.

NOTE Confidence: 0.9337128

00:00:19.312 --> 00:00:22.987 So this is our second in person

NOTE Confidence: 0.9337128

00:00:22.987 --> 00:00:25.684 reunion and the weather has

NOTE Confidence: 0.9337128

00:00:25.684 --> 00:00:27.716 cooperated and great turnout.

NOTE Confidence: 0.9337128

00:00:27.720 --> 00:00:30.024 We're expecting a big number and

NOTE Confidence: 0.9337128

00:00:30.024 --> 00:00:32.520 so really glad that you're here.

NOTE Confidence: 0.9337128

00:00:32.520 --> 00:00:35.010 I'll share that tomorrow morning at  
NOTE Confidence: 0.9337128

00:00:35.010 --> 00:00:37.400 I think 9:30 I'll be presenting a  
NOTE Confidence: 0.9337128

00:00:37.400 --> 00:00:39.945 state of the school so that you can  
NOTE Confidence: 0.9337128

00:00:39.945 --> 00:00:42.080 hear a little bit about what we're  
NOTE Confidence: 0.9337128

00:00:42.155 --> 00:00:45.000 up to and you'll I hope for take of  
NOTE Confidence: 0.9337128

00:00:45.000 --> 00:00:47.735 all the other events and tours as  
NOTE Confidence: 0.9337128

00:00:47.735 --> 00:00:50.600 well to see what's going on here.  
NOTE Confidence: 0.9337128

00:00:50.600 --> 00:00:53.120 I'd also encourage you to explore New Haven.  
NOTE Confidence: 0.9337128

00:00:53.120 --> 00:00:56.235 It's changed a lot becoming sort of  
NOTE Confidence: 0.9337128

00:00:56.235 --> 00:00:59.740 the IT city and attracting young people  
NOTE Confidence: 0.9337128

00:00:59.740 --> 00:01:01.960 who aren't even affiliated with Yale.  
NOTE Confidence: 0.9337128

00:01:01.960 --> 00:01:05.080 So it's it's really terrific.  
NOTE Confidence: 0.9337128

00:01:05.080 --> 00:01:08.080 I want to thank you for your support,  
NOTE Confidence: 0.9337128

00:01:08.080 --> 00:01:11.279 particularly those of you who are volunteers.  
NOTE Confidence: 0.9337128

00:01:11.280 --> 00:01:12.880 It makes a huge difference.  
NOTE Confidence: 0.9337128

00:01:12.880 --> 00:01:14.770 It makes a difference to our

NOTE Confidence: 0.9337128

00:01:14.770 --> 00:01:15.400 current students,

NOTE Confidence: 0.9337128

00:01:15.400 --> 00:01:18.280 and we'll talk more about that as well.

NOTE Confidence: 0.9337128

00:01:18.280 --> 00:01:21.388 And I'll be sharing with you some

NOTE Confidence: 0.9337128

00:01:21.388 --> 00:01:23.164 introductions tomorrow of some

NOTE Confidence: 0.9337128

00:01:23.164 --> 00:01:25.740 new of a new alumni liaison whom

NOTE Confidence: 0.9337128

00:01:25.740 --> 00:01:28.287 you'll have an opportunity to meet.

NOTE Confidence: 0.9337128

00:01:28.290 --> 00:01:31.650 You have been very generous over the

NOTE Confidence: 0.9337128

00:01:31.650 --> 00:01:36.362 years and I'll tell you that since July 2018,

NOTE Confidence: 0.9337128

00:01:36.362 --> 00:01:39.386 the gifts from our alumni total

NOTE Confidence: 0.9337128

00:01:39.386 --> 00:01:41.830 about 4.6 million,

NOTE Confidence: 0.9337128

00:01:41.830 --> 00:01:44.086 much of that focused on financial

NOTE Confidence: 0.9337128

00:01:44.086 --> 00:01:46.811 aid for our students and we are well

NOTE Confidence: 0.9337128

00:01:46.811 --> 00:01:49.377 on our way to making Yale School of

NOTE Confidence: 0.9337128

00:01:49.377 --> 00:01:51.890 Medicine debt free a priority for us.

NOTE Confidence: 0.9337128

00:01:51.890 --> 00:01:54.070 And so thank you for that as well.

NOTE Confidence: 0.9257115

00:01:59.310 --> 00:02:01.984 So now I'd like to introduce our  
NOTE Confidence: 0.9257115

00:02:01.990 --> 00:02:05.230 guests and starting with Drew Coolar,  
NOTE Confidence: 0.9257115

00:02:05.230 --> 00:02:07.620 who is a class of MD,  
NOTE Confidence: 0.9257115

00:02:07.620 --> 00:02:13.250 class of 14 and left us to go up north  
NOTE Confidence: 0.9257115

00:02:13.250 --> 00:02:15.890 to MGH and Harvard Medical School,  
NOTE Confidence: 0.9257115

00:02:15.890 --> 00:02:19.244 but where he also received a  
NOTE Confidence: 0.9257115

00:02:19.244 --> 00:02:21.729 degree from the Kennedy School,  
NOTE Confidence: 0.9257115

00:02:21.730 --> 00:02:23.410 a Masters in Public Policy.  
NOTE Confidence: 0.9257115

00:02:23.410 --> 00:02:27.582 And Drew has been very engaged in  
NOTE Confidence: 0.9257115

00:02:27.582 --> 00:02:30.402 the Center for Public Leadership  
NOTE Confidence: 0.9257115

00:02:30.402 --> 00:02:33.409 in thinking about policy around  
NOTE Confidence: 0.9365836

00:02:35.570 --> 00:02:38.252 professionalism. In particular,  
NOTE Confidence: 0.9365836

00:02:38.252 --> 00:02:41.880 he's recognized by LinkedIn as among  
NOTE Confidence: 0.9365836

00:02:41.880 --> 00:02:44.180 the top ten healthcare professionals  
NOTE Confidence: 0.9365836

00:02:44.180 --> 00:02:46.838 under 35 or was recognized as that.  
NOTE Confidence: 0.9365836

00:02:46.840 --> 00:02:49.720 I I I think we should just say it.

NOTE Confidence: 0.9365836

00:02:49.720 --> 00:02:52.096 You know that that's true because

NOTE Confidence: 0.9365836

00:02:52.096 --> 00:02:54.090 by the National Minority Quality

NOTE Confidence: 0.9365836

00:02:54.090 --> 00:02:56.960 Forum as 40 under 40 in leadership.

NOTE Confidence: 0.9365836

00:02:56.960 --> 00:02:59.752 So we'll keep going up as the age

NOTE Confidence: 0.9365836

00:02:59.752 --> 00:03:04.080 goes up and a number of other awards.

NOTE Confidence: 0.9365836

00:03:04.080 --> 00:03:07.080 I I think you had a chance to see some

NOTE Confidence: 0.9365836

00:03:07.163 --> 00:03:10.323 of his articles from The New Yorker and

NOTE Confidence: 0.9365836

00:03:10.323 --> 00:03:12.238 other and and medical journals as well.

NOTE Confidence: 0.9365836

00:03:12.240 --> 00:03:14.560 Gemma, New England Journal.

NOTE Confidence: 0.9365836

00:03:14.560 --> 00:03:16.888 Thinking about topics from

NOTE Confidence: 0.9365836

00:03:16.888 --> 00:03:18.640 professionalism and burnout,

NOTE Confidence: 0.9365836

00:03:18.640 --> 00:03:21.610 and particularly thinking about the impacts

NOTE Confidence: 0.9365836

00:03:21.610 --> 00:03:23.816 of COVID-19 beyond the pandemic itself.

NOTE Confidence: 0.9365836

00:03:23.816 --> 00:03:25.640 But in terms of how we

NOTE Confidence: 0.92953587

00:03:27.880 --> 00:03:31.150 how we respond to those stresses

NOTE Confidence: 0.92953587

00:03:31.150 --> 00:03:34.007 and what implications it has  
NOTE Confidence: 0.92953587

00:03:34.007 --> 00:03:36.877 for everything from economics to  
NOTE Confidence: 0.92953587

00:03:36.880 --> 00:03:38.400 how we train medical students,  
NOTE Confidence: 0.9278341

00:03:40.800 --> 00:03:42.120 conversing with Doctor  
NOTE Confidence: 0.9278341

00:03:42.120 --> 00:03:44.320 Cooler will be our own.  
NOTE Confidence: 0.9278341

00:03:44.320 --> 00:03:46.365 Doctor Howard Foreman and Howary  
NOTE Confidence: 0.9278341

00:03:46.365 --> 00:03:48.840 is something of a fixture here,  
NOTE Confidence: 0.9278341

00:03:48.840 --> 00:03:50.480 not just here in the School of Medicine,  
NOTE Confidence: 0.9278341

00:03:50.480 --> 00:03:52.528 but across the university.  
NOTE Confidence: 0.9278341

00:03:52.528 --> 00:03:55.600 Sharing truly in one single person.  
NOTE Confidence: 0.9278341

00:03:55.600 --> 00:03:58.048 Embodying our collaboration  
NOTE Confidence: 0.9278341

00:03:58.048 --> 00:04:00.860 directs the MDMPH of MD, MB.  
NOTE Confidence: 0.9278341

00:04:00.860 --> 00:04:03.065 A program also has a role in  
NOTE Confidence: 0.9278341

00:04:03.065 --> 00:04:04.880 the School of Public Health,  
NOTE Confidence: 0.9278341

00:04:04.880 --> 00:04:07.082 obviously a a role in the  
NOTE Confidence: 0.9278341

00:04:07.082 --> 00:04:08.183 Department of Radiology.

NOTE Confidence: 0.9278341

00:04:08.190 --> 00:04:10.290 He cohosts a podcast

NOTE Confidence: 0.9278341

00:04:10.290 --> 00:04:12.390 called Health and Veritas,

NOTE Confidence: 0.9278341

00:04:12.390 --> 00:04:15.186 and I've had the privilege of

NOTE Confidence: 0.9278341

00:04:15.190 --> 00:04:17.386 participating in that podcast and I

NOTE Confidence: 0.9278341

00:04:17.386 --> 00:04:20.265 will tell you he's probably the most

NOTE Confidence: 0.9278341

00:04:20.265 --> 00:04:22.510 prepared interviewer I've ever had.

NOTE Confidence: 0.9278341

00:04:22.510 --> 00:04:25.222 He's worked in the US Senate as a

NOTE Confidence: 0.9278341

00:04:25.222 --> 00:04:27.607 health Policy fellow on Medicare

NOTE Confidence: 0.9278341

00:04:27.607 --> 00:04:30.538 legislation and a constant proponent

NOTE Confidence: 0.9278341

00:04:30.538 --> 00:04:34.120 of evidence based responses to COVID.

NOTE Confidence: 0.9278341

00:04:34.120 --> 00:04:36.280 So I'm gonna stop talking and

NOTE Confidence: 0.9278341

00:04:36.280 --> 00:04:39.560 let these two bright minds

NOTE Confidence: 0.9278341

00:04:39.560 --> 00:04:41.400 stimulate your thought as well.

NOTE Confidence: 0.9278341

00:04:41.400 --> 00:04:42.480 So thank you

NOTE Confidence: 0.9199544

00:04:42.480 --> 00:04:43.596 very much. Thanks very much and

NOTE Confidence: 0.9199544

00:04:48.320 --> 00:04:49.235 really, sincerely thank  
NOTE Confidence: 0.9199544

00:04:49.235 --> 00:04:50.760 you all for being here.  
NOTE Confidence: 0.9199544

00:04:50.760 --> 00:04:53.242 And feel are we on? Yep. Okay.  
NOTE Confidence: 0.9199544

00:04:53.242 --> 00:04:55.069 And let me just say that we're  
NOTE Confidence: 0.9199544

00:04:55.069 --> 00:04:56.889 going to have time for questions.  
NOTE Confidence: 0.9199544

00:04:56.890 --> 00:04:58.330 So if anybody has questions,  
NOTE Confidence: 0.9199544

00:04:58.330 --> 00:04:59.878 just sort of at some point put your hand  
NOTE Confidence: 0.9199544

00:04:59.878 --> 00:05:01.690 up and I'll make sure I get to you as well,  
NOTE Confidence: 0.9199544

00:05:01.690 --> 00:05:04.066 because we want this to be  
NOTE Confidence: 0.9199544

00:05:04.066 --> 00:05:05.650 as interactive as possible.  
NOTE Confidence: 0.9199544

00:05:05.650 --> 00:05:07.474 First, I just want to thank  
NOTE Confidence: 0.9199544

00:05:07.474 --> 00:05:08.690 Drew for doing this.  
NOTE Confidence: 0.9199544

00:05:08.690 --> 00:05:10.522 I've known him for I think about 15  
NOTE Confidence: 0.9199544

00:05:10.522 --> 00:05:12.313 years now or something in that range  
NOTE Confidence: 0.9199544

00:05:12.313 --> 00:05:14.252 because I first met him right in  
NOTE Confidence: 0.9199544

00:05:14.252 --> 00:05:16.088 between college and and medical school.



NOTE Confidence: 0.9199544

00:05:16.090 --> 00:05:18.806 He went to Yale College as well.

NOTE Confidence: 0.9199544

00:05:18.810 --> 00:05:21.204 And I just want to say that his career,

NOTE Confidence: 0.9199544

00:05:21.210 --> 00:05:23.800 you can't even capture it in a

NOTE Confidence: 0.9199544

00:05:23.800 --> 00:05:25.332 simple introduction because he

NOTE Confidence: 0.9199544

00:05:25.332 --> 00:05:27.087 has been very thoughtful about

NOTE Confidence: 0.9199544

00:05:27.090 --> 00:05:30.303 how to prepare himself to have a

NOTE Confidence: 0.9199544

00:05:30.303 --> 00:05:33.316 career in both communicating the

NOTE Confidence: 0.9199544

00:05:33.316 --> 00:05:34.646 way we think about medicine,

NOTE Confidence: 0.9199544

00:05:34.650 --> 00:05:35.886 the way we think about healthcare,

NOTE Confidence: 0.9199544

00:05:35.890 --> 00:05:37.090 how we can improve healthcare,

NOTE Confidence: 0.9199544

00:05:37.090 --> 00:05:40.688 but also doing the scholarship that informs

NOTE Confidence: 0.9199544

00:05:40.690 --> 00:05:42.850 our decision making around healthcare.

NOTE Confidence: 0.9199544

00:05:42.850 --> 00:05:45.148 And he's also a practicing clinician

NOTE Confidence: 0.9199544

00:05:45.148 --> 00:05:47.621 as well and he is well worthy of being

NOTE Confidence: 0.9199544

00:05:47.621 --> 00:05:49.879 the the best selling writer that he is.

NOTE Confidence: 0.9199544

00:05:49.880 --> 00:05:52.880 And we're really fortunate to have him here.

NOTE Confidence: 0.9199544

00:05:52.880 --> 00:05:56.160 I want to just start off by talking about

NOTE Confidence: 0.9199544

00:05:56.160 --> 00:05:58.720 this role that you've taken because you know,

NOTE Confidence: 0.9199544

00:05:58.720 --> 00:06:01.000 you're nine years out of here,

NOTE Confidence: 0.9199544

00:06:01.000 --> 00:06:03.190 10 years out of your original

NOTE Confidence: 0.9199544

00:06:03.190 --> 00:06:03.920 graduating class.

NOTE Confidence: 0.9199544

00:06:03.920 --> 00:06:05.719 You went to the Kennedy School to

NOTE Confidence: 0.9199544

00:06:05.719 --> 00:06:07.279 get this public policy degree.

NOTE Confidence: 0.9199544

00:06:07.280 --> 00:06:10.000 You started writing at a very early age.

NOTE Confidence: 0.9199544

00:06:10.000 --> 00:06:11.860 You're a grant funded researcher

NOTE Confidence: 0.9199544

00:06:11.860 --> 00:06:13.720 in an academic department and

NOTE Confidence: 0.9199544

00:06:13.787 --> 00:06:15.647 you practice clinical medicine,

NOTE Confidence: 0.9199544

00:06:15.650 --> 00:06:17.744 but your writing really touches the

NOTE Confidence: 0.9199544

00:06:17.744 --> 00:06:19.625 soul of individuals by pointing

NOTE Confidence: 0.9199544

00:06:19.625 --> 00:06:20.888 out the challenges,

NOTE Confidence: 0.9199544

00:06:20.890 --> 00:06:23.595 whether it's about COVID misinformation

NOTE Confidence: 0.9199544

00:06:23.595 --> 00:06:26.690 or whether it's about something like

NOTE Confidence: 0.9199544

00:06:26.690 --> 00:06:29.634 the end of the pandemic and and why

NOTE Confidence: 0.9199544

00:06:29.634 --> 00:06:32.768 that is and is not good for people.

NOTE Confidence: 0.9199544

00:06:32.770 --> 00:06:34.650 How did you know so early on that

NOTE Confidence: 0.9199544

00:06:34.650 --> 00:06:36.450 this is what you wanted to do?

NOTE Confidence: 0.9199544

00:06:36.450 --> 00:06:38.389 Like tell us a little about what

NOTE Confidence: 0.9199544

00:06:38.389 --> 00:06:39.818 what informed your decision making

NOTE Confidence: 0.9199544

00:06:39.818 --> 00:06:41.444 at each step of the way.

NOTE Confidence: 0.9278244

00:06:42.230 --> 00:06:43.018 Yeah I I just,

NOTE Confidence: 0.9278244

00:06:43.018 --> 00:06:44.830 I just want to start by saying how,

NOTE Confidence: 0.9278244

00:06:44.830 --> 00:06:46.549 how special it is to come back to Yale.

NOTE Confidence: 0.9278244

00:06:46.550 --> 00:06:48.766 And I'm sure all of you feel the

NOTE Confidence: 0.9278244

00:06:48.766 --> 00:06:50.635 same way and you know been in a

NOTE Confidence: 0.9278244

00:06:50.635 --> 00:06:52.062 number of different places at this

NOTE Confidence: 0.9278244

00:06:52.062 --> 00:06:53.390 point and different institutions.

NOTE Confidence: 0.9278244

00:06:53.390 --> 00:06:55.838 But every time I come back it just

NOTE Confidence: 0.9278244

00:06:55.838 --> 00:06:58.126 reminds me that this is a place

NOTE Confidence: 0.9278244

00:06:58.126 --> 00:07:00.430 that it is really special and has

NOTE Confidence: 0.9278244

00:07:00.430 --> 00:07:02.327 helped me in my journey and and

NOTE Confidence: 0.9278244

00:07:02.327 --> 00:07:03.550 helped countless other people.

NOTE Confidence: 0.9278244

00:07:03.550 --> 00:07:05.246 And I would be remiss if I didn't

NOTE Confidence: 0.9278244

00:07:05.246 --> 00:07:07.038 say that how we is one of the

NOTE Confidence: 0.9278244

00:07:07.038 --> 00:07:08.356 people that really has helped me

NOTE Confidence: 0.9278244

00:07:08.356 --> 00:07:10.140 do the types of things that I want

NOTE Confidence: 0.9278244

00:07:10.193 --> 00:07:12.380 to do in my career and give me the

NOTE Confidence: 0.9278244

00:07:12.380 --> 00:07:13.488 encouragement to do so and so.

NOTE Confidence: 0.9278244

00:07:13.490 --> 00:07:16.146 So I I want to start by by

NOTE Confidence: 0.9278244

00:07:16.146 --> 00:07:17.546 acknowledging that you know,

NOTE Confidence: 0.9278244

00:07:17.546 --> 00:07:20.122 I I it's hard to say exactly

NOTE Confidence: 0.91983587

00:07:22.890 --> 00:07:24.090 when I think about the path.

NOTE Confidence: 0.91983587

00:07:24.090 --> 00:07:25.805 It wasn't actually something that

NOTE Confidence: 0.91983587

00:07:25.805 --> 00:07:28.098 I have been thinking about and had

NOTE Confidence: 0.91983587

00:07:28.098 --> 00:07:29.754 it all sketched out ahead of time.

NOTE Confidence: 0.91983587

00:07:29.754 --> 00:07:31.210 I think you know Steve Jobs who

NOTE Confidence: 0.91983587

00:07:31.261 --> 00:07:32.863 said it's much easier to connect

NOTE Confidence: 0.91983587

00:07:32.863 --> 00:07:34.243 the dots looking backwards than

NOTE Confidence: 0.91983587

00:07:34.243 --> 00:07:35.553 forwards and that certainly has

NOTE Confidence: 0.91983587

00:07:35.553 --> 00:07:38.550 already been the case for me.

NOTE Confidence: 0.91983587

00:07:38.550 --> 00:07:40.503 I think I always had a sense

NOTE Confidence: 0.91983587

00:07:40.503 --> 00:07:42.669 that I love clinical medicine,

NOTE Confidence: 0.91983587

00:07:42.670 --> 00:07:45.288 but I also wanted to think about

NOTE Confidence: 0.91983587

00:07:45.288 --> 00:07:47.389 the system around medicine and

NOTE Confidence: 0.91983587

00:07:47.390 --> 00:07:49.581 why we are either able to provide

NOTE Confidence: 0.91983587

00:07:49.581 --> 00:07:51.247 excellent quality care or less

NOTE Confidence: 0.91983587

00:07:51.247 --> 00:07:52.587 than excellent quality care.

NOTE Confidence: 0.91983587

00:07:52.590 --> 00:07:54.015 And what are the determinants

NOTE Confidence: 0.91983587

00:07:54.015 --> 00:07:54.870 of those things.  
NOTE Confidence: 0.91983587

00:07:54.870 --> 00:07:55.590 And once you start,  
NOTE Confidence: 0.91983587

00:07:55.590 --> 00:07:56.826 you know, looking into that,  
NOTE Confidence: 0.91983587

00:07:56.826 --> 00:07:58.286 there's an endless number of  
NOTE Confidence: 0.91983587

00:07:58.286 --> 00:08:00.938 things that outside of the hospital  
NOTE Confidence: 0.91983587

00:08:00.938 --> 00:08:03.523 room contribute to our ability  
NOTE Confidence: 0.91983587

00:08:03.523 --> 00:08:04.940 to care for people in the way  
NOTE Confidence: 0.91983587

00:08:04.940 --> 00:08:06.158 that we want to care for people.  
NOTE Confidence: 0.91983587

00:08:06.160 --> 00:08:07.164 And so for me,  
NOTE Confidence: 0.91983587

00:08:07.164 --> 00:08:09.081 that was kind of the the motivating  
NOTE Confidence: 0.91983587

00:08:09.081 --> 00:08:11.568 force and and took me to the Kennedy  
NOTE Confidence: 0.91983587

00:08:11.568 --> 00:08:13.104 School to to try to understand  
NOTE Confidence: 0.91983587

00:08:13.104 --> 00:08:14.790 some of the policy levers there.  
NOTE Confidence: 0.91983587

00:08:14.790 --> 00:08:17.240 I took a number of writing classes.  
NOTE Confidence: 0.91983587

00:08:17.240 --> 00:08:18.885 I looked up to people like Oliver  
NOTE Confidence: 0.91983587

00:08:18.885 --> 00:08:20.191 Sacks and Atul Gawande and

NOTE Confidence: 0.91983587

00:08:20.191 --> 00:08:21.556 and to Darth the Mukherjee.

NOTE Confidence: 0.91983587

00:08:21.560 --> 00:08:23.444 These people who I thought so

NOTE Confidence: 0.91983587

00:08:23.444 --> 00:08:25.033 beautifully were able to capture

NOTE Confidence: 0.91983587

00:08:25.033 --> 00:08:26.916 what it meant to be a doctor,

NOTE Confidence: 0.91983587

00:08:26.920 --> 00:08:29.390 but also communicate both the

NOTE Confidence: 0.91983587

00:08:29.390 --> 00:08:32.572 challenges and the joys of the

NOTE Confidence: 0.91983587

00:08:32.572 --> 00:08:34.350 profession to a very broad audience.

NOTE Confidence: 0.91983587

00:08:34.350 --> 00:08:36.198 And so that has been something

NOTE Confidence: 0.91983587

00:08:36.198 --> 00:08:38.047 that that I've tried to start

NOTE Confidence: 0.91983587

00:08:38.047 --> 00:08:39.427 doing in my own career,

NOTE Confidence: 0.9322074

00:08:39.870 --> 00:08:41.466 I will say just as an aside.

NOTE Confidence: 0.9322074

00:08:41.470 --> 00:08:43.990 So I've had conversations with Vivek

NOTE Confidence: 0.9322074

00:08:43.990 --> 00:08:46.708 Murthy when he first came to Yale,

NOTE Confidence: 0.9322074

00:08:46.710 --> 00:08:49.023 with Mandy Cohen when she first came to Yale,

NOTE Confidence: 0.9322074

00:08:49.030 --> 00:08:51.174 and with you and a lot of other

NOTE Confidence: 0.9322074

00:08:51.174 --> 00:08:52.749 people as well, but three people  
NOTE Confidence: 0.9322074

00:08:52.749 --> 00:08:54.027 that you may be familiar with.  
NOTE Confidence: 0.9322074

00:08:54.030 --> 00:08:55.395 Mandy Cohen was just nominated  
NOTE Confidence: 0.9322074

00:08:55.395 --> 00:08:57.620 to be head of the CDC yesterday.  
NOTE Confidence: 0.9322074

00:08:57.620 --> 00:08:59.020 And I do want you to know you're  
NOTE Confidence: 0.9322074

00:08:59.020 --> 00:09:00.396 in the category of Mandy Cohen  
NOTE Confidence: 0.9322074

00:09:00.396 --> 00:09:01.854 knowing what you wanted to do,  
NOTE Confidence: 0.9322074

00:09:01.860 --> 00:09:03.491 like my memory of what you wanted  
NOTE Confidence: 0.9322074

00:09:03.491 --> 00:09:05.257 to do aligns very well with this.  
NOTE Confidence: 0.9322074

00:09:05.260 --> 00:09:08.578 Vivek Murthy, on the other hand, not at all.  
NOTE Confidence: 0.9322074

00:09:08.580 --> 00:09:10.400 He has turned out to be an  
NOTE Confidence: 0.9322074

00:09:10.400 --> 00:09:11.180 amazingly compassionate physician,  
NOTE Confidence: 0.9322074

00:09:11.180 --> 00:09:13.136 but he never mentioned Surgeon General,  
NOTE Confidence: 0.9322074

00:09:13.140 --> 00:09:14.300 never mentioned public service  
NOTE Confidence: 0.9322074

00:09:14.300 --> 00:09:15.460 even at that time.  
NOTE Confidence: 0.9322074

00:09:15.460 --> 00:09:17.238 So I do want to credit you



NOTE Confidence: 0.9322074

00:09:17.238 --> 00:09:18.581 with actually knowing that you

NOTE Confidence: 0.9322074

00:09:18.581 --> 00:09:20.165 wanted to go in this direction.

NOTE Confidence: 0.9322074

00:09:20.170 --> 00:09:21.502 We had that conversation

NOTE Confidence: 0.9322074

00:09:21.502 --> 00:09:23.167 about a public health degree,

NOTE Confidence: 0.9322074

00:09:23.170 --> 00:09:25.114 a public policy degree or a

NOTE Confidence: 0.9322074

00:09:25.114 --> 00:09:26.086 business administration degree

NOTE Confidence: 0.9322074

00:09:26.086 --> 00:09:27.847 very early on in your time here.

NOTE Confidence: 0.9322074

00:09:27.850 --> 00:09:28.922 And you chose wisely,

NOTE Confidence: 0.9322074

00:09:28.922 --> 00:09:29.726 as they say.

NOTE Confidence: 0.9322074

00:09:29.730 --> 00:09:32.250 And you started writing with some really

NOTE Confidence: 0.9322074

00:09:32.250 --> 00:09:34.170 senior smart people in the field.

NOTE Confidence: 0.9322074

00:09:34.170 --> 00:09:36.690 And that informs some of the

NOTE Confidence: 0.9322074

00:09:36.690 --> 00:09:38.690 stuff that you've worked on.

NOTE Confidence: 0.9322074

00:09:38.690 --> 00:09:40.772 All of you have come through

NOTE Confidence: 0.9322074

00:09:40.772 --> 00:09:42.696 the sort of medical industrial

NOTE Confidence: 0.9322074

00:09:42.696 --> 00:09:44.986 complex one way or another.  
NOTE Confidence: 0.9322074

00:09:44.990 --> 00:09:46.598 And one of the things that  
NOTE Confidence: 0.9322074

00:09:46.598 --> 00:09:47.995 I've observed and perhaps been  
NOTE Confidence: 0.9322074

00:09:47.995 --> 00:09:49.579 embarrassed of a little bit over  
NOTE Confidence: 0.9322074

00:09:49.579 --> 00:09:52.918 the last 15 years or 16 years is  
NOTE Confidence: 0.9322074

00:09:52.918 --> 00:09:55.070 that when I teach my undergrads,  
NOTE Confidence: 0.9322074

00:09:55.070 --> 00:09:55.744 you know,  
NOTE Confidence: 0.9322074

00:09:55.744 --> 00:09:57.429 starting when Obamacare was passing,  
NOTE Confidence: 0.9322074

00:09:57.430 --> 00:09:59.790 I started saying we're going to be moving  
NOTE Confidence: 0.9322074

00:09:59.790 --> 00:10:02.295 to a value based healthcare delivery  
NOTE Confidence: 0.9322074

00:10:02.295 --> 00:10:05.067 approach away from volume towards value.  
NOTE Confidence: 0.9322074

00:10:05.070 --> 00:10:06.640 And I said this emphatically  
NOTE Confidence: 0.9322074

00:10:06.640 --> 00:10:08.480 because everybody I talked to is  
NOTE Confidence: 0.9322074

00:10:08.480 --> 00:10:10.208 telling me that and when I had my  
NOTE Confidence: 0.9322074

00:10:10.208 --> 00:10:11.942 one chance to sit in the White  
NOTE Confidence: 0.9322074

00:10:11.942 --> 00:10:13.514 House and opine on that topic,

NOTE Confidence: 0.9322074

00:10:13.514 --> 00:10:14.999 that's what we all said.

NOTE Confidence: 0.9322074

00:10:15.000 --> 00:10:17.320 So it must be true.

NOTE Confidence: 0.9322074

00:10:17.320 --> 00:10:20.040 And now 1516 years later,

NOTE Confidence: 0.9322074

00:10:20.040 --> 00:10:22.364 we are still very much a volume

NOTE Confidence: 0.9322074

00:10:22.364 --> 00:10:23.719 based healthcare delivery system

NOTE Confidence: 0.9322074

00:10:23.719 --> 00:10:25.471 and you've written a lot about

NOTE Confidence: 0.9322074

00:10:25.471 --> 00:10:27.351 this and I'm just wondering what

NOTE Confidence: 0.9322074

00:10:27.351 --> 00:10:29.241 your thoughts are as to what

NOTE Confidence: 0.9322074

00:10:29.241 --> 00:10:31.456 might be the trigger to help us

NOTE Confidence: 0.9322074

00:10:31.456 --> 00:10:34.376 really make more of a move toward

NOTE Confidence: 0.9322074

00:10:34.376 --> 00:10:35.957 population health improvements,

NOTE Confidence: 0.9322074

00:10:35.960 --> 00:10:37.620 value based care as opposed

NOTE Confidence: 0.9322074

00:10:37.620 --> 00:10:39.280 to a volume based system.

NOTE Confidence: 0.93291163

00:10:40.120 --> 00:10:40.840 Yeah, it's a great question.

NOTE Confidence: 0.93291163

00:10:40.840 --> 00:10:42.379 I mean when I was in medical school was

NOTE Confidence: 0.93291163

00:10:42.379 --> 00:10:43.957 when the Affordable Care Act was passed.  
NOTE Confidence: 0.93291163

00:10:43.960 --> 00:10:46.438 And so I very much bought into  
NOTE Confidence: 0.93291163

00:10:46.440 --> 00:10:48.440 the idea that valuebased care,  
NOTE Confidence: 0.93291163

00:10:48.440 --> 00:10:49.547 accountable care organizations,  
NOTE Confidence: 0.93291163

00:10:49.547 --> 00:10:51.392 all these changes in the  
NOTE Confidence: 0.93291163

00:10:51.392 --> 00:10:52.520 healthcare delivery system,  
NOTE Confidence: 0.93291163

00:10:52.520 --> 00:10:55.000 we're going to solve healthcare in some way.  
NOTE Confidence: 0.93291163

00:10:55.000 --> 00:10:57.439 And if anything over the past 10 years I've,  
NOTE Confidence: 0.93291163

00:10:57.440 --> 00:10:59.932 I've just recognized the need for humility  
NOTE Confidence: 0.93291163

00:10:59.932 --> 00:11:02.400 when when you approach an enormous,  
NOTE Confidence: 0.93291163

00:11:02.400 --> 00:11:03.790 you know several trillion dollar  
NOTE Confidence: 0.93291163

00:11:03.790 --> 00:11:05.474 industry and and think that there's  
NOTE Confidence: 0.93291163

00:11:05.474 --> 00:11:07.189 going to be one solution that that  
NOTE Confidence: 0.93291163

00:11:07.189 --> 00:11:08.939 that moves us in the right direction.  
NOTE Confidence: 0.93291163

00:11:08.940 --> 00:11:11.036 You know, I think you and I have  
NOTE Confidence: 0.93291163

00:11:11.036 --> 00:11:12.712 talked about the fact that you

NOTE Confidence: 0.93291163

00:11:12.712 --> 00:11:14.704 know valuebased care seems like an

NOTE Confidence: 0.93291163

00:11:14.704 --> 00:11:16.539 important part of the solution.

NOTE Confidence: 0.93291163

00:11:16.540 --> 00:11:19.948 I mean the alternative of having only

NOTE Confidence: 0.93291163

00:11:19.948 --> 00:11:22.460 fee for service medicine has gotten us

NOTE Confidence: 0.93291163

00:11:22.460 --> 00:11:24.660 to kind of the place that we are now.

NOTE Confidence: 0.93291163

00:11:24.660 --> 00:11:25.668 On the other hand,

NOTE Confidence: 0.93291163

00:11:25.668 --> 00:11:27.805 you know you really have to squint to

NOTE Confidence: 0.93291163

00:11:27.805 --> 00:11:29.780 look at the successes for valuebased payment.

NOTE Confidence: 0.93291163

00:11:29.780 --> 00:11:30.340 I mean,

NOTE Confidence: 0.93291163

00:11:30.340 --> 00:11:32.660 there are some certainly successes,

NOTE Confidence: 0.93291163

00:11:32.660 --> 00:11:35.468 but the challenges of measuring quality,

NOTE Confidence: 0.93291163

00:11:35.470 --> 00:11:37.950 of incentivizing things at a

NOTE Confidence: 0.93291163

00:11:37.950 --> 00:11:40.550 national level are are astronomical.

NOTE Confidence: 0.93291163

00:11:40.550 --> 00:11:43.763 And so you know a lot of this comes

NOTE Confidence: 0.93291163

00:11:43.763 --> 00:11:45.787 back to the idea for me at least,

NOTE Confidence: 0.93291163

00:11:45.790 --> 00:11:48.868 of approaching these things with humility,

NOTE Confidence: 0.93291163

00:11:48.870 --> 00:11:50.466 having pilot projects,

NOTE Confidence: 0.93291163

00:11:50.466 --> 00:11:53.126 creating the evidence base through

NOTE Confidence: 0.93291163

00:11:53.126 --> 00:11:55.106 probably randomized trials of

NOTE Confidence: 0.93291163

00:11:55.106 --> 00:11:56.790 these policy interventions before

NOTE Confidence: 0.93291163

00:11:56.790 --> 00:11:59.449 you roll them out more broadly.

NOTE Confidence: 0.93291163

00:11:59.450 --> 00:12:00.702 And and you know,

NOTE Confidence: 0.93291163

00:12:00.702 --> 00:12:03.844 in a way it's a good lesson that I

NOTE Confidence: 0.93291163

00:12:03.844 --> 00:12:05.488 think there has been some progress

NOTE Confidence: 0.93291163

00:12:05.490 --> 00:12:07.050 but but certainly nowhere near,

NOTE Confidence: 0.93291163

00:12:07.050 --> 00:12:09.185 I think what I thought was going

NOTE Confidence: 0.93291163

00:12:09.185 --> 00:12:11.701 to be the case in 2009 or 2010

NOTE Confidence: 0.93291163

00:12:11.701 --> 00:12:13.723 whenever we started on this journey.

NOTE Confidence: 0.93291163

00:12:13.730 --> 00:12:13.970 So,

NOTE Confidence: 0.9379811

00:12:14.010 --> 00:12:16.058 and Speaking of humility,

NOTE Confidence: 0.9379811

00:12:16.058 --> 00:12:19.130 your writing is infused with humility.

NOTE Confidence: 0.9379811

00:12:19.130 --> 00:12:22.070 Like you talk about things without

NOTE Confidence: 0.9379811

00:12:22.070 --> 00:12:25.566 judgment and you're you give people the

NOTE Confidence: 0.9379811

00:12:25.566 --> 00:12:28.940 substance to to think about tough topics.

NOTE Confidence: 0.9379811

00:12:28.940 --> 00:12:30.278 And I'm wondering,

NOTE Confidence: 0.9379811

00:12:30.278 --> 00:12:32.954 in a time where misinformation and

NOTE Confidence: 0.9379811

00:12:32.954 --> 00:12:36.315 even disinformation is so pervasive and

NOTE Confidence: 0.9379811

00:12:36.315 --> 00:12:39.328 everywhere around COVID, to this day,

NOTE Confidence: 0.9379811

00:12:39.328 --> 00:12:41.944 the amount of misinformation that is

NOTE Confidence: 0.9379811

00:12:41.944 --> 00:12:45.081 believed to be fact everywhere is so deeply

NOTE Confidence: 0.9379811

00:12:45.081 --> 00:12:48.019 entrenched in a part of the population.

NOTE Confidence: 0.9379811

00:12:48.020 --> 00:12:50.625 But you will continue to

NOTE Confidence: 0.9379811

00:12:50.625 --> 00:12:52.514 put out deeply thoughtful,

NOTE Confidence: 0.9379811

00:12:52.514 --> 00:12:54.202 lengthy pieces that require

NOTE Confidence: 0.9379811

00:12:54.202 --> 00:12:56.390 an enormous amount of effort.

NOTE Confidence: 0.9379811

00:12:56.390 --> 00:12:57.668 Trying to push back on that,

NOTE Confidence: 0.9379811

00:12:57.670 --> 00:12:59.695 Can you tell us a little about both from  
NOTE Confidence: 0.9379811

00:12:59.695 --> 00:13:01.867 your writing as well as from your research,  
NOTE Confidence: 0.9379811

00:13:01.870 --> 00:13:04.806 What can we do to counter the the  
NOTE Confidence: 0.9379811

00:13:04.806 --> 00:13:07.668 epidemic of misinformation out there?  
NOTE Confidence: 0.9302918

00:13:08.070 --> 00:13:09.350 Yeah, It's another great question.  
NOTE Confidence: 0.9302918

00:13:09.350 --> 00:13:11.950 I mean, I think the first thing to say is,  
NOTE Confidence: 0.9302918

00:13:11.950 --> 00:13:13.560 you know, one of the reasons that  
NOTE Confidence: 0.9302918

00:13:13.560 --> 00:13:15.083 I love writing is because I I  
NOTE Confidence: 0.9302918

00:13:15.083 --> 00:13:16.851 always feel it takes me to a more  
NOTE Confidence: 0.9302918

00:13:16.851 --> 00:13:18.465 thoughtful place than where I started.  
NOTE Confidence: 0.9302918

00:13:18.470 --> 00:13:20.474 So my first inclination is always  
NOTE Confidence: 0.9302918

00:13:20.474 --> 00:13:21.914 something that is more judgmental  
NOTE Confidence: 0.9302918

00:13:21.914 --> 00:13:23.433 than I would like it to be.  
NOTE Confidence: 0.9302918

00:13:23.440 --> 00:13:25.815 It's less, it's more simplistic  
NOTE Confidence: 0.9302918

00:13:25.815 --> 00:13:28.448 than I think it needs to be.  
NOTE Confidence: 0.9302918

00:13:28.448 --> 00:13:30.617 There's a lot of sloganeering that we



NOTE Confidence: 0.9302918

00:13:30.617 --> 00:13:32.675 hear and and and infuse my thinking.

NOTE Confidence: 0.9302918

00:13:32.680 --> 00:13:34.597 And then over the course of weeks or months,

NOTE Confidence: 0.9302918

00:13:34.600 --> 00:13:36.959 when you're putting together a a piece,

NOTE Confidence: 0.9302918

00:13:36.960 --> 00:13:38.160 you're talking to people that

NOTE Confidence: 0.9302918

00:13:38.160 --> 00:13:39.360 are affected by the issue.

NOTE Confidence: 0.9302918

00:13:39.360 --> 00:13:42.000 You try to understand both sides of it.

NOTE Confidence: 0.9302918

00:13:42.000 --> 00:13:43.800 I always feel like I I end up,

NOTE Confidence: 0.9302918

00:13:43.800 --> 00:13:44.436 you know,

NOTE Confidence: 0.9302918

00:13:44.436 --> 00:13:46.344 whatever version ends up on paper

NOTE Confidence: 0.9302918

00:13:46.344 --> 00:13:48.300 is much smarter than than than

NOTE Confidence: 0.9302918

00:13:48.300 --> 00:13:49.800 whatever version starts in my mind.

NOTE Confidence: 0.9302918

00:13:49.800 --> 00:13:50.241 And so that's,

NOTE Confidence: 0.9302918

00:13:50.241 --> 00:13:51.559 that's one of the reasons that I love it.

NOTE Confidence: 0.93151927

00:13:52.640 --> 00:13:53.640 You know, the idea around

NOTE Confidence: 0.93151927

00:13:53.640 --> 00:13:54.465 misinformation I think

NOTE Confidence: 0.93151927

00:13:54.465 --> 00:13:56.115 is both old and and new.  
NOTE Confidence: 0.93151927

00:13:56.120 --> 00:13:57.800 I mean this information yellow journalism,  
NOTE Confidence: 0.93151927

00:13:57.800 --> 00:13:59.600 these things have been around forever.  
NOTE Confidence: 0.93151927

00:13:59.600 --> 00:14:02.784 And in a way we're better suited to  
NOTE Confidence: 0.93151927

00:14:02.784 --> 00:14:05.556 address these things because the ease  
NOTE Confidence: 0.93151927

00:14:05.556 --> 00:14:08.202 with which we can access true information.  
NOTE Confidence: 0.93151927

00:14:08.210 --> 00:14:10.370 Now the question of like how do you  
NOTE Confidence: 0.93151927

00:14:10.370 --> 00:14:12.026 determine what is true and what is  
NOTE Confidence: 0.93151927

00:14:12.026 --> 00:14:13.774 not true in a world where motivated  
NOTE Confidence: 0.93151927

00:14:13.774 --> 00:14:15.369 actors want to spread mistruths  
NOTE Confidence: 0.93151927

00:14:15.369 --> 00:14:16.860 is a really challenging one.  
NOTE Confidence: 0.93151927

00:14:16.860 --> 00:14:18.980 And I think it's going to get more  
NOTE Confidence: 0.93151927

00:14:19.037 --> 00:14:21.330 challenging in a world where large  
NOTE Confidence: 0.93151927

00:14:21.330 --> 00:14:24.094 language models like chat GB T are able  
NOTE Confidence: 0.93151927

00:14:24.094 --> 00:14:26.770 to drop the cost of misinformation to zero.  
NOTE Confidence: 0.93151927

00:14:26.770 --> 00:14:29.574 You know if in the past a, you know,

NOTE Confidence: 0.93151927

00:14:29.574 --> 00:14:31.386 non state actor or an adversary

NOTE Confidence: 0.93151927

00:14:31.386 --> 00:14:33.597 wanted to meddle with a US election,

NOTE Confidence: 0.93151927

00:14:33.600 --> 00:14:36.672 we actually had to have people coming up

NOTE Confidence: 0.93151927

00:14:36.672 --> 00:14:38.732 with misinformation and putting it out

NOTE Confidence: 0.93151927

00:14:38.732 --> 00:14:41.680 there now you know the cost of doing that.

NOTE Confidence: 0.93151927

00:14:41.680 --> 00:14:43.680 It requires no people essentially

NOTE Confidence: 0.93151927

00:14:43.680 --> 00:14:45.396 and it requires no money.

NOTE Confidence: 0.93151927

00:14:45.396 --> 00:14:47.460 The other thing that I want to point

NOTE Confidence: 0.93151927

00:14:47.524 --> 00:14:50.275 out is I think we we think a lot about

NOTE Confidence: 0.93151927

00:14:50.275 --> 00:14:53.040 misinformation as a function of social media.

NOTE Confidence: 0.93151927

00:14:53.040 --> 00:14:55.240 But there are traditional media

NOTE Confidence: 0.93151927

00:14:55.240 --> 00:14:57.480 organizations that are on cable news

NOTE Confidence: 0.93151927

00:14:57.480 --> 00:15:00.082 that do much more and have broader

NOTE Confidence: 0.93151927

00:15:00.082 --> 00:15:02.050 viewership that also contribute

NOTE Confidence: 0.93151927

00:15:02.050 --> 00:15:04.510 to the spread of misinformation.

NOTE Confidence: 0.93151927

00:15:04.510 --> 00:15:06.230 I don't think anyone has,  
NOTE Confidence: 0.93151927

00:15:06.230 --> 00:15:07.784 you know, a real solution to this.  
NOTE Confidence: 0.93151927

00:15:07.790 --> 00:15:10.190 I think the surgeon general has put out,  
NOTE Confidence: 0.93151927

00:15:10.190 --> 00:15:11.330 you know,  
NOTE Confidence: 0.93151927

00:15:11.330 --> 00:15:14.430 reports on the effects of social media  
NOTE Confidence: 0.93151927

00:15:14.430 --> 00:15:16.390 as well as calling misinformation  
NOTE Confidence: 0.93151927

00:15:16.456 --> 00:15:17.868 a public health issue.  
NOTE Confidence: 0.93151927

00:15:17.870 --> 00:15:19.970 I think some of it has to do with media  
NOTE Confidence: 0.93151927

00:15:20.024 --> 00:15:22.070 literacy and starting early with that,  
NOTE Confidence: 0.93151927

00:15:22.070 --> 00:15:23.710 you know, in elementary school,  
NOTE Confidence: 0.93151927

00:15:23.710 --> 00:15:25.126 in middle school,  
NOTE Confidence: 0.93151927

00:15:25.126 --> 00:15:27.486 helping people understand the sources  
NOTE Confidence: 0.93151927

00:15:27.486 --> 00:15:29.486 that are that are trustworthy and  
NOTE Confidence: 0.93151927

00:15:29.486 --> 00:15:31.070 those are that are less trustworthy.  
NOTE Confidence: 0.93151927

00:15:31.070 --> 00:15:33.230 I think having you know,  
NOTE Confidence: 0.93151927

00:15:33.230 --> 00:15:35.166 one of the reasons I like doing what

NOTE Confidence: 0.93151927

00:15:35.166 --> 00:15:37.318 I'm doing is because I think it is

NOTE Confidence: 0.93151927

00:15:37.318 --> 00:15:38.950 important for people have voices that

NOTE Confidence: 0.93151927

00:15:39.003 --> 00:15:40.803 they trust and that they can go to

NOTE Confidence: 0.93151927

00:15:40.803 --> 00:15:42.794 and that help them tune out and and

NOTE Confidence: 0.93151927

00:15:42.794 --> 00:15:44.565 and sift through all the information

NOTE Confidence: 0.93151927

00:15:44.565 --> 00:15:46.165 that exists because there's more

NOTE Confidence: 0.93151927

00:15:46.165 --> 00:15:48.229 than any one person can go through.

NOTE Confidence: 0.93151927

00:15:48.230 --> 00:15:48.851 But if you,

NOTE Confidence: 0.93151927

00:15:48.851 --> 00:15:50.688 if you feel like you trust a few

NOTE Confidence: 0.93151927

00:15:50.688 --> 00:15:52.368 institutions and a few individuals,

NOTE Confidence: 0.93151927

00:15:52.370 --> 00:15:53.922 maybe you can get get get kind of

NOTE Confidence: 0.93151927

00:15:53.922 --> 00:15:55.866 most of the way there in terms of

NOTE Confidence: 0.93151927

00:15:55.866 --> 00:15:57.250 putting together a coherent picture

NOTE Confidence: 0.93144155

00:15:57.250 --> 00:15:58.850 of the world. So

NOTE Confidence: 0.93144155

00:15:59.050 --> 00:16:02.514 you're also a new father and that

NOTE Confidence: 0.93144155

00:16:02.514 --> 00:16:05.170 changes the way you look at the world.  
NOTE Confidence: 0.93144155

00:16:05.170 --> 00:16:07.650 I mean, for anybody who's been a parent,  
NOTE Confidence: 0.93144155

00:16:07.650 --> 00:16:09.071 it changes how you look at the  
NOTE Confidence: 0.93144155

00:16:09.071 --> 00:16:10.688 world and how you think about and  
NOTE Confidence: 0.93144155

00:16:10.688 --> 00:16:12.128 even the questions that you ask.  
NOTE Confidence: 0.93144155

00:16:12.130 --> 00:16:14.314 And you mentioned the certain generals  
NOTE Confidence: 0.93144155

00:16:14.314 --> 00:16:16.559 report on the impact of social  
NOTE Confidence: 0.93144155

00:16:16.559 --> 00:16:18.364 media on youth and adolescents.  
NOTE Confidence: 0.93144155

00:16:18.370 --> 00:16:19.306 And I'm wondering,  
NOTE Confidence: 0.93144155

00:16:19.306 --> 00:16:21.178 does that start to inform what  
NOTE Confidence: 0.93144155

00:16:21.178 --> 00:16:22.549 you want to write on?  
NOTE Confidence: 0.93144155

00:16:22.550 --> 00:16:24.710 Have you already started to formulate  
NOTE Confidence: 0.93144155

00:16:24.710 --> 00:16:27.273 your own thesis on what your children  
NOTE Confidence: 0.93144155

00:16:27.273 --> 00:16:29.744 should and should not be exposed to?  
NOTE Confidence: 0.93144155

00:16:29.750 --> 00:16:31.106 How is that change your world?  
NOTE Confidence: 0.93144155

00:16:31.110 --> 00:16:31.710 But most of the

NOTE Confidence: 0.93354934  
00:16:31.710 --> 00:16:32.454 way that's changed,  
NOTE Confidence: 0.93354934  
00:16:32.454 --> 00:16:34.190 the way I see the world is,  
NOTE Confidence: 0.93354934  
00:16:34.190 --> 00:16:36.320 is through kind of bloodshot  
NOTE Confidence: 0.93354934  
00:16:36.320 --> 00:16:38.024 eyes after sleepless nights.  
NOTE Confidence: 0.93354934  
00:16:38.030 --> 00:16:40.424 So that's the first thing I think,  
NOTE Confidence: 0.93354934  
00:16:40.430 --> 00:16:42.668 but the, you know, I think  
NOTE Confidence: 0.93240017  
00:16:44.700 --> 00:16:46.404 so in one way.  
NOTE Confidence: 0.93240017  
00:16:46.404 --> 00:16:48.796 I'm I'm grateful for the time my my  
NOTE Confidence: 0.93240017  
00:16:48.796 --> 00:16:51.020 children are at one and almost three now.  
NOTE Confidence: 0.93240017  
00:16:51.020 --> 00:16:54.350 And so I I feel badly for the half  
NOTE Confidence: 0.93240017  
00:16:54.350 --> 00:16:56.699 generation before for before mine,  
NOTE Confidence: 0.93240017  
00:16:56.700 --> 00:16:59.544 because we really did not understand  
NOTE Confidence: 0.93240017  
00:16:59.544 --> 00:17:02.010 how problematic the always onlineness  
NOTE Confidence: 0.93240017  
00:17:02.010 --> 00:17:04.365 of growing up in an environment  
NOTE Confidence: 0.93240017  
00:17:04.365 --> 00:17:05.775 where all your information  
NOTE Confidence: 0.93240017

00:17:05.775 --> 00:17:07.500 comes from the digital world.  
NOTE Confidence: 0.93240017

00:17:07.500 --> 00:17:09.188 You're always comparing yourself  
NOTE Confidence: 0.93240017

00:17:09.188 --> 00:17:11.720 to people not in your immediate,  
NOTE Confidence: 0.93240017

00:17:11.720 --> 00:17:13.320 you know, school or environment,  
NOTE Confidence: 0.93240017

00:17:13.320 --> 00:17:16.358 but people who are glamorous somewhere else.  
NOTE Confidence: 0.93240017

00:17:16.360 --> 00:17:19.034 The expectations that we put on people  
NOTE Confidence: 0.93240017

00:17:19.040 --> 00:17:21.518 have taken it an enormous toll on  
NOTE Confidence: 0.93240017

00:17:21.518 --> 00:17:23.759 the mental health of of teenagers.  
NOTE Confidence: 0.93240017

00:17:23.760 --> 00:17:26.016 I think because of the good  
NOTE Confidence: 0.93240017

00:17:26.016 --> 00:17:27.520 research and the journalism,  
NOTE Confidence: 0.93240017

00:17:27.520 --> 00:17:28.996 the advocacy of people,  
NOTE Confidence: 0.93240017

00:17:28.996 --> 00:17:30.841 people are starting to understand  
NOTE Confidence: 0.93240017

00:17:30.841 --> 00:17:32.808 that this is an enormous problem  
NOTE Confidence: 0.93240017

00:17:32.808 --> 00:17:34.040 and starting to take steps.  
NOTE Confidence: 0.93240017

00:17:34.040 --> 00:17:34.960 I think you know,  
NOTE Confidence: 0.93240017

00:17:34.960 --> 00:17:37.221 at least the way that I approach



NOTE Confidence: 0.93240017

00:17:37.221 --> 00:17:38.811 or will approach my, you know,

NOTE Confidence: 0.93240017

00:17:38.811 --> 00:17:40.260 when my children are of the age

NOTE Confidence: 0.93240017

00:17:40.309 --> 00:17:41.829 where they're using social media,

NOTE Confidence: 0.93240017

00:17:41.830 --> 00:17:43.622 I think it'll be a much different

NOTE Confidence: 0.93240017

00:17:43.622 --> 00:17:46.790 approach than people took in the past.

NOTE Confidence: 0.93240017

00:17:46.790 --> 00:17:48.190 You know, I think we,

NOTE Confidence: 0.93240017

00:17:48.190 --> 00:17:49.830 you know what we're trying to do at least is,

NOTE Confidence: 0.93240017

00:17:49.830 --> 00:17:52.750 is make seeing people in person cool again.

NOTE Confidence: 0.93240017

00:17:52.750 --> 00:17:54.220 I mean that that feels like

NOTE Confidence: 0.93240017

00:17:54.220 --> 00:17:55.926 the the most important thing.

NOTE Confidence: 0.93240017

00:17:55.926 --> 00:17:58.110 I mean I've never met anyone.

NOTE Confidence: 0.93240017

00:17:58.110 --> 00:17:59.874 Maybe you aside, how we that I've

NOTE Confidence: 0.93240017

00:17:59.874 --> 00:18:01.669 liked more online than than in person.

NOTE Confidence: 0.93240017

00:18:01.670 --> 00:18:04.634 Everyone is a less good

NOTE Confidence: 0.93240017

00:18:04.634 --> 00:18:06.506 version of themselves online.

NOTE Confidence: 0.93240017

00:18:06.510 --> 00:18:07.216 They're snarkier.  
NOTE Confidence: 0.93240017

00:18:07.216 --> 00:18:08.628 They put people down.  
NOTE Confidence: 0.93240017

00:18:08.630 --> 00:18:10.370 They are less thoughtful in  
NOTE Confidence: 0.93240017

00:18:10.370 --> 00:18:12.110 the way that they engage.  
NOTE Confidence: 0.93240017

00:18:12.110 --> 00:18:13.466 And so I think, you know,  
NOTE Confidence: 0.93240017

00:18:13.470 --> 00:18:14.793 it's not like you can wave a  
NOTE Confidence: 0.93240017

00:18:14.793 --> 00:18:16.189 wand and and make this happen,  
NOTE Confidence: 0.93240017

00:18:16.190 --> 00:18:18.092 but I think the more we  
NOTE Confidence: 0.93240017

00:18:18.092 --> 00:18:20.030 spend time with one another,  
NOTE Confidence: 0.93240017

00:18:20.030 --> 00:18:20.670 the better.  
NOTE Confidence: 0.93240017

00:18:20.670 --> 00:18:21.982 And that also gets back to  
NOTE Confidence: 0.93240017

00:18:21.982 --> 00:18:22.750 the misinformation point,  
NOTE Confidence: 0.93240017

00:18:22.750 --> 00:18:24.805 which is the reason that  
NOTE Confidence: 0.93240017

00:18:24.805 --> 00:18:26.449 misinformation can thrive is  
NOTE Confidence: 0.93240017

00:18:26.449 --> 00:18:28.786 because people are mistrustful of  
NOTE Confidence: 0.93240017

00:18:28.786 --> 00:18:31.106 institutions and people around them.

NOTE Confidence: 0.93240017

00:18:31.110 --> 00:18:33.810 And so the more you are able to engage

NOTE Confidence: 0.93240017

00:18:33.810 --> 00:18:36.000 with people in a 1 to 1 interaction or

NOTE Confidence: 0.93240017

00:18:36.000 --> 00:18:37.799 A1 to several interaction the better.

NOTE Confidence: 0.93240017

00:18:37.800 --> 00:18:39.634 I mean Mass General where I where

NOTE Confidence: 0.93240017

00:18:39.634 --> 00:18:41.160 I trained during the pandemic,

NOTE Confidence: 0.93240017

00:18:41.160 --> 00:18:43.160 they started doing virtual town

NOTE Confidence: 0.93240017

00:18:43.160 --> 00:18:44.760 halls for vaccine misinformation

NOTE Confidence: 0.93240017

00:18:44.760 --> 00:18:46.158 and they would have,

NOTE Confidence: 0.93240017

00:18:46.160 --> 00:18:47.003 you know 50,

NOTE Confidence: 0.93240017

00:18:47.003 --> 00:18:48.689 maybe 100 patients who were patients

NOTE Confidence: 0.93240017

00:18:48.689 --> 00:18:50.601 of the of the Mass General and

NOTE Confidence: 0.93240017

00:18:50.601 --> 00:18:52.527 they would host these town halls

NOTE Confidence: 0.93240017

00:18:52.530 --> 00:18:54.399 and you know they didn't do some

NOTE Confidence: 0.93240017

00:18:54.399 --> 00:18:56.089 type of evaluation of that program.

NOTE Confidence: 0.93240017

00:18:56.090 --> 00:18:58.443 But I have to assume that that

NOTE Confidence: 0.93240017

00:18:58.443 --> 00:19:01.041 type of trust building in one's  
NOTE Confidence: 0.93240017

00:19:01.041 --> 00:19:03.543 community goes a long way to to  
NOTE Confidence: 0.93240017

00:19:03.543 --> 00:19:05.034 making sure that you have the trust  
NOTE Confidence: 0.93240017

00:19:05.034 --> 00:19:06.726 you need to address the next crisis.  
NOTE Confidence: 0.9310819

00:19:07.690 --> 00:19:09.050 And and Speaking of that,  
NOTE Confidence: 0.9310819

00:19:09.050 --> 00:19:10.863 so we're at a point right now  
NOTE Confidence: 0.9310819

00:19:10.863 --> 00:19:13.268 where as I mentioned Mandy Cohen or  
NOTE Confidence: 0.9310819

00:19:13.268 --> 00:19:15.250 graduate of just about 20 years ago,  
NOTE Confidence: 0.9310819

00:19:15.250 --> 00:19:17.847 now maybe 18 years ago is nominated  
NOTE Confidence: 0.9310819

00:19:17.847 --> 00:19:20.369 to be the head of the CDC.  
NOTE Confidence: 0.9310819

00:19:20.370 --> 00:19:24.155 And you know that is one of the  
NOTE Confidence: 0.9310819

00:19:24.155 --> 00:19:26.380 hardest jobs in the country right now,  
NOTE Confidence: 0.9310819

00:19:26.380 --> 00:19:28.604 despite the fact that it was led by  
NOTE Confidence: 0.9310819

00:19:28.604 --> 00:19:30.382 an evidence based infectious disease  
NOTE Confidence: 0.9310819

00:19:30.382 --> 00:19:33.380 physician who is deeply committed to the job.  
NOTE Confidence: 0.9310819

00:19:33.380 --> 00:19:36.458 Trust in the CDC is lower than it's been.

NOTE Confidence: 0.9310819

00:19:36.460 --> 00:19:40.058 Trust in our institutions are really lower.

NOTE Confidence: 0.9310819

00:19:40.060 --> 00:19:43.260 When you're writing your pieces,

NOTE Confidence: 0.9310819

00:19:43.260 --> 00:19:46.010 do you, do you think about what

NOTE Confidence: 0.9310819

00:19:46.010 --> 00:19:49.020 advice can you give us as citizens,

NOTE Confidence: 0.9310819

00:19:49.020 --> 00:19:51.318 as people who work in medicine,

NOTE Confidence: 0.9310819

00:19:51.320 --> 00:19:53.306 about how do we specifically rebuild

NOTE Confidence: 0.9310819

00:19:53.306 --> 00:19:55.280 trust in the institutions themselves,

NOTE Confidence: 0.9310819

00:19:55.280 --> 00:19:58.115 in Yale, in Yale, New Haven Hospital,

NOTE Confidence: 0.9310819

00:19:58.120 --> 00:19:59.840 in Cornell and so on?

NOTE Confidence: 0.93638295

00:20:00.440 --> 00:20:02.160 Yeah. I mean, I think, you know,

NOTE Confidence: 0.93638295

00:20:02.160 --> 00:20:03.148 we often ask, you know,

NOTE Confidence: 0.93638295

00:20:03.148 --> 00:20:04.118 how do we rebuild trust?

NOTE Confidence: 0.93638295

00:20:04.120 --> 00:20:06.506 And I think that the first kind of

NOTE Confidence: 0.93638295

00:20:06.506 --> 00:20:07.717 thing I always think about is is,

NOTE Confidence: 0.93638295

00:20:07.720 --> 00:20:09.832 you know, gaining trust requires being

NOTE Confidence: 0.93638295

00:20:09.832 --> 00:20:12.320 trustworthy and being a trustworthy actor.

NOTE Confidence: 0.93638295

00:20:12.320 --> 00:20:14.932 And and so, you know,

NOTE Confidence: 0.93638295

00:20:14.932 --> 00:20:17.840 focusing on that is kind of the first thing.

NOTE Confidence: 0.93638295

00:20:17.840 --> 00:20:19.478 And I think one of the.

NOTE Confidence: 0.93638295

00:20:19.480 --> 00:20:21.615 You know, there were a number of

NOTE Confidence: 0.93638295

00:20:21.615 --> 00:20:23.178 stumbles obviously early in the

NOTE Confidence: 0.93638295

00:20:23.178 --> 00:20:24.354 pandemic from the administration

NOTE Confidence: 0.93638295

00:20:24.354 --> 00:20:26.678 and the CDC and other public health

NOTE Confidence: 0.93638295

00:20:26.678 --> 00:20:28.088 leaders that that were challenging.

NOTE Confidence: 0.93638295

00:20:28.088 --> 00:20:29.398 I think throughout the pandemic.

NOTE Confidence: 0.93638295

00:20:29.400 --> 00:20:32.238 I mean communication was a really,

NOTE Confidence: 0.93638295

00:20:32.240 --> 00:20:33.140 you know,

NOTE Confidence: 0.93638295

00:20:33.140 --> 00:20:36.290 difficult thing to do and I'm not

NOTE Confidence: 0.93638295

00:20:36.290 --> 00:20:38.800 saying that that that it's easy.

NOTE Confidence: 0.93638295

00:20:38.800 --> 00:20:41.960 I mean anytime there's a fast moving

NOTE Confidence: 0.93638295

00:20:41.960 --> 00:20:44.494 public health crisis where the data change

NOTE Confidence: 0.93638295

00:20:44.494 --> 00:20:46.988 from day-to-day and from week to week and

NOTE Confidence: 0.93638295

00:20:46.988 --> 00:20:49.210 what was right before is not right now,

NOTE Confidence: 0.93638295

00:20:49.210 --> 00:20:51.230 that is an incredibly difficult

NOTE Confidence: 0.93638295

00:20:51.230 --> 00:20:54.250 period in which to to communicate.

NOTE Confidence: 0.93638295

00:20:54.250 --> 00:20:55.570 I think acknowledging the

NOTE Confidence: 0.93638295

00:20:55.570 --> 00:20:56.890 uncertainty is really important.

NOTE Confidence: 0.93638295

00:20:56.890 --> 00:20:57.722 I think acknowledging that

NOTE Confidence: 0.93638295

00:20:57.722 --> 00:20:58.762 this is the first draft,

NOTE Confidence: 0.93638295

00:20:58.770 --> 00:21:01.500 this is our best effort at at

NOTE Confidence: 0.93638295

00:21:01.500 --> 00:21:03.225 putting out what we understand

NOTE Confidence: 0.93638295

00:21:03.225 --> 00:21:05.490 to be where the evidence is,

NOTE Confidence: 0.93638295

00:21:05.490 --> 00:21:07.770 I think is really important.

NOTE Confidence: 0.93638295

00:21:07.770 --> 00:21:08.974 But, but you're right,

NOTE Confidence: 0.93638295

00:21:08.974 --> 00:21:10.780 I mean trust in institutions and

NOTE Confidence: 0.93638295

00:21:10.843 --> 00:21:12.649 in public health agencies has has

NOTE Confidence: 0.93638295

00:21:12.649 --> 00:21:14.410 kind of cratered over the past,  
NOTE Confidence: 0.93638295

00:21:14.410 --> 00:21:15.754 I guess 50 years,  
NOTE Confidence: 0.93638295

00:21:15.754 --> 00:21:17.434 but particularly during the pandemic.  
NOTE Confidence: 0.93638295

00:21:17.440 --> 00:21:18.940 And so it's a,  
NOTE Confidence: 0.93638295

00:21:18.940 --> 00:21:20.760 it's a really challenging thing  
NOTE Confidence: 0.93638295

00:21:20.760 --> 00:21:22.040 to try to reverse.  
NOTE Confidence: 0.93638295

00:21:22.040 --> 00:21:23.592 I know Rochelle Wilensky,  
NOTE Confidence: 0.93638295

00:21:23.592 --> 00:21:26.068 the previous director put in place I  
NOTE Confidence: 0.93638295

00:21:26.068 --> 00:21:28.440 think four or five principles to try  
NOTE Confidence: 0.93638295

00:21:28.440 --> 00:21:30.757 to regain the trust of the public.  
NOTE Confidence: 0.93638295

00:21:30.760 --> 00:21:32.500 They're all things that sound really  
NOTE Confidence: 0.93638295

00:21:32.500 --> 00:21:34.800 good in theory that you can't argue with.  
NOTE Confidence: 0.93638295

00:21:34.800 --> 00:21:37.393 But whether or not they translate  
NOTE Confidence: 0.93638295

00:21:37.393 --> 00:21:39.358 into concrete change, I think,  
NOTE Confidence: 0.93638295

00:21:39.360 --> 00:21:40.440 you know Mandy and others will.  
NOTE Confidence: 0.93638295

00:21:40.440 --> 00:21:41.240 We'll have to see through.



NOTE Confidence: 0.9295177

00:21:42.220 --> 00:21:43.820 When you look back at what you've written,

NOTE Confidence: 0.9295177

00:21:43.820 --> 00:21:44.672 actually quite a lot.

NOTE Confidence: 0.9295177

00:21:44.672 --> 00:21:46.540 I mean, if people go and look at

NOTE Confidence: 0.9295177

00:21:46.540 --> 00:21:47.740 all the publications you've had,

NOTE Confidence: 0.9295177

00:21:47.740 --> 00:21:50.002 you've written a lot for somebody

NOTE Confidence: 0.9295177

00:21:50.002 --> 00:21:52.604 who's effectively 9 years out of of our

NOTE Confidence: 0.9295177

00:21:52.604 --> 00:21:55.056 school and six years out of residency.

NOTE Confidence: 0.9295177

00:21:55.060 --> 00:21:57.044 Are there any pieces that you look back

NOTE Confidence: 0.9295177

00:21:57.044 --> 00:21:59.513 on with any level of regret or are there

NOTE Confidence: 0.9295177

00:21:59.513 --> 00:22:01.265 any specific pieces that you're so

NOTE Confidence: 0.9295177

00:22:01.265 --> 00:22:03.295 proud of because you wrote it patiently?

NOTE Confidence: 0.9295177

00:22:03.300 --> 00:22:04.980 Because I can point to pieces

NOTE Confidence: 0.9295177

00:22:04.980 --> 00:22:05.820 that were patient,

NOTE Confidence: 0.9295177

00:22:05.820 --> 00:22:07.340 but I'm just curious what you think of

NOTE Confidence: 0.93403894

00:22:09.610 --> 00:22:13.715 you know there I mean regret I I think

NOTE Confidence: 0.93403894

00:22:13.715 --> 00:22:16.072 I probably did the same things that a  
NOTE Confidence: 0.93403894

00:22:16.072 --> 00:22:18.486 lot of other folks did was was more sure  
NOTE Confidence: 0.93403894

00:22:18.486 --> 00:22:20.530 about things that I should have been.  
NOTE Confidence: 0.93403894

00:22:20.530 --> 00:22:22.168 I mean one example that comes to  
NOTE Confidence: 0.93403894

00:22:22.168 --> 00:22:23.410 mind is breakthrough infections.  
NOTE Confidence: 0.93403894

00:22:23.410 --> 00:22:26.458 And I think early on was quite confident  
NOTE Confidence: 0.93403894

00:22:26.458 --> 00:22:29.367 that we would not have the level of  
NOTE Confidence: 0.93403894

00:22:29.367 --> 00:22:31.281 breakthrough and disease that would come  
NOTE Confidence: 0.93403894

00:22:31.281 --> 00:22:33.219 after full vaccination and had written  
NOTE Confidence: 0.93403894

00:22:33.219 --> 00:22:35.329 pieces to that effect and that was,  
NOTE Confidence: 0.93403894

00:22:35.330 --> 00:22:36.828 you know, turned out to be incorrect.  
NOTE Confidence: 0.93403894

00:22:36.830 --> 00:22:38.146 So I think that that that's something  
NOTE Confidence: 0.93403894

00:22:38.146 --> 00:22:39.230 that very clearly comes to mind.  
NOTE Confidence: 0.93403894

00:22:39.230 --> 00:22:40.474 I think, you know,  
NOTE Confidence: 0.93403894

00:22:40.474 --> 00:22:43.552 the pieces that I'm proud of are kind of  
NOTE Confidence: 0.93403894

00:22:43.552 --> 00:22:45.790 deeply reported pieces about what people,

NOTE Confidence: 0.93403894

00:22:45.790 --> 00:22:47.590 individual people were going through.

NOTE Confidence: 0.93403894

00:22:47.590 --> 00:22:49.390 I think that is where I felt like some

NOTE Confidence: 0.93403894

00:22:49.390 --> 00:22:51.107 of the writing was distinguished.

NOTE Confidence: 0.93403894

00:22:51.110 --> 00:22:54.620 And so I I did a profile of a trauma

NOTE Confidence: 0.93403894

00:22:54.718 --> 00:22:57.475 surgeon who had been through kind of

NOTE Confidence: 0.93403894

00:22:57.475 --> 00:23:00.345 months of intense ICU care during the

NOTE Confidence: 0.93403894

00:23:00.345 --> 00:23:03.709 the midst of the pandemic and developed

NOTE Confidence: 0.93403894

00:23:03.710 --> 00:23:05.509 PTSD and had a really challenging time.

NOTE Confidence: 0.93403894

00:23:05.510 --> 00:23:08.094 And I think it's not that all clinicians

NOTE Confidence: 0.93403894

00:23:08.094 --> 00:23:09.941 who went through that experience

NOTE Confidence: 0.93403894

00:23:09.941 --> 00:23:12.730 had the level of PTSD that she did,

NOTE Confidence: 0.93403894

00:23:12.730 --> 00:23:15.200 but I think it resonated and it gave

NOTE Confidence: 0.93403894

00:23:15.200 --> 00:23:17.610 some voice that leads to the fact that

NOTE Confidence: 0.93403894

00:23:17.610 --> 00:23:19.786 a lot of clinicians put themselves in,

NOTE Confidence: 0.93403894

00:23:19.786 --> 00:23:21.346 in challenging situations or were

NOTE Confidence: 0.93403894

00:23:21.346 --> 00:23:23.408 put in in challenging situations,  
NOTE Confidence: 0.93403894

00:23:23.410 --> 00:23:25.300 not always with the level of  
NOTE Confidence: 0.93403894

00:23:25.300 --> 00:23:27.090 institutional support that they deserved.  
NOTE Confidence: 0.93403894

00:23:27.090 --> 00:23:27.466 And so.  
NOTE Confidence: 0.93403894

00:23:27.466 --> 00:23:28.782 So that's that's one that kind of  
NOTE Confidence: 0.93403894

00:23:28.782 --> 00:23:30.090 comes to mind in terms of something  
NOTE Confidence: 0.93403894

00:23:30.090 --> 00:23:31.210 that that I was proud of.  
NOTE Confidence: 0.9254276

00:23:32.200 --> 00:23:33.688 I want to open it up for questions  
NOTE Confidence: 0.9254276

00:23:33.688 --> 00:23:34.840 and just put your hand up.  
NOTE Confidence: 0.9254276

00:23:34.840 --> 00:23:35.880 If you have a question,  
NOTE Confidence: 0.9254276

00:23:35.880 --> 00:23:38.680 I'll go and just tell us  
NOTE Confidence: 0.9254276

00:23:38.680 --> 00:23:41.800 your name so that we it was  
NOTE Confidence: 0.9254276

00:23:50.690 --> 00:23:52.094 well accepted by the  
NOTE Confidence: 0.9254276

00:23:52.094 --> 00:23:53.849 community and by my parents.  
NOTE Confidence: 0.9254276

00:23:53.850 --> 00:23:55.150 And in questioning how did  
NOTE Confidence: 0.9254276

00:23:55.150 --> 00:23:56.850 we did we have more trust?

NOTE Confidence: 0.9254276

00:23:56.850 --> 00:23:59.154 If so how did we lose the

NOTE Confidence: 0.9254276

00:23:59.154 --> 00:24:01.050 trust from years ago?

NOTE Confidence: 0.9254276

00:24:01.050 --> 00:24:03.030 Yeah. You know, I always thought

NOTE Confidence: 0.9254276

00:24:03.030 --> 00:24:04.900 that vaccine hesitancy had to do

NOTE Confidence: 0.9254276

00:24:04.900 --> 00:24:06.370 the fact that we didn't have,

NOTE Confidence: 0.9254276

00:24:06.370 --> 00:24:09.034 like younger people today didn't

NOTE Confidence: 0.9254276

00:24:09.034 --> 00:24:10.764 have to contend with polio.

NOTE Confidence: 0.9254276

00:24:10.770 --> 00:24:14.016 And so it's very easy to talk about a

NOTE Confidence: 0.9254276

00:24:14.016 --> 00:24:15.468 disease that seems abstract and and

NOTE Confidence: 0.9254276

00:24:15.468 --> 00:24:17.250 not want to take the vaccine for it.

NOTE Confidence: 0.9254276

00:24:17.250 --> 00:24:19.090 That also turned out to be very wrong.

NOTE Confidence: 0.9254276

00:24:19.090 --> 00:24:20.764 You know, you could see your

NOTE Confidence: 0.9254276

00:24:20.764 --> 00:24:22.193 neighbors dying and and still

NOTE Confidence: 0.9254276

00:24:22.193 --> 00:24:24.004 have a level of vaccine hesitancy

NOTE Confidence: 0.9254276

00:24:24.004 --> 00:24:27.088 that that kind of appalled me.

NOTE Confidence: 0.9254276

00:24:27.090 --> 00:24:29.970 So the first part of the answer is that yes,  
NOTE Confidence: 0.9254276

00:24:29.970 --> 00:24:30.819 I mean trust.  
NOTE Confidence: 0.9254276

00:24:30.819 --> 00:24:33.370 If you look at trust in medical leaders,  
NOTE Confidence: 0.9254276

00:24:33.370 --> 00:24:34.054 for instance,  
NOTE Confidence: 0.9254276

00:24:34.054 --> 00:24:36.862 in the 1970s around the time of Watergate,  
NOTE Confidence: 0.9254276

00:24:36.862 --> 00:24:38.918 I mean 75% of the public said  
NOTE Confidence: 0.9254276

00:24:38.918 --> 00:24:40.703 that they had very high levels of  
NOTE Confidence: 0.9254276

00:24:40.703 --> 00:24:42.067 trust in healthcare institutions.  
NOTE Confidence: 0.9254276

00:24:42.070 --> 00:24:44.905 That number today is in the 20s or 30s.  
NOTE Confidence: 0.9254276

00:24:44.910 --> 00:24:47.304 So that is true of the media.  
NOTE Confidence: 0.9254276

00:24:47.310 --> 00:24:49.150 That is true of government.  
NOTE Confidence: 0.9254276

00:24:49.150 --> 00:24:49.666 You know,  
NOTE Confidence: 0.9254276

00:24:49.666 --> 00:24:51.472 I think there's a lot of factors  
NOTE Confidence: 0.9254276

00:24:51.472 --> 00:24:52.949 that are involved in that.  
NOTE Confidence: 0.9254276

00:24:52.950 --> 00:24:55.006 One is simply the fact that we have  
NOTE Confidence: 0.9254276

00:24:55.006 --> 00:24:57.250 access to many other sources of

NOTE Confidence: 0.9254276

00:24:57.250 --> 00:24:59.335 information than doctors or healthcare

NOTE Confidence: 0.9254276

00:24:59.335 --> 00:25:00.789 institutions about our health.

NOTE Confidence: 0.9254276

00:25:00.790 --> 00:25:02.094 And so in the past if you wanted

NOTE Confidence: 0.9254276

00:25:02.094 --> 00:25:02.870 to know something,

NOTE Confidence: 0.9254276

00:25:02.870 --> 00:25:05.036 most people would would have a

NOTE Confidence: 0.9254276

00:25:05.040 --> 00:25:06.744 provider of some sort that would

NOTE Confidence: 0.9254276

00:25:06.744 --> 00:25:07.880 give them that information.

NOTE Confidence: 0.9254276

00:25:07.880 --> 00:25:09.160 Now you look online, you,

NOTE Confidence: 0.9254276

00:25:09.160 --> 00:25:11.036 you know talk to your your friends,

NOTE Confidence: 0.9254276

00:25:11.040 --> 00:25:12.260 you have social media,

NOTE Confidence: 0.9254276

00:25:12.260 --> 00:25:14.052 all sorts of things contribute to

NOTE Confidence: 0.9254276

00:25:14.052 --> 00:25:16.580 the way that you, you, you, you,

NOTE Confidence: 0.9254276

00:25:16.580 --> 00:25:18.880 you understand your own healthcare.

NOTE Confidence: 0.9254276

00:25:18.880 --> 00:25:20.742 I think another part of it is

NOTE Confidence: 0.9254276

00:25:20.742 --> 00:25:22.713 back in the 70s and 80s things

NOTE Confidence: 0.9254276

00:25:22.713 --> 00:25:24.678 like conflicts of interest weren't  
NOTE Confidence: 0.9254276

00:25:24.680 --> 00:25:25.824 weren't as widely recognized.  
NOTE Confidence: 0.9254276

00:25:25.824 --> 00:25:28.120 I mean, I think in the 90s and early 2000s,  
NOTE Confidence: 0.9254276

00:25:28.120 --> 00:25:30.220 people started to think about  
NOTE Confidence: 0.9254276

00:25:30.220 --> 00:25:31.480 healthcare leaders differently,  
NOTE Confidence: 0.9254276

00:25:31.480 --> 00:25:34.814 in part because they felt that  
NOTE Confidence: 0.9254276

00:25:34.814 --> 00:25:36.938 at least some proportion of them,  
NOTE Confidence: 0.9254276

00:25:36.940 --> 00:25:39.430 but their care was dictated by  
NOTE Confidence: 0.9254276

00:25:39.430 --> 00:25:40.260 the incentives.  
NOTE Confidence: 0.9254276

00:25:40.260 --> 00:25:41.868 I think there's been a tremendous  
NOTE Confidence: 0.9254276

00:25:41.868 --> 00:25:43.380 amount of corporatization of medicine.  
NOTE Confidence: 0.9254276

00:25:43.380 --> 00:25:45.680 And so in the past, you know,  
NOTE Confidence: 0.9254276

00:25:45.680 --> 00:25:48.130 there was, I mean now private equity  
NOTE Confidence: 0.9254276

00:25:48.130 --> 00:25:49.902 institutions are buying nursing homes.  
NOTE Confidence: 0.9254276

00:25:49.902 --> 00:25:52.188 You can imagine how well that  
NOTE Confidence: 0.9254276

00:25:52.188 --> 00:25:53.419 that's going to go.



NOTE Confidence: 0.9254276

00:25:53.420 --> 00:25:54.412 But, but more broadly,

NOTE Confidence: 0.9254276

00:25:54.412 --> 00:25:55.404 there's been a tremendous

NOTE Confidence: 0.9254276

00:25:55.404 --> 00:25:56.550 amount of consolidation,

NOTE Confidence: 0.9254276

00:25:56.550 --> 00:25:58.020 massive healthcare systems.

NOTE Confidence: 0.9254276

00:25:58.020 --> 00:26:00.470 You don't have your local,

NOTE Confidence: 0.9254276

00:26:00.470 --> 00:26:02.447 you know mom and pop doctor

NOTE Confidence: 0.9254276

00:26:02.447 --> 00:26:05.189 that that you go and see.

NOTE Confidence: 0.9254276

00:26:05.190 --> 00:26:06.710 And then I think that the final thing

NOTE Confidence: 0.9254276

00:26:06.710 --> 00:26:08.190 I'm there's many other things probably,

NOTE Confidence: 0.9254276

00:26:08.190 --> 00:26:09.730 but the big one that comes to

NOTE Confidence: 0.9254276

00:26:09.730 --> 00:26:11.357 mind is the rising of healthcare

NOTE Confidence: 0.9254276

00:26:11.357 --> 00:26:12.750 costs and the the burden,

NOTE Confidence: 0.9254276

00:26:12.750 --> 00:26:13.710 the financial burden that

NOTE Confidence: 0.9254276

00:26:13.710 --> 00:26:14.670 it places on people.

NOTE Confidence: 0.9254276

00:26:14.670 --> 00:26:17.064 It's very hard to trust the system

NOTE Confidence: 0.9254276

00:26:17.070 --> 00:26:19.485 that with one illness will put you  
NOTE Confidence: 0.9254276

00:26:19.485 --> 00:26:21.550 into bankruptcy and you don't have,  
NOTE Confidence: 0.9254276

00:26:21.550 --> 00:26:22.882 you don't feel like you have  
NOTE Confidence: 0.9254276

00:26:22.882 --> 00:26:23.548 protection against that.  
NOTE Confidence: 0.9254276

00:26:23.550 --> 00:26:24.750 Is that the fault of insurers?  
NOTE Confidence: 0.9254276

00:26:24.750 --> 00:26:26.870 Is that the fault of the the providers,  
NOTE Confidence: 0.9254276

00:26:26.870 --> 00:26:27.446 Is that the fault?  
NOTE Confidence: 0.9254276

00:26:27.446 --> 00:26:28.310 I mean people don't really care,  
NOTE Confidence: 0.9254276

00:26:28.310 --> 00:26:28.672 right?  
NOTE Confidence: 0.9254276

00:26:28.672 --> 00:26:31.206 I mean the fact is most Americans  
NOTE Confidence: 0.9254276

00:26:31.206 --> 00:26:33.623 can't pay a an unexpected medical  
NOTE Confidence: 0.9254276

00:26:33.623 --> 00:26:34.996 bill and if they have to go  
NOTE Confidence: 0.9254276

00:26:34.996 --> 00:26:35.640 fill a drug at  
NOTE Confidence: 0.9328058

00:26:35.686 --> 00:26:37.426 the pharmacy that the doctor prescribes,  
NOTE Confidence: 0.9328058

00:26:37.430 --> 00:26:39.149 it's going to put them out for a while.  
NOTE Confidence: 0.9328058

00:26:39.150 --> 00:26:42.030 So some some some contributors I think

NOTE Confidence: 0.9247738

00:26:45.530 --> 00:26:48.283 plus 63 for the medicine when

NOTE Confidence: 0.9247738

00:26:48.283 --> 00:26:49.648 I trained, all reasons why

NOTE Confidence: 0.9247738

00:26:56.140 --> 00:26:59.944 I did. But right now there's so few

NOTE Confidence: 0.9247738

00:26:59.944 --> 00:27:02.492 people seem to have the primary care

NOTE Confidence: 0.9247738

00:27:02.492 --> 00:27:05.908 doctor and we are doing nothing as

NOTE Confidence: 0.9247738

00:27:05.908 --> 00:27:08.790 the profession really to increase the

NOTE Confidence: 0.9247738

00:27:08.790 --> 00:27:11.460 number of primary care doctors and

NOTE Confidence: 0.93215305

00:27:20.280 --> 00:27:21.960 the intern medicine doing the

NOTE Confidence: 0.93215305

00:27:28.820 --> 00:27:31.460 best we could do for them for a long time.

NOTE Confidence: 0.93215305

00:27:31.460 --> 00:27:34.628 Now each number of people are going to

NOTE Confidence: 0.93215305

00:27:34.628 --> 00:27:37.768 urgent care to be a doc and I I see

NOTE Confidence: 0.93215305

00:27:37.768 --> 00:27:40.848 even though back in 2020 they tried to

NOTE Confidence: 0.93215305

00:27:40.848 --> 00:27:43.810 increase salaries a little bit the gap

NOTE Confidence: 0.93215305

00:27:47.660 --> 00:27:49.688 gets wider and wider between primary

NOTE Confidence: 0.93215305

00:27:49.688 --> 00:27:51.874 care and the sub specialists and

NOTE Confidence: 0.93215305

00:27:51.874 --> 00:27:54.172 no matter what you tell medical  
NOTE Confidence: 0.93215305

00:27:54.172 --> 00:27:56.024 students and they can figure out  
NOTE Confidence: 0.93215305

00:27:56.024 --> 00:27:57.698 where the money is better than I did.  
NOTE Confidence: 0.9234795

00:28:08.150 --> 00:28:08.550 Yeah,  
NOTE Confidence: 0.9234795

00:28:12.470 --> 00:28:14.465 I would love to hear your thoughts  
NOTE Confidence: 0.9234795

00:28:14.465 --> 00:28:16.964 how we I mean I I myself am  
NOTE Confidence: 0.9234795

00:28:16.964 --> 00:28:19.002 a general internist so I also  
NOTE Confidence: 0.9234795

00:28:19.002 --> 00:28:21.186 made the mistake that you did.  
NOTE Confidence: 0.9234795

00:28:21.190 --> 00:28:23.578 But a couple things,  
NOTE Confidence: 0.9234795

00:28:23.578 --> 00:28:25.770 I mean one is the the large and  
NOTE Confidence: 0.9234795

00:28:25.839 --> 00:28:28.167 increasing gap between the pay for  
NOTE Confidence: 0.9234795

00:28:28.167 --> 00:28:30.440 subspecialties and for general internists.  
NOTE Confidence: 0.9234795

00:28:30.440 --> 00:28:33.840 Two is the the status that is afforded,  
NOTE Confidence: 0.9234795

00:28:33.840 --> 00:28:35.176 you know different specialties.  
NOTE Confidence: 0.9234795

00:28:35.176 --> 00:28:37.556 I mean if you're if you're you  
NOTE Confidence: 0.9234795

00:28:37.556 --> 00:28:39.136 know a star subspecialist often

NOTE Confidence: 0.9234795

00:28:39.136 --> 00:28:41.111 you are viewed with higher status

NOTE Confidence: 0.9234795

00:28:41.111 --> 00:28:43.488 than if you're not don't have that

NOTE Confidence: 0.9234795

00:28:43.488 --> 00:28:46.531 level of training or you you are a

NOTE Confidence: 0.9234795

00:28:46.531 --> 00:28:48.676 general insurance like like myself.

NOTE Confidence: 0.9234795

00:28:48.680 --> 00:28:51.754 I think I see things potentially

NOTE Confidence: 0.9234795

00:28:51.754 --> 00:28:53.638 starting to change in some ways.

NOTE Confidence: 0.9234795

00:28:53.640 --> 00:28:55.780 I mean one you know in in my class there

NOTE Confidence: 0.9234795

00:28:55.843 --> 00:28:57.859 were a number of people who ended up

NOTE Confidence: 0.9234795

00:28:57.859 --> 00:28:59.589 going into general internal medicine

NOTE Confidence: 0.9234795

00:28:59.589 --> 00:29:01.282 and in part because they wanted to

NOTE Confidence: 0.9234795

00:29:01.282 --> 00:29:02.858 do other things in addition to it.

NOTE Confidence: 0.9234795

00:29:02.860 --> 00:29:05.492 And so that that that is that

NOTE Confidence: 0.9234795

00:29:05.492 --> 00:29:08.012 is one challenge that a lot of

NOTE Confidence: 0.9234795

00:29:08.012 --> 00:29:09.760 people who now go into general

NOTE Confidence: 0.9234795

00:29:09.760 --> 00:29:11.180 internal medicine are also doing,

NOTE Confidence: 0.9234795

00:29:11.180 --> 00:29:13.376 you know mostly academics or startups

NOTE Confidence: 0.9234795

00:29:13.376 --> 00:29:15.620 or or whatever whatever it might be.

NOTE Confidence: 0.9308777

00:29:17.940 --> 00:29:19.280 You know, I don't know

NOTE Confidence: 0.9308777

00:29:19.280 --> 00:29:20.620 how to reverse the trend.

NOTE Confidence: 0.9308777

00:29:20.620 --> 00:29:22.660 I mean the administrative burden is,

NOTE Confidence: 0.9308777

00:29:22.660 --> 00:29:25.135 is astronomical on on on

NOTE Confidence: 0.9308777

00:29:25.135 --> 00:29:27.580 primary care doctors that the

NOTE Confidence: 0.9308777

00:29:27.580 --> 00:29:30.225 pay is not super high, right.

NOTE Confidence: 0.9308777

00:29:30.225 --> 00:29:32.180 I don't know how how would you? I

NOTE Confidence: 0.93928546

00:29:32.180 --> 00:29:34.336 mean I think the incentives don't align.

NOTE Confidence: 0.93928546

00:29:34.340 --> 00:29:37.256 I mean right now we've set up a system

NOTE Confidence: 0.93928546

00:29:37.256 --> 00:29:40.559 that incentivizes doing volume and doing

NOTE Confidence: 0.93928546

00:29:40.559 --> 00:29:43.258 procedures and unless we really fix that,

NOTE Confidence: 0.93928546

00:29:43.260 --> 00:29:45.059 we're not going to fix everything else.

NOTE Confidence: 0.93928546

00:29:45.060 --> 00:29:47.664 Having said that, there is 10s of

NOTE Confidence: 0.93928546

00:29:47.664 --> 00:29:49.892 billions of dollars being invested

NOTE Confidence: 0.93928546  
00:29:49.892 --> 00:29:52.497 in startups including Devoted Health,  
NOTE Confidence: 0.93928546  
00:29:52.500 --> 00:29:53.595 City Block Health.  
NOTE Confidence: 0.93928546  
00:29:53.595 --> 00:29:55.420 Amazon just made their acquisition  
NOTE Confidence: 0.93928546  
00:29:55.420 --> 00:29:57.540 and Aetna made their acquisition.  
NOTE Confidence: 0.93928546  
00:29:57.540 --> 00:29:59.655 So we're seeing billions being  
NOTE Confidence: 0.93928546  
00:29:59.655 --> 00:30:02.650 invested in primary care in an  
NOTE Confidence: 0.93928546  
00:30:02.650 --> 00:30:04.775 effort to disrupt the system.  
NOTE Confidence: 0.93928546  
00:30:04.775 --> 00:30:06.235 But the underlying economics  
NOTE Confidence: 0.93928546  
00:30:06.235 --> 00:30:08.279 of it haven't really changed.  
NOTE Confidence: 0.93928546  
00:30:08.280 --> 00:30:10.825 So I'm not sure that we're any  
NOTE Confidence: 0.93928546  
00:30:10.825 --> 00:30:12.960 closer than we were ten years ago.  
NOTE Confidence: 0.93928546  
00:30:12.960 --> 00:30:13.960 But I'm definitely, you know,  
NOTE Confidence: 0.93928546  
00:30:13.960 --> 00:30:16.240 when reporters ask me about what  
NOTE Confidence: 0.93928546  
00:30:16.240 --> 00:30:18.164 Amazon's doing, what CVS is doing,  
NOTE Confidence: 0.93928546  
00:30:18.164 --> 00:30:20.798 what City Block, Alidate and so on are doing,  
NOTE Confidence: 0.93928546

00:30:20.800 --> 00:30:22.600 I always say I'm rooting for all of them.  
NOTE Confidence: 0.93928546

00:30:22.600 --> 00:30:25.680 Like I I want them to succeed,  
NOTE Confidence: 0.93928546

00:30:25.680 --> 00:30:27.437 but there's not been the evidence yet.  
NOTE Confidence: 0.93928546

00:30:27.440 --> 00:30:29.180 As you pointed out,  
NOTE Confidence: 0.93928546

00:30:29.180 --> 00:30:31.355 with the value based healthcare,  
NOTE Confidence: 0.93928546

00:30:31.360 --> 00:30:33.894 you have to squint to see the  
NOTE Confidence: 0.93928546

00:30:33.894 --> 00:30:35.600 successes for the moment.  
NOTE Confidence: 0.93928546

00:30:35.600 --> 00:30:36.360 There was a question there.  
NOTE Confidence: 0.93928546

00:30:36.360 --> 00:30:36.920 And then you Yep,  
NOTE Confidence: 0.92746216

00:30:39.200 --> 00:30:44.568 Can you comment on the fact that we all  
NOTE Confidence: 0.92746216

00:30:44.568 --> 00:30:47.480 have our desired and trusted sources  
NOTE Confidence: 0.92746216

00:30:47.480 --> 00:30:50.050 of information and how do we reach  
NOTE Confidence: 0.92746216

00:30:50.050 --> 00:30:51.544 people who have different sources?  
NOTE Confidence: 0.92746216

00:30:51.544 --> 00:30:53.280 I had, for example,  
NOTE Confidence: 0.92746216

00:30:53.280 --> 00:30:54.935 a friend during the pandemic,  
NOTE Confidence: 0.92746216

00:30:54.935 --> 00:30:57.600 the only one who would not get vaccinated.



NOTE Confidence: 0.92746216

00:30:57.600 --> 00:31:00.759 And I felt as a Yale Medical school graduate,

NOTE Confidence: 0.92746216

00:31:00.760 --> 00:31:02.584 perhaps she was not a physician

NOTE Confidence: 0.92746216

00:31:02.584 --> 00:31:05.096 to listen to me. And she did not.

NOTE Confidence: 0.92746216

00:31:05.096 --> 00:31:07.483 And explain to me that she had

NOTE Confidence: 0.92746216

00:31:07.483 --> 00:31:10.226 her quote UN quote own sources and

NOTE Confidence: 0.92746216

00:31:10.226 --> 00:31:13.486 concerns about the history of the

NOTE Confidence: 0.92746216

00:31:13.486 --> 00:31:16.624 autism and vaccines which has been

NOTE Confidence: 0.92746216

00:31:16.624 --> 00:31:19.454 you know you know computed and

NOTE Confidence: 0.92746216

00:31:19.454 --> 00:31:22.303 yet you go to the correct sources.

NOTE Confidence: 0.92746216

00:31:22.310 --> 00:31:24.118 And I will not say what they are

NOTE Confidence: 0.92746216

00:31:24.118 --> 00:31:26.259 but I think we all do and I think

NOTE Confidence: 0.92746216

00:31:26.259 --> 00:31:28.387 we all know the people remote them.

NOTE Confidence: 0.92746216

00:31:28.390 --> 00:31:30.476 So there are people I feel like

NOTE Confidence: 0.92746216

00:31:30.476 --> 00:31:32.508 we live in a in a country.

NOTE Confidence: 0.92746216

00:31:32.510 --> 00:31:35.014 I live in a different world than the

NOTE Confidence: 0.92746216

00:31:35.014 --> 00:31:37.343 world that this person does because  
NOTE Confidence: 0.92746216

00:31:37.343 --> 00:31:39.785 the information they receive and and  
NOTE Confidence: 0.92746216

00:31:39.855 --> 00:31:41.758 don't in my and and critically assess  
NOTE Confidence: 0.92746216

00:31:41.758 --> 00:31:44.788 and I was and then she is not the only one.  
NOTE Confidence: 0.92746216

00:31:44.790 --> 00:31:46.214 I've had patients say this to me and  
NOTE Confidence: 0.92746216

00:31:46.214 --> 00:31:47.488 where I finally have to interrupt  
NOTE Confidence: 0.92746216

00:31:47.488 --> 00:31:48.145 them and say  
NOTE Confidence: 0.9385025

00:31:50.940 --> 00:31:55.300 need to agree to disagree  
NOTE Confidence: 0.9385025

00:31:55.300 --> 00:31:56.380 on with my being able to take care of you.  
NOTE Confidence: 0.9385025

00:31:56.380 --> 00:32:03.220 Yeah. I mean I think you know one one  
NOTE Confidence: 0.9385025

00:32:03.220 --> 00:32:06.765 part of this is the fact that people  
NOTE Confidence: 0.9385025

00:32:06.765 --> 00:32:08.600 don't make decisions based on careful  
NOTE Confidence: 0.9385025

00:32:08.600 --> 00:32:10.580 analyses of the risks and benefits.  
NOTE Confidence: 0.9385025

00:32:10.580 --> 00:32:12.841 Most of the time most of our  
NOTE Confidence: 0.9385025

00:32:12.841 --> 00:32:14.580 decisions are socially determined.  
NOTE Confidence: 0.9385025

00:32:14.580 --> 00:32:15.492 You know the people,

NOTE Confidence: 0.9385025

00:32:15.492 --> 00:32:17.190 what the people around us are doing,

NOTE Confidence: 0.9385025

00:32:17.190 --> 00:32:18.667 how our community feels about an issue,

NOTE Confidence: 0.9385025

00:32:18.670 --> 00:32:21.064 what our family and friends have done.

NOTE Confidence: 0.9385025

00:32:21.070 --> 00:32:22.267 And so a big part of this,

NOTE Confidence: 0.9385025

00:32:22.270 --> 00:32:24.421 I mean one thing to note to to the

NOTE Confidence: 0.9385025

00:32:24.421 --> 00:32:26.453 earlier question is that trust in

NOTE Confidence: 0.9385025

00:32:26.453 --> 00:32:28.188 medical leaders broadly has fallen,

NOTE Confidence: 0.9385025

00:32:28.190 --> 00:32:29.606 but people actually have very high

NOTE Confidence: 0.9385025

00:32:29.606 --> 00:32:31.468 levels and trust of their own physician.

NOTE Confidence: 0.9385025

00:32:31.470 --> 00:32:32.653 So if you have your own physician

NOTE Confidence: 0.9385025

00:32:32.653 --> 00:32:33.586 off and that's that's that's

NOTE Confidence: 0.9385025

00:32:33.586 --> 00:32:34.750 a really important part of it.

NOTE Confidence: 0.9385025

00:32:34.750 --> 00:32:35.590 But even in this case,

NOTE Confidence: 0.9385025

00:32:35.590 --> 00:32:38.026 when people have different types of

NOTE Confidence: 0.9385025

00:32:38.030 --> 00:32:39.530 information sources that you feel like

NOTE Confidence: 0.9385025

00:32:39.530 --> 00:32:41.188 you're not able to to get around,

NOTE Confidence: 0.9385025

00:32:41.190 --> 00:32:42.190 I mean part of that,

NOTE Confidence: 0.9385025

00:32:42.190 --> 00:32:44.829 the reason is that they're not analyzing,

NOTE Confidence: 0.9385025

00:32:44.830 --> 00:32:45.352 you know,

NOTE Confidence: 0.9385025

00:32:45.352 --> 00:32:47.179 the number needed to treat in the

NOTE Confidence: 0.9385025

00:32:47.179 --> 00:32:49.160 way that that that we might be 1

NOTE Confidence: 0.9385025

00:32:49.160 --> 00:32:50.420 concept that I found very helpful

NOTE Confidence: 0.9385025

00:32:50.420 --> 00:32:52.069 is this idea of trusted messengers.

NOTE Confidence: 0.9385025

00:32:52.070 --> 00:32:54.110 So every community has people who

NOTE Confidence: 0.9385025

00:32:54.110 --> 00:32:56.600 they look to and they may look

NOTE Confidence: 0.9385025

00:32:56.600 --> 00:32:57.960 to different different sources

NOTE Confidence: 0.9385025

00:32:57.960 --> 00:32:59.585 than than we look to.

NOTE Confidence: 0.9385025

00:32:59.590 --> 00:33:00.815 I wrote an article recently

NOTE Confidence: 0.9385025

00:33:00.815 --> 00:33:01.550 about Francis Collins,

NOTE Confidence: 0.9385025

00:33:01.550 --> 00:33:04.240 the outgoing NIH director,

NOTE Confidence: 0.9385025

00:33:04.240 --> 00:33:06.265 and he's an evangelical Christian.

NOTE Confidence: 0.9385025

00:33:06.270 --> 00:33:08.169 And so a lot of what he wants to

NOTE Confidence: 0.9385025

00:33:08.169 --> 00:33:10.049 do in his post directorship life

NOTE Confidence: 0.9385025

00:33:10.049 --> 00:33:12.080 is focused on this very issue.

NOTE Confidence: 0.9385025

00:33:12.080 --> 00:33:13.830 So he's doing a lot of work

NOTE Confidence: 0.9385025

00:33:13.830 --> 00:33:15.344 with church groups and pastors

NOTE Confidence: 0.9385025

00:33:15.344 --> 00:33:16.756 and going into communities.

NOTE Confidence: 0.9385025

00:33:16.760 --> 00:33:19.336 He's he said he wants to spend

NOTE Confidence: 0.9385025

00:33:19.336 --> 00:33:21.082 whatever you know credibility and

NOTE Confidence: 0.9385025

00:33:21.082 --> 00:33:23.008 capital he has gained over this

NOTE Confidence: 0.9385025

00:33:23.008 --> 00:33:24.992 long career as the scientific mind

NOTE Confidence: 0.9385025

00:33:24.992 --> 00:33:27.104 trying to go into the communities

NOTE Confidence: 0.9385025

00:33:27.104 --> 00:33:30.109 that he feels are his own communities

NOTE Confidence: 0.9385025

00:33:30.109 --> 00:33:31.981 evangelical Christians and trying

NOTE Confidence: 0.9385025

00:33:31.981 --> 00:33:34.568 to increase trust in public health

NOTE Confidence: 0.9385025

00:33:34.568 --> 00:33:36.598 and vaccinations And so are there

NOTE Confidence: 0.9385025

00:33:36.598 --> 00:33:37.921 a lot of trusted messengers in some  
NOTE Confidence: 0.9385025

00:33:37.921 --> 00:33:39.380 of these communities probably not.  
NOTE Confidence: 0.9385025

00:33:39.380 --> 00:33:41.382 But I think that is the most  
NOTE Confidence: 0.9385025

00:33:41.382 --> 00:33:42.573 effective intervention that I've  
NOTE Confidence: 0.9385025

00:33:42.573 --> 00:33:43.938 that I've ever come across.  
NOTE Confidence: 0.9327425

00:33:44.980 --> 00:33:49.007 David. Yeah I'm David Greene class three.  
NOTE Confidence: 0.9327425

00:33:49.007 --> 00:33:51.463 I want to get your thoughts on the  
NOTE Confidence: 0.9327425

00:33:51.463 --> 00:33:52.940 disturbing trend that we're seeing  
NOTE Confidence: 0.9327425

00:33:56.110 --> 00:33:58.534 largest most eligible population.  
NOTE Confidence: 0.9327425

00:33:58.534 --> 00:34:00.509 Of course, we're seeing the  
NOTE Confidence: 0.9327425

00:34:03.670 --> 00:34:05.610 hugest number of primary cares  
NOTE Confidence: 0.9327425

00:34:05.610 --> 00:34:07.550 going to falls fears medicine,  
NOTE Confidence: 0.9327425

00:34:07.550 --> 00:34:11.980 while the population of patients and that  
NOTE Confidence: 0.9363741

00:34:19.620 --> 00:34:21.412 looks like increasingly that's  
NOTE Confidence: 0.9363741

00:34:21.412 --> 00:34:24.100 becoming the shape of the future.  
NOTE Confidence: 0.9363741

00:34:24.100 --> 00:34:25.276 So I want to see what

NOTE Confidence: 0.9363741

00:34:25.276 --> 00:34:26.340 your thoughts are on that.

NOTE Confidence: 0.9363741

00:34:26.340 --> 00:34:28.260 The shape of the future.

NOTE Confidence: 0.9363741

00:34:28.260 --> 00:34:29.380 Yeah. I mean, in a way when

NOTE Confidence: 0.9363741

00:34:29.380 --> 00:34:30.605 I've talked to people who

NOTE Confidence: 0.9363741

00:34:30.605 --> 00:34:31.340 do concierge medicine,

NOTE Confidence: 0.9363741

00:34:31.340 --> 00:34:32.859 I mean some of it is financial.

NOTE Confidence: 0.9363741

00:34:32.860 --> 00:34:34.507 Some of it is at least they say this

NOTE Confidence: 0.9363741

00:34:34.507 --> 00:34:35.973 idea that they're able to practice

NOTE Confidence: 0.9363741

00:34:35.973 --> 00:34:37.710 the type of medicine that they want

NOTE Confidence: 0.9363741

00:34:37.710 --> 00:34:39.306 to practice that they don't feel the

NOTE Confidence: 0.9363741

00:34:39.306 --> 00:34:41.670 same pressures to see as many patients

NOTE Confidence: 0.9363741

00:34:41.670 --> 00:34:44.550 as they as they as they did before.

NOTE Confidence: 0.9363741

00:34:44.550 --> 00:34:45.798 You know I think we to

NOTE Confidence: 0.9363741

00:34:45.798 --> 00:34:46.422 our earlier conversation,

NOTE Confidence: 0.9363741

00:34:46.430 --> 00:34:48.776 I think having a practitioner whether

NOTE Confidence: 0.9363741

00:34:48.776 --> 00:34:51.016 it's a nurse practitioner or a  
NOTE Confidence: 0.9363741

00:34:51.016 --> 00:34:52.840 Doctor Who is your primary point  
NOTE Confidence: 0.9363741

00:34:52.840 --> 00:34:55.068 person into the healthcare system is,  
NOTE Confidence: 0.9363741

00:34:55.070 --> 00:34:56.883 is incredibly it is one of the  
NOTE Confidence: 0.9363741

00:34:56.883 --> 00:34:58.212 most important things that that  
NOTE Confidence: 0.9363741

00:34:58.212 --> 00:34:59.706 one can have for their health.  
NOTE Confidence: 0.9363741

00:34:59.710 --> 00:35:00.885 You probably know the space  
NOTE Confidence: 0.9363741

00:35:00.885 --> 00:35:02.700 better than I do in terms of  
NOTE Confidence: 0.9363741

00:35:02.700 --> 00:35:03.868 concierge medicine And and  
NOTE Confidence: 0.9355892

00:35:04.870 --> 00:35:06.210 yeah, I mean concierge medicine  
NOTE Confidence: 0.9355892

00:35:06.210 --> 00:35:08.412 had like a peak very early on and  
NOTE Confidence: 0.9355892

00:35:08.412 --> 00:35:10.026 then it's sort of modified itself.  
NOTE Confidence: 0.9355892

00:35:10.030 --> 00:35:11.716 That the example of concierge medicine  
NOTE Confidence: 0.9355892

00:35:11.716 --> 00:35:13.743 that worries me the most right now is  
NOTE Confidence: 0.9355892

00:35:13.743 --> 00:35:15.510 and maybe I'm going to get it wrong,  
NOTE Confidence: 0.9355892

00:35:15.510 --> 00:35:17.574 is 1 medical that was on the West



NOTE Confidence: 0.9355892

00:35:17.574 --> 00:35:19.489 Coast that was acquired by Amazon.

NOTE Confidence: 0.9355892

00:35:19.489 --> 00:35:23.620 But that was a level of of a primary

NOTE Confidence: 0.9355892

00:35:23.732 --> 00:35:25.482 care pay your subscription and

NOTE Confidence: 0.9355892

00:35:25.482 --> 00:35:28.030 you can get access to a doctor.

NOTE Confidence: 0.9355892

00:35:28.030 --> 00:35:30.118 But if you're not a member of that network

NOTE Confidence: 0.9355892

00:35:30.118 --> 00:35:32.168 and you're not paying the subscription,

NOTE Confidence: 0.9355892

00:35:32.170 --> 00:35:33.250 and then you're relegated

NOTE Confidence: 0.9355892

00:35:33.250 --> 00:35:34.330 to fending for yourself.

NOTE Confidence: 0.9355892

00:35:34.330 --> 00:35:36.570 And So what it does is it provides a really

NOTE Confidence: 0.9355892

00:35:36.624 --> 00:35:38.964 good level of care for those that have means.

NOTE Confidence: 0.9355892

00:35:38.970 --> 00:35:40.698 We all have means,

NOTE Confidence: 0.9355892

00:35:40.698 --> 00:35:44.010 but there's a huge swath left behind.

NOTE Confidence: 0.9355892

00:35:44.010 --> 00:35:46.090 And quite frankly, to me,

NOTE Confidence: 0.9355892

00:35:46.090 --> 00:35:48.730 one of the biggest concerns is that we've,

NOTE Confidence: 0.9355892

00:35:48.730 --> 00:35:50.128 you know, we're drowning the frog.

NOTE Confidence: 0.9355892

00:35:50.130 --> 00:35:51.876 We're just acclimating to the idea  
NOTE Confidence: 0.9355892

00:35:51.876 --> 00:35:54.191 that we do have two tiers of a  
NOTE Confidence: 0.9355892

00:35:54.191 --> 00:35:55.829 system right now and that that's  
NOTE Confidence: 0.9355892

00:35:55.893 --> 00:35:57.927 sort of acceptable in most locales.  
NOTE Confidence: 0.9355892

00:35:57.930 --> 00:35:59.169 I mean, you're you're in New York,  
NOTE Confidence: 0.9355892

00:35:59.170 --> 00:36:01.102 which is a great example where you  
NOTE Confidence: 0.9355892

00:36:01.102 --> 00:36:03.361 have a City Hospital system operating  
NOTE Confidence: 0.9355892

00:36:03.361 --> 00:36:05.646 in parallel with private hospitals.  
NOTE Confidence: 0.9355892

00:36:05.650 --> 00:36:08.758 And if you're a poor or underinsured  
NOTE Confidence: 0.9355892

00:36:08.758 --> 00:36:10.090 or Medicaid patient,  
NOTE Confidence: 0.9355892

00:36:10.090 --> 00:36:11.728 you go to the city hospitals and  
NOTE Confidence: 0.9355892

00:36:11.728 --> 00:36:13.610 if you have commercial insurance,  
NOTE Confidence: 0.9355892

00:36:13.610 --> 00:36:15.995 you go to Wild Cornell or you go to  
NOTE Confidence: 0.9355892

00:36:15.995 --> 00:36:17.770 Columbia or you go to NYU Langone.  
NOTE Confidence: 0.9306442

00:36:18.950 --> 00:36:20.669 Yeah. And and the other thing that I think  
NOTE Confidence: 0.9306442

00:36:20.669 --> 00:36:22.161 people don't talk about enough is that

NOTE Confidence: 0.9306442

00:36:22.161 --> 00:36:23.709 the city hospitals and public hospitals,

NOTE Confidence: 0.9306442

00:36:23.710 --> 00:36:25.870 they actually subsidize the the,

NOTE Confidence: 0.9306442

00:36:25.870 --> 00:36:27.230 the more private oriented hospitals,

NOTE Confidence: 0.9306442

00:36:27.230 --> 00:36:28.211 right, Because they,

NOTE Confidence: 0.9306442

00:36:28.211 --> 00:36:30.173 they take patients who otherwise would

NOTE Confidence: 0.9306442

00:36:30.173 --> 00:36:32.387 have to be treated in those institutions.

NOTE Confidence: 0.9306442

00:36:32.390 --> 00:36:34.040 And so I don't think that's

NOTE Confidence: 0.9306442

00:36:34.040 --> 00:36:35.310 something that people have fully,

NOTE Confidence: 0.9306442

00:36:35.310 --> 00:36:37.550 fully grappled with. Yep.

NOTE Confidence: 0.9306442

00:36:37.550 --> 00:36:40.190 I'm Carl Mann C and Gro 73.

NOTE Confidence: 0.9306442

00:36:40.190 --> 00:36:43.002 Tell me the difference between valuebased

NOTE Confidence: 0.9306442

00:36:43.002 --> 00:36:44.786 medicine and riskbased medicine.

NOTE Confidence: 0.9265229

00:36:47.170 --> 00:36:48.556 There's a lot of overlap between

NOTE Confidence: 0.9265229

00:36:48.556 --> 00:36:50.898 those two things. I mean, so the,

NOTE Confidence: 0.9265229

00:36:50.898 --> 00:36:53.370 the basic idea behind value based

NOTE Confidence: 0.9265229

00:36:53.457 --> 00:36:56.386 medicine is that you tie payment to  
NOTE Confidence: 0.9265229

00:36:56.386 --> 00:36:59.329 some measure of of quality and there  
NOTE Confidence: 0.9265229

00:36:59.329 --> 00:37:02.486 are different ways to go about that.  
NOTE Confidence: 0.9265229

00:37:02.490 --> 00:37:04.506 And so in the kind of initial  
NOTE Confidence: 0.9265229

00:37:04.506 --> 00:37:06.618 version of that, you might just tie  
NOTE Confidence: 0.9265229

00:37:06.618 --> 00:37:08.490 a regular fee for service payment.  
NOTE Confidence: 0.9265229

00:37:08.490 --> 00:37:10.002 So you do it, you do something  
NOTE Confidence: 0.9265229

00:37:10.002 --> 00:37:11.621 and we're going to pay you and  
NOTE Confidence: 0.9265229

00:37:11.621 --> 00:37:13.001 we're going to adjust that payment  
NOTE Confidence: 0.9265229

00:37:13.054 --> 00:37:15.250 slightly based on the quality or  
NOTE Confidence: 0.9265229

00:37:15.250 --> 00:37:17.070 the outcome of that procedure.  
NOTE Confidence: 0.9265229

00:37:17.070 --> 00:37:19.518 Let's say that's what the the  
NOTE Confidence: 0.9265229

00:37:19.518 --> 00:37:21.150 MIPS program for instance,  
NOTE Confidence: 0.9265229

00:37:21.150 --> 00:37:23.390 the Medicare MIPS program is focused on.  
NOTE Confidence: 0.9265229

00:37:23.390 --> 00:37:25.820 There's a lot of controversy about  
NOTE Confidence: 0.9265229

00:37:25.820 --> 00:37:27.989 whether it does anything that is

NOTE Confidence: 0.9265229

00:37:27.990 --> 00:37:30.306 that that is helpful for patients.

NOTE Confidence: 0.9265229

00:37:30.310 --> 00:37:32.088 The on the other end of the

NOTE Confidence: 0.9265229

00:37:32.088 --> 00:37:33.670 spectrum is kind of full risk,

NOTE Confidence: 0.9265229

00:37:33.670 --> 00:37:37.387 meaning you as an organization or provider

NOTE Confidence: 0.9265229

00:37:37.387 --> 00:37:41.670 care for a population of patients upfront.

NOTE Confidence: 0.9265229

00:37:41.670 --> 00:37:44.064 We will give you the, the,

NOTE Confidence: 0.9265229

00:37:44.064 --> 00:37:47.522 the what we expect this population of

NOTE Confidence: 0.9265229

00:37:47.522 --> 00:37:50.770 patients to cost and you get to functionally

NOTE Confidence: 0.9265229

00:37:50.770 --> 00:37:52.903 keep the difference between what we

NOTE Confidence: 0.9265229

00:37:52.903 --> 00:37:55.087 paid you and what you end up spending.

NOTE Confidence: 0.9265229

00:37:55.090 --> 00:37:56.510 And so you're taking the

NOTE Confidence: 0.9265229

00:37:56.510 --> 00:37:57.646 risk for that population.

NOTE Confidence: 0.9265229

00:37:57.650 --> 00:37:59.050 So if you come in over that,

NOTE Confidence: 0.9265229

00:37:59.050 --> 00:38:01.303 if you spend you know \$15,000

NOTE Confidence: 0.9265229

00:38:01.303 --> 00:38:02.768 a patient instead of 10,000,

NOTE Confidence: 0.9265229

00:38:02.770 --> 00:38:04.262 you eat that cost.  
NOTE Confidence: 0.9265229

00:38:04.262 --> 00:38:07.188 If you spend 8000 and you know and  
NOTE Confidence: 0.9265229

00:38:07.188 --> 00:38:08.994 and we gave you 10,000 per patient  
NOTE Confidence: 0.9265229

00:38:08.994 --> 00:38:10.778 then you you benefit from that.  
NOTE Confidence: 0.9265229

00:38:10.780 --> 00:38:13.300 You can see how this is challenging and  
NOTE Confidence: 0.9265229

00:38:13.300 --> 00:38:15.980 in one way in that it may incentivize  
NOTE Confidence: 0.9265229

00:38:15.980 --> 00:38:18.308 people to do less for for their patients  
NOTE Confidence: 0.9265229

00:38:18.308 --> 00:38:19.820 because they want to save money.  
NOTE Confidence: 0.9265229

00:38:19.820 --> 00:38:21.857 So there are some guardrails around that  
NOTE Confidence: 0.9265229

00:38:21.857 --> 00:38:24.417 you have to meet certain quality metrics.  
NOTE Confidence: 0.9265229

00:38:24.420 --> 00:38:26.580 You know the ideally the outcomes  
NOTE Confidence: 0.9265229

00:38:26.580 --> 00:38:28.894 for those patients are are measured  
NOTE Confidence: 0.9265229

00:38:28.894 --> 00:38:31.072 very closely and then there's the  
NOTE Confidence: 0.9265229

00:38:31.072 --> 00:38:32.787 additional challenge is the amount  
NOTE Confidence: 0.9265229

00:38:32.787 --> 00:38:34.794 that you initially get paid for  
NOTE Confidence: 0.9265229

00:38:34.794 --> 00:38:36.670 that group of patients depend on

NOTE Confidence: 0.9265229

00:38:36.670 --> 00:38:38.090 how sick those patients are, right.

NOTE Confidence: 0.9265229

00:38:38.090 --> 00:38:39.590 So if you're a young person

NOTE Confidence: 0.9265229

00:38:39.637 --> 00:38:40.609 with one comorbidity,

NOTE Confidence: 0.9265229

00:38:40.610 --> 00:38:42.059 you know you're not going to cost

NOTE Confidence: 0.9265229

00:38:42.059 --> 00:38:44.151 as much in theory as someone who is

NOTE Confidence: 0.9265229

00:38:44.151 --> 00:38:45.566 much older with many comorbidities.

NOTE Confidence: 0.9265229

00:38:45.570 --> 00:38:47.630 So there's the incentive on

NOTE Confidence: 0.9265229

00:38:47.630 --> 00:38:49.690 the part of the providers,

NOTE Confidence: 0.9265229

00:38:49.690 --> 00:38:52.105 people will say or the insurers to

NOTE Confidence: 0.9265229

00:38:52.105 --> 00:38:53.889 make their population look sicker

NOTE Confidence: 0.9265229

00:38:53.890 --> 00:38:56.072 than they actually are or make

NOTE Confidence: 0.9265229

00:38:56.072 --> 00:38:57.644 them look as thick as possible.

NOTE Confidence: 0.9265229

00:38:57.650 --> 00:38:59.918 So you can see why value based

NOTE Confidence: 0.9265229

00:38:59.918 --> 00:39:00.890 care in theory.

NOTE Confidence: 0.9265229

00:39:00.890 --> 00:39:02.010 At the beginning of this,

NOTE Confidence: 0.9265229

00:39:02.010 --> 00:39:03.424 we talked about how we felt it  
NOTE Confidence: 0.9265229

00:39:03.424 --> 00:39:04.944 was really the right thing to do  
NOTE Confidence: 0.9265229

00:39:04.944 --> 00:39:06.240 and I still think generally it  
NOTE Confidence: 0.9265229

00:39:06.285 --> 00:39:07.407 is the right thing to do.  
NOTE Confidence: 0.9265229

00:39:07.410 --> 00:39:09.210 But there's all these ways  
NOTE Confidence: 0.9265229

00:39:09.210 --> 00:39:11.130 to game programs that make it  
NOTE Confidence: 0.9265229

00:39:11.130 --> 00:39:12.330 really challenging in actuality.  
NOTE Confidence: 0.9272795

00:39:13.090 --> 00:39:15.554 And and to that point I would just  
NOTE Confidence: 0.9272795

00:39:15.554 --> 00:39:18.630 say like they were series of lawsuits  
NOTE Confidence: 0.9272795

00:39:18.630 --> 00:39:21.530 including one against Cigna earlier,  
NOTE Confidence: 0.9272795

00:39:21.530 --> 00:39:22.690 a late in last year,  
NOTE Confidence: 0.9272795

00:39:22.690 --> 00:39:24.930 I think November of 22.  
NOTE Confidence: 0.9272795

00:39:24.930 --> 00:39:26.615 And it just highlighted for  
NOTE Confidence: 0.9272795

00:39:26.615 --> 00:39:27.963 me how these companies,  
NOTE Confidence: 0.9272795

00:39:27.970 --> 00:39:29.482 you know if you want to make them blameless,  
NOTE Confidence: 0.9272795

00:39:29.490 --> 00:39:31.555 you can just say that the incentives



NOTE Confidence: 0.9272795

00:39:31.555 --> 00:39:34.236 line up for Cigna to want to elevate the

NOTE Confidence: 0.9272795

00:39:34.236 --> 00:39:36.450 risk rating of their patient population.

NOTE Confidence: 0.9272795

00:39:36.450 --> 00:39:38.626 So they could collect as much money as

NOTE Confidence: 0.9272795

00:39:38.626 --> 00:39:40.589 possible and ideally they want to spend

NOTE Confidence: 0.9272795

00:39:40.589 --> 00:39:42.810 as little as possible on those patients.

NOTE Confidence: 0.9272795

00:39:42.810 --> 00:39:44.525 Ideally, it's not exactly what

NOTE Confidence: 0.9272795

00:39:44.525 --> 00:39:46.666 you would describe if you were

NOTE Confidence: 0.9272795

00:39:46.666 --> 00:39:49.170 talking about building a a value

NOTE Confidence: 0.9272795

00:39:49.170 --> 00:39:51.330 based healthy healthcare system.

NOTE Confidence: 0.9272795

00:39:51.330 --> 00:39:51.930 But the theory

NOTE Confidence: 0.9366387

00:39:51.930 --> 00:39:53.232 is you know you have this population

NOTE Confidence: 0.9366387

00:39:53.232 --> 00:39:54.770 of patients, we're going to give you

NOTE Confidence: 0.9366387

00:39:54.770 --> 00:39:56.317 this much money and you figure out

NOTE Confidence: 0.9366387

00:39:56.317 --> 00:39:58.090 how best to manage these patients.

NOTE Confidence: 0.9366387

00:39:58.090 --> 00:39:59.800 So in the past you know you only get

NOTE Confidence: 0.9366387

00:39:59.800 --> 00:40:01.313 paid if the patient actually comes  
NOTE Confidence: 0.9366387

00:40:01.313 --> 00:40:03.062 in for the doctor's visit and then  
NOTE Confidence: 0.9366387

00:40:03.062 --> 00:40:04.553 you bill them and then they now  
NOTE Confidence: 0.9366387

00:40:04.553 --> 00:40:05.810 let's say you can do telehealth,  
NOTE Confidence: 0.9366387

00:40:05.810 --> 00:40:06.698 you can call them,  
NOTE Confidence: 0.9366387

00:40:06.698 --> 00:40:08.609 you can send someone out to their home.  
NOTE Confidence: 0.9366387

00:40:08.610 --> 00:40:10.080 This is the theory that you can  
NOTE Confidence: 0.9366387

00:40:10.080 --> 00:40:11.616 be more creative in the way that  
NOTE Confidence: 0.9366387

00:40:11.616 --> 00:40:12.686 you care for these patients.  
NOTE Confidence: 0.9392885

00:40:22.850 --> 00:40:22.870 I  
NOTE Confidence: 0.9392885

00:40:27.760 --> 00:40:28.840 would just say about Kaiser,  
NOTE Confidence: 0.9392885

00:40:28.840 --> 00:40:30.124 which is always I think I  
NOTE Confidence: 0.9392885

00:40:30.124 --> 00:40:31.360 agree with you about Kaiser.  
NOTE Confidence: 0.9392885

00:40:31.360 --> 00:40:32.746 Everything I've read, I talk about  
NOTE Confidence: 0.9392885

00:40:32.746 --> 00:40:34.640 it a lot when I teach my courses.  
NOTE Confidence: 0.9392885

00:40:34.640 --> 00:40:36.662 But Kaiser has the luxury of

NOTE Confidence: 0.9392885

00:40:36.662 --> 00:40:38.448 dealing with a commercially insured

NOTE Confidence: 0.9392885

00:40:38.448 --> 00:40:40.656 population and only takes on Medicaid

NOTE Confidence: 0.9392885

00:40:40.656 --> 00:40:43.121 patients to the extent they want to

NOTE Confidence: 0.9392885

00:40:43.121 --> 00:40:45.071 take on Medicaid patients and same

NOTE Confidence: 0.9392885

00:40:45.080 --> 00:40:47.798 for Medicare Advantage. So it is,

NOTE Confidence: 0.9392885

00:40:47.800 --> 00:40:50.075 it is a different entity and animal,

NOTE Confidence: 0.9392885

00:40:50.080 --> 00:40:51.004 it's an integrated system.

NOTE Confidence: 0.9392885

00:40:51.004 --> 00:40:52.159 But I agree with you.

NOTE Confidence: 0.9392885

00:40:52.160 --> 00:40:53.904 Like if you asked me what I would

NOTE Confidence: 0.9392885

00:40:53.904 --> 00:40:55.442 prefer to have anywhere in the

NOTE Confidence: 0.9392885

00:40:55.442 --> 00:40:57.280 country would be a Kaiser model now.

NOTE Confidence: 0.9392885

00:40:57.280 --> 00:40:57.480 And of

NOTE Confidence: 0.93577003

00:40:58.120 --> 00:40:59.998 course up until two years ago,

NOTE Confidence: 0.93577003

00:41:00.000 --> 00:41:02.960 the CEO was Yale 72.

NOTE Confidence: 0.93577003

00:41:02.960 --> 00:41:04.478 That's right. That's right. Let

NOTE Confidence: 0.93577003

00:41:04.480 --> 00:41:05.740 me go over here and then I'm  
NOTE Confidence: 0.93577003

00:41:05.740 --> 00:41:06.839 going to come back around.  
NOTE Confidence: 0.93577003

00:41:06.840 --> 00:41:08.200 I think him first and then you Ed  
NOTE Confidence: 0.93577003

00:41:10.280 --> 00:41:12.476 Weaver, Class 93 probably value based  
NOTE Confidence: 0.93577003

00:41:16.860 --> 00:41:19.175 care. What assumptions did you  
NOTE Confidence: 0.93577003

00:41:19.175 --> 00:41:21.820 have then that you realize now  
NOTE Confidence: 0.93577003

00:41:21.820 --> 00:41:24.178 might not have been correct that  
NOTE Confidence: 0.93577003

00:41:24.180 --> 00:41:25.300 altered how things turned out?  
NOTE Confidence: 0.9364025

00:41:25.780 --> 00:41:26.580 Yeah, I think, you know,  
NOTE Confidence: 0.9364025

00:41:26.580 --> 00:41:29.724 we all were drinking the kool-aid  
NOTE Confidence: 0.9364025

00:41:29.724 --> 00:41:31.820 about how successful Kaiser,  
NOTE Confidence: 0.9364025

00:41:31.820 --> 00:41:33.396 Geisinger, even Cleveland Clinic,  
NOTE Confidence: 0.9364025

00:41:33.396 --> 00:41:36.580 like each place we would talk about being,  
NOTE Confidence: 0.9364025

00:41:36.580 --> 00:41:38.220 look how successful they are.  
NOTE Confidence: 0.9364025

00:41:38.220 --> 00:41:39.144 They can do it.  
NOTE Confidence: 0.9364025

00:41:39.144 --> 00:41:40.860 Why can't we do it anywhere else?

NOTE Confidence: 0.9364025

00:41:40.860 --> 00:41:43.499 And there are a lot of cultural

NOTE Confidence: 0.9364025

00:41:43.499 --> 00:41:46.008 differences between Kaiser in, you know,

NOTE Confidence: 0.9364025

00:41:46.008 --> 00:41:47.756 Southern and Northern California

NOTE Confidence: 0.9364025

00:41:47.756 --> 00:41:50.648 and Kaiser putting it in Texas or

NOTE Confidence: 0.9364025

00:41:50.648 --> 00:41:52.593 Kaiser putting it in Pennsylvania.

NOTE Confidence: 0.9364025

00:41:52.600 --> 00:41:54.720 And I think what we've come to realize

NOTE Confidence: 0.9364025

00:41:54.720 --> 00:41:56.698 is the culture among physicians and

NOTE Confidence: 0.9364025

00:41:56.698 --> 00:41:59.198 the culture on patients has to align

NOTE Confidence: 0.9364025

00:41:59.198 --> 00:42:01.316 with the system we're talking about.

NOTE Confidence: 0.9364025

00:42:01.320 --> 00:42:03.000 So it's a lot easier said than

NOTE Confidence: 0.9364025

00:42:03.000 --> 00:42:04.865 done because I was one of those

NOTE Confidence: 0.9364025

00:42:04.865 --> 00:42:05.957 people who thought like,

NOTE Confidence: 0.9364025

00:42:05.960 --> 00:42:07.810 why can't we just recreate

NOTE Confidence: 0.9364025

00:42:07.810 --> 00:42:09.290 Kaiser in other places?

NOTE Confidence: 0.9364025

00:42:09.290 --> 00:42:10.930 But easier said than done.

NOTE Confidence: 0.9364025

00:42:10.930 --> 00:42:12.925 That was probably my single biggest point.

NOTE Confidence: 0.9364025

00:42:12.930 --> 00:42:13.850 I don't know if you have other thoughts.

NOTE Confidence: 0.9364025

00:42:13.850 --> 00:42:14.168 I was going

NOTE Confidence: 0.93284106

00:42:14.170 --> 00:42:16.288 to ask you why you feel.

NOTE Confidence: 0.93284106

00:42:16.290 --> 00:42:17.753 I mean is it just the cultural

NOTE Confidence: 0.93284106

00:42:17.753 --> 00:42:18.610 exploitation that's really hard.

NOTE Confidence: 0.93284106

00:42:18.610 --> 00:42:21.136 I mean Kaiser's tried to expand,

NOTE Confidence: 0.93284106

00:42:21.136 --> 00:42:23.166 if not done very well,

NOTE Confidence: 0.93284106

00:42:23.170 --> 00:42:25.066 The Mayo Clinic has tried and in some

NOTE Confidence: 0.93284106

00:42:25.066 --> 00:42:28.130 places and still have some institutions.

NOTE Confidence: 0.93284106

00:42:28.130 --> 00:42:29.930 But is it a matter of you can't

NOTE Confidence: 0.93284106

00:42:29.930 --> 00:42:31.633 just stick the name of this

NOTE Confidence: 0.93284106

00:42:31.633 --> 00:42:32.833 amazing institution on some

NOTE Confidence: 0.93284106

00:42:32.833 --> 00:42:34.289 other place somewhere else?

NOTE Confidence: 0.93284106

00:42:34.290 --> 00:42:35.262 And or like, why?

NOTE Confidence: 0.93284106

00:42:35.262 --> 00:42:37.360 Why is it so hard to expand? I

NOTE Confidence: 0.92297155

00:42:37.360 --> 00:42:39.705 think in Kaiser's situation is that the

NOTE Confidence: 0.92297155

00:42:39.705 --> 00:42:41.531 population actually accepts that care is

NOTE Confidence: 0.92297155

00:42:41.531 --> 00:42:43.316 going to be delivered a different way,

NOTE Confidence: 0.92297155

00:42:43.320 --> 00:42:45.228 That you don't deserve an MRI

NOTE Confidence: 0.92297155

00:42:45.228 --> 00:42:47.200 every time you twist your knee,

NOTE Confidence: 0.92297155

00:42:47.200 --> 00:42:51.493 that you don't have to go into an expensive

NOTE Confidence: 0.92297155

00:42:51.493 --> 00:42:54.760 emergency room every time that you have,

NOTE Confidence: 0.92297155

00:42:54.760 --> 00:42:56.280 you know, an ankle pain.

NOTE Confidence: 0.92297155

00:42:56.280 --> 00:42:57.729 I mean, I work in the emergency

NOTE Confidence: 0.92297155

00:42:57.729 --> 00:42:59.696 room as a radiologist and I read

NOTE Confidence: 0.92297155

00:42:59.696 --> 00:43:01.311 histories basically on every single

NOTE Confidence: 0.92297155

00:43:01.311 --> 00:43:03.144 study and then blown away by what

NOTE Confidence: 0.92297155

00:43:03.144 --> 00:43:04.680 we call an emergency right now.

NOTE Confidence: 0.92297155

00:43:04.680 --> 00:43:06.360 Kaiser knows how to triage that.

NOTE Confidence: 0.92297155

00:43:06.360 --> 00:43:10.944 Kaiser knows how to use their own supply

NOTE Confidence: 0.92297155

00:43:10.944 --> 00:43:13.543 side limitations on care to be able to  
NOTE Confidence: 0.92297155

00:43:13.543 --> 00:43:15.729 deliver the most important care of the  
NOTE Confidence: 0.92297155

00:43:15.729 --> 00:43:17.916 people that most acutely in need and  
NOTE Confidence: 0.92297155

00:43:17.916 --> 00:43:19.908 be able to put people on a schedule  
NOTE Confidence: 0.92297155

00:43:19.908 --> 00:43:22.477 for care if they're later in New Haven.  
NOTE Confidence: 0.92297155

00:43:22.480 --> 00:43:24.400 If you were to tell somebody,  
NOTE Confidence: 0.92297155

00:43:24.400 --> 00:43:25.876 come back in in three weeks  
NOTE Confidence: 0.92297155

00:43:25.876 --> 00:43:27.320 and if it's not better,  
NOTE Confidence: 0.92297155

00:43:27.320 --> 00:43:29.966 then we'll we'll see you again.  
NOTE Confidence: 0.92297155

00:43:29.970 --> 00:43:31.810 They would find a different doctor to see,  
NOTE Confidence: 0.9337936

00:43:31.890 --> 00:43:32.748 wait till you come to the  
NOTE Confidence: 0.9337936

00:43:32.748 --> 00:43:33.649 Upper East Side of New York,  
NOTE Confidence: 0.9337936

00:43:34.770 --> 00:43:35.938 right, Right. Yeah. Yeah.  
NOTE Confidence: 0.9337936

00:43:35.938 --> 00:43:37.690 There's another question here and then  
NOTE Confidence: 0.9337936

00:43:37.737 --> 00:43:39.250 I'm going to go back there. Yep. So  
NOTE Confidence: 0.9337936

00:43:41.290 --> 00:43:41.370 as



NOTE Confidence: 0.9337936

00:43:48.190 --> 00:43:50.146 physicians, we basically do two things,

NOTE Confidence: 0.9337936

00:43:50.150 --> 00:43:52.628 right. We use our cognitive abilities

NOTE Confidence: 0.9337936

00:43:52.630 --> 00:43:55.430 and we also comfort patients.

NOTE Confidence: 0.9337936

00:43:55.430 --> 00:43:58.686 And it seems to me that it's quite

NOTE Confidence: 0.9337936

00:43:58.686 --> 00:44:00.326 clear that machines are going

NOTE Confidence: 0.9337936

00:44:00.326 --> 00:44:03.010 to be able to do both of those

NOTE Confidence: 0.9337936

00:44:03.010 --> 00:44:04.790 functions much better than us. As

NOTE Confidence: 0.941092143333333

00:44:14.720 --> 00:44:18.152 I guess I would question the premise of

NOTE Confidence: 0.941092143333333

00:44:18.152 --> 00:44:20.884 the question in that do you think that

NOTE Confidence: 0.941092143333333

00:44:20.884 --> 00:44:22.690 people will feel comforted by machines

NOTE Confidence: 0.941092143333333

00:44:22.745 --> 00:44:24.513 in the same way they do as humans

NOTE Confidence: 0.9288618

00:44:38.720 --> 00:44:40.680 are going to have more machines

NOTE Confidence: 0.9288618

00:44:42.880 --> 00:44:43.200 as friends

NOTE Confidence: 0.9288618

00:44:55.820 --> 00:44:56.856 as they are going to have. Yeah.

NOTE Confidence: 0.9288618

00:44:56.856 --> 00:44:58.104 It's I mean it's a really I don't

NOTE Confidence: 0.9288618

00:44:58.104 --> 00:44:59.420 think anyone knows the answer to this.  
NOTE Confidence: 0.9288618

00:44:59.420 --> 00:45:01.769 I do know that a lot of people who  
NOTE Confidence: 0.9288618

00:45:01.769 --> 00:45:03.840 work on a I place the the likelihood  
NOTE Confidence: 0.9288618

00:45:03.840 --> 00:45:06.480 that A I will make humans it's extinct  
NOTE Confidence: 0.9288618

00:45:06.552 --> 00:45:09.155 somewhere between 10 and 20% and so that.  
NOTE Confidence: 0.9288618

00:45:09.155 --> 00:45:11.150 So it's a very scary kind of  
NOTE Confidence: 0.9288618

00:45:11.226 --> 00:45:12.618 thing going forward.  
NOTE Confidence: 0.9288618

00:45:12.620 --> 00:45:15.711 You know I used to think or I I my my belief  
NOTE Confidence: 0.9288618

00:45:15.711 --> 00:45:17.410 still is I I kind of have three jobs.  
NOTE Confidence: 0.9288618

00:45:17.410 --> 00:45:19.490 I write and I do research and I and I  
NOTE Confidence: 0.9288618

00:45:19.547 --> 00:45:21.514 practice medicine and I do think that  
NOTE Confidence: 0.9288618

00:45:21.514 --> 00:45:23.515 my first two jobs are most amenable  
NOTE Confidence: 0.9288618

00:45:23.515 --> 00:45:25.830 to being replaced by by an A I like,  
NOTE Confidence: 0.9288618

00:45:25.830 --> 00:45:26.490 I there's not.  
NOTE Confidence: 0.9288618

00:45:26.490 --> 00:45:28.390 I do think probably in 10 years an A I  
NOTE Confidence: 0.9288618

00:45:28.445 --> 00:45:30.445 can write an article for The New Yorker.

NOTE Confidence: 0.9288618

00:45:30.450 --> 00:45:31.210 You know like I I,

NOTE Confidence: 0.9288618

00:45:31.210 --> 00:45:33.399 I I think that's probably true.

NOTE Confidence: 0.9288618

00:45:33.399 --> 00:45:35.551 Before I talked to you I felt like

NOTE Confidence: 0.9288618

00:45:35.551 --> 00:45:37.615 maybe my doctor job was safe but

NOTE Confidence: 0.9288618

00:45:37.615 --> 00:45:40.285 but maybe I'm wrong about that.

NOTE Confidence: 0.9288618

00:45:40.290 --> 00:45:40.914 I don't know.

NOTE Confidence: 0.9288618

00:45:40.914 --> 00:45:42.821 I mean, I, I, I,

NOTE Confidence: 0.9288618

00:45:42.821 --> 00:45:47.390 I hope that there's still not just

NOTE Confidence: 0.9288618

00:45:47.390 --> 00:45:49.030 not just the comforting role,

NOTE Confidence: 0.9288618

00:45:49.030 --> 00:45:51.788 but there are other parts of medicine.

NOTE Confidence: 0.9288618

00:45:51.790 --> 00:45:53.670 I mean I look at a lot of the patients

NOTE Confidence: 0.9288618

00:45:53.729 --> 00:45:55.910 that I care for in the hospital and I

NOTE Confidence: 0.9288618

00:45:55.910 --> 00:45:58.470 think about how what do they often need?

NOTE Confidence: 0.9288618

00:45:58.470 --> 00:46:00.863 I mean do they do they need the

NOTE Confidence: 0.9288618

00:46:00.863 --> 00:46:04.007 diagnostic acumen of an A I or do

NOTE Confidence: 0.9288618

00:46:04.007 --> 00:46:06.838 they need a lot of them need nursing  
NOTE Confidence: 0.9288618

00:46:06.838 --> 00:46:08.869 care and support in that way.  
NOTE Confidence: 0.9288618

00:46:08.870 --> 00:46:10.830 A lot of them can't use technology.  
NOTE Confidence: 0.9288618

00:46:10.830 --> 00:46:12.738 They they you know they're not  
NOTE Confidence: 0.9288618

00:46:12.738 --> 00:46:14.529 able to themselves engage with it.  
NOTE Confidence: 0.9288618

00:46:14.530 --> 00:46:17.514 I do think medicine at least parts of  
NOTE Confidence: 0.9288618

00:46:17.514 --> 00:46:20.785 it are safer than than than maybe we  
NOTE Confidence: 0.9288618

00:46:20.785 --> 00:46:23.489 we we were talking about right now.  
NOTE Confidence: 0.9288618

00:46:23.490 --> 00:46:26.274 I I wrote an article recently about a  
NOTE Confidence: 0.9288618

00:46:26.274 --> 00:46:28.673 I psychiatry and the and the potential  
NOTE Confidence: 0.9288618

00:46:28.673 --> 00:46:30.959 for chat bots to deliver psychiatry  
NOTE Confidence: 0.9288618

00:46:30.959 --> 00:46:33.490 and explored a lot of these issues.  
NOTE Confidence: 0.9288618

00:46:33.490 --> 00:46:36.890 And my sense is that for the kind of  
NOTE Confidence: 0.9288618

00:46:36.890 --> 00:46:40.586 routine things that that we do that  
NOTE Confidence: 0.9288618

00:46:40.586 --> 00:46:44.375 are protocolized that yes A I will  
NOTE Confidence: 0.9288618

00:46:44.375 --> 00:46:46.099 probably replace those functions.

NOTE Confidence: 0.9288618

00:46:46.100 --> 00:46:48.485 But for I think for a lot of the

NOTE Confidence: 0.9288618

00:46:48.485 --> 00:46:51.120 more sophisticated things that we do

NOTE Confidence: 0.9288618

00:46:51.120 --> 00:46:53.866 that require a certain knowledge of

NOTE Confidence: 0.9288618

00:46:53.866 --> 00:46:56.140 the real world that's further off.

NOTE Confidence: 0.9288618

00:46:56.140 --> 00:46:57.988 But if we were talking six months

NOTE Confidence: 0.9288618

00:46:57.988 --> 00:46:58.780 ago before ChatGPT,

NOTE Confidence: 0.9288618

00:46:58.780 --> 00:47:00.892 I would have we were you know I

NOTE Confidence: 0.9288618

00:47:00.892 --> 00:47:02.860 wouldn't have any idea what to to say.

NOTE Confidence: 0.9288618

00:47:02.860 --> 00:47:03.740 So I don't know

NOTE Confidence: 0.9329035

00:47:04.140 --> 00:47:06.478 I was told 10 years ago that

NOTE Confidence: 0.9329035

00:47:06.478 --> 00:47:07.918 radiologists would be replaced

NOTE Confidence: 0.9329035

00:47:07.918 --> 00:47:10.096 by now and they haven't been.

NOTE Confidence: 0.9329035

00:47:10.100 --> 00:47:11.590 So I think things are,

NOTE Confidence: 0.9329035

00:47:11.590 --> 00:47:14.122 even though it feels really fast

NOTE Confidence: 0.9329035

00:47:14.122 --> 00:47:16.350 right now with ChatGPT and the

NOTE Confidence: 0.9329035

00:47:16.350 --> 00:47:17.630 movements in that direction,  
NOTE Confidence: 0.9329035

00:47:17.630 --> 00:47:20.508 I still think we're going to play a role.  
NOTE Confidence: 0.9329035

00:47:20.510 --> 00:47:22.346 It's just going to be a very different role.  
NOTE Confidence: 0.9329035

00:47:22.350 --> 00:47:24.456 I mean it would be ideal if it be  
NOTE Confidence: 0.9329035

00:47:24.456 --> 00:47:26.719 if there was a reliable way in  
NOTE Confidence: 0.9329035

00:47:26.719 --> 00:47:28.741 which we could harness that power  
NOTE Confidence: 0.9329035

00:47:28.741 --> 00:47:31.023 for people to get the answers that  
NOTE Confidence: 0.9329035

00:47:31.023 --> 00:47:33.696 they want from us but that aren't  
NOTE Confidence: 0.9329035

00:47:33.696 --> 00:47:36.628 really at the top of our license.  
NOTE Confidence: 0.9329035

00:47:36.630 --> 00:47:39.270 But get those answers by going  
NOTE Confidence: 0.9329035

00:47:39.270 --> 00:47:41.430 online and feeling comforted by  
NOTE Confidence: 0.9329035

00:47:41.430 --> 00:47:43.998 that and using us for the top of  
NOTE Confidence: 0.9329035

00:47:43.998 --> 00:47:46.394 license intellectual inputs we have.  
NOTE Confidence: 0.9329035

00:47:46.394 --> 00:47:48.602 But how is it so pathology  
NOTE Confidence: 0.92803735

00:47:48.610 --> 00:47:50.658 and radiology were or you know have been  
NOTE Confidence: 0.92803735

00:47:50.658 --> 00:47:52.418 talked about for a decade now, right.

NOTE Confidence: 0.92803735  
00:47:52.418 --> 00:47:54.562 I mean you can a I can figure  
NOTE Confidence: 0.92803735  
00:47:54.562 --> 00:47:55.570 out a cat versus the dog.  
NOTE Confidence: 0.92803735  
00:47:55.570 --> 00:47:57.208 They can figure out whatever it  
NOTE Confidence: 0.92803735  
00:47:57.208 --> 00:47:59.407 is that you you try to figure out.  
NOTE Confidence: 0.92803735  
00:47:59.410 --> 00:48:01.490 But does a I play any  
NOTE Confidence: 0.92803735  
00:48:01.490 --> 00:48:02.930 role in your world.  
NOTE Confidence: 0.92803735  
00:48:02.930 --> 00:48:04.334 What role does it play right  
NOTE Confidence: 0.92803735  
00:48:04.334 --> 00:48:05.834 now in your. So it helps.  
NOTE Confidence: 0.92803735  
00:48:05.834 --> 00:48:07.802 It helps with triaging of exams.  
NOTE Confidence: 0.92803735  
00:48:07.810 --> 00:48:11.740 So it will pick up most  
NOTE Confidence: 0.92803735  
00:48:11.740 --> 00:48:12.700 intracranial hemorrhages.  
NOTE Confidence: 0.92803735  
00:48:12.700 --> 00:48:14.410 It'll pick up most fractions  
NOTE Confidence: 0.92803735  
00:48:14.410 --> 00:48:15.778 of the cervical spine.  
NOTE Confidence: 0.92803735  
00:48:15.780 --> 00:48:17.856 It's now doing a good job  
NOTE Confidence: 0.92803735  
00:48:17.856 --> 00:48:18.894 picking up pneumothorax,  
NOTE Confidence: 0.92803735

00:48:18.900 --> 00:48:21.600 rib fractures,  
NOTE Confidence: 0.92803735  
00:48:21.600 --> 00:48:24.300 pulmonary emboli,  
NOTE Confidence: 0.92803735  
00:48:24.300 --> 00:48:26.178 large vessel occlusion in the brain.  
NOTE Confidence: 0.92803735  
00:48:26.180 --> 00:48:26.940 You go to work,  
NOTE Confidence: 0.9352998  
00:48:27.020 --> 00:48:29.336 does it, does it present these,  
NOTE Confidence: 0.9352998  
00:48:29.340 --> 00:48:30.579 it presents these you and then use  
NOTE Confidence: 0.9352998  
00:48:30.620 --> 00:48:31.460 triaging those things.  
NOTE Confidence: 0.9352998  
00:48:31.460 --> 00:48:32.808 For me, it's telling me this  
NOTE Confidence: 0.9352998  
00:48:32.808 --> 00:48:34.460 is a case we think is positive,  
NOTE Confidence: 0.9352998  
00:48:34.460 --> 00:48:36.080 so I'll put that case at  
NOTE Confidence: 0.9352998  
00:48:36.080 --> 00:48:38.088 the top of my cue to read.  
NOTE Confidence: 0.9352998  
00:48:38.090 --> 00:48:40.210 But then it also is just an extra  
NOTE Confidence: 0.9352998  
00:48:40.210 --> 00:48:42.527 set of eyes on every single case.  
NOTE Confidence: 0.9352998  
00:48:42.530 --> 00:48:43.394 So quite honestly,  
NOTE Confidence: 0.9352998  
00:48:43.394 --> 00:48:45.410 I used to joke with the residents  
NOTE Confidence: 0.9352998  
00:48:45.469 --> 00:48:47.549 that it's your job to look for rib



NOTE Confidence: 0.9352998

00:48:47.549 --> 00:48:49.111 fractures on a chest CT because

NOTE Confidence: 0.9352998

00:48:49.111 --> 00:48:50.622 I don't want to spend all my

NOTE Confidence: 0.9352998

00:48:50.622 --> 00:48:52.225 time looking at rib fractures.

NOTE Confidence: 0.9352998

00:48:52.225 --> 00:48:55.570 It's not a particularly top of license issue.

NOTE Confidence: 0.9352998

00:48:55.570 --> 00:48:59.662 But now if the A I app says

NOTE Confidence: 0.9352998

00:48:59.662 --> 00:49:01.206 there's no rib fractures,

NOTE Confidence: 0.9352998

00:49:01.210 --> 00:49:03.610 I'm sort of like there's no rib fractures.

NOTE Confidence: 0.9352998

00:49:03.610 --> 00:49:05.584 So it is slowly giving us the

NOTE Confidence: 0.9352998

00:49:05.584 --> 00:49:07.678 comfort of an extra set of eyes.

NOTE Confidence: 0.9352998

00:49:07.680 --> 00:49:09.339 Now at some point it's going to

NOTE Confidence: 0.9352998

00:49:09.339 --> 00:49:10.979 be better than me and at some

NOTE Confidence: 0.9352998

00:49:10.979 --> 00:49:12.592 point it's going to be able to

NOTE Confidence: 0.9352998

00:49:12.592 --> 00:49:14.140 figure out how to integrate the

NOTE Confidence: 0.9352998

00:49:14.140 --> 00:49:15.284 findings into a diagnosis,

NOTE Confidence: 0.9352998

00:49:15.284 --> 00:49:18.560 which it does nothing of the sort right now.

NOTE Confidence: 0.9352998

00:49:18.560 --> 00:49:19.780 That's when I think we'll  
NOTE Confidence: 0.9352998

00:49:19.780 --> 00:49:20.756 see real fast change.  
NOTE Confidence: 0.9340773

00:49:20.760 --> 00:49:23.836 Are you as confident that 10 years  
NOTE Confidence: 0.9340773

00:49:23.836 --> 00:49:25.642 from now they'll still be as many  
NOTE Confidence: 0.9340773

00:49:25.642 --> 00:49:27.117 radiologists as there are today or no,  
NOTE Confidence: 0.9340773

00:49:27.280 --> 00:49:28.792 There will be a smaller number  
NOTE Confidence: 0.9340773

00:49:28.792 --> 00:49:29.548 of radiologists relative  
NOTE Confidence: 0.9340773

00:49:29.548 --> 00:49:30.800 to the number of studies.  
NOTE Confidence: 0.9340773

00:49:30.800 --> 00:49:32.438 But that's been going on for a long time  
NOTE Confidence: 0.9340773

00:49:32.438 --> 00:49:34.357 and I think it's going to continue happening.  
NOTE Confidence: 0.9340773

00:49:34.360 --> 00:49:36.736 Technology has allowed us to read,  
NOTE Confidence: 0.9340773

00:49:36.740 --> 00:49:39.032 I read 120 to 150 studies  
NOTE Confidence: 0.9340773

00:49:39.032 --> 00:49:41.020 on a shift right now.  
NOTE Confidence: 0.9340773

00:49:41.020 --> 00:49:43.378 There was a time, you know,  
NOTE Confidence: 0.9340773

00:49:43.380 --> 00:49:46.020 20 years ago where if I was reading 30 or 40,  
NOTE Confidence: 0.9340773

00:49:46.020 --> 00:49:47.058 that would have been a lot.

NOTE Confidence: 0.9340773

00:49:47.060 --> 00:49:49.373 So that's been going on for a long time.

NOTE Confidence: 0.9340773

00:49:49.380 --> 00:49:51.504 This is just another

NOTE Confidence: 0.9340773

00:49:51.504 --> 00:49:53.097 technology accelerating that.

NOTE Confidence: 0.9340773

00:49:53.100 --> 00:49:54.018 There were a lot of questions.

NOTE Confidence: 0.9340773

00:49:54.020 --> 00:49:54.140 Yep,

NOTE Confidence: 0.9321424

00:50:05.780 --> 00:50:09.296 the first one, chat GB T3I think failed,

NOTE Confidence: 0.9321424

00:50:09.296 --> 00:50:12.180 but GB T4 can pass with 90%,

NOTE Confidence: 0.9321424

00:50:12.180 --> 00:50:14.259 which is better than nine out of 10 docs.

NOTE Confidence: 0.9321424

00:50:16.620 --> 00:50:17.540 The question in my mind

NOTE Confidence: 0.9321424

00:50:17.540 --> 00:50:20.132 is, is I I think we assume that G,

NOTE Confidence: 0.9321424

00:50:20.140 --> 00:50:23.164 PT5 and six will be either

NOTE Confidence: 0.9321424

00:50:23.164 --> 00:50:25.180 linearly or exponentially better.

NOTE Confidence: 0.9321424

00:50:25.180 --> 00:50:26.620 It's not clear to me.

NOTE Confidence: 0.9321424

00:50:26.620 --> 00:50:27.894 I'm not, I'm not a computer scientist.

NOTE Confidence: 0.9321424

00:50:27.900 --> 00:50:29.376 Whether that's that's true or not.

NOTE Confidence: 0.9321424

00:50:29.380 --> 00:50:31.270 I mean, there are some people,  
NOTE Confidence: 0.9321424

00:50:31.270 --> 00:50:32.490 I think who have already  
NOTE Confidence: 0.9321424

00:50:32.490 --> 00:50:33.466 indicated like Sam Altman,  
NOTE Confidence: 0.9321424

00:50:33.470 --> 00:50:34.988 the the CEO of Open AI,  
NOTE Confidence: 0.9321424

00:50:34.990 --> 00:50:37.742 that they may be getting kind of to  
NOTE Confidence: 0.9321424

00:50:37.742 --> 00:50:39.030 the limits of what they can achieve  
NOTE Confidence: 0.9321424

00:50:39.070 --> 00:50:40.294 by just putting more and more  
NOTE Confidence: 0.9321424

00:50:40.294 --> 00:50:41.550 data into these types of models.  
NOTE Confidence: 0.9321424

00:50:41.550 --> 00:50:43.230 And so there may be different  
NOTE Confidence: 0.9321424

00:50:43.230 --> 00:50:45.229 things that need to happen for it  
NOTE Confidence: 0.9321424

00:50:45.229 --> 00:50:47.147 to actually get to the next level.  
NOTE Confidence: 0.9321424

00:50:47.150 --> 00:50:48.690 But but I guess you know that  
NOTE Confidence: 0.9321424

00:50:48.690 --> 00:50:49.749 that remains to be seen  
NOTE Confidence: 0.9278937

00:50:50.750 --> 00:50:51.708 you and then you sorry, I think it's  
NOTE Confidence: 0.9278937

00:50:52.390 --> 00:50:55.646 more concerning that Jack GPT lies  
NOTE Confidence: 0.9278937

00:50:55.646 --> 00:50:58.222 and makes stuff up for no reason.

NOTE Confidence: 0.9278937

00:50:58.230 --> 00:51:01.654 There's a lawyer that may filed with

NOTE Confidence: 0.9278937

00:51:01.654 --> 00:51:04.150 the court and forget what the issue was,

NOTE Confidence: 0.9278937

00:51:04.150 --> 00:51:07.468 doesn't matter, and decided to use ChatGPT

NOTE Confidence: 0.93871033

00:51:13.900 --> 00:51:15.780 chat. GPT started out

NOTE Confidence: 0.93871033

00:51:15.780 --> 00:51:17.660 with some regional stuff,

NOTE Confidence: 0.93871033

00:51:17.660 --> 00:51:20.978 but then made-up judges and opinions

NOTE Confidence: 0.93871033

00:51:20.980 --> 00:51:24.420 and citations that never existed,

NOTE Confidence: 0.93871033

00:51:24.420 --> 00:51:27.660 and within citations and citations,

NOTE Confidence: 0.93871033

00:51:27.660 --> 00:51:30.260 within citations and citations

NOTE Confidence: 0.93871033

00:51:30.260 --> 00:51:32.336 that we had a thin air,

NOTE Confidence: 0.93871033

00:51:32.340 --> 00:51:35.220 not just trouble for.

NOTE Confidence: 0.94503385

00:51:37.750 --> 00:51:38.749 And then another

NOTE Confidence: 0.94503385

00:51:45.610 --> 00:51:48.766 governors of South Dakota for South

NOTE Confidence: 0.94503385

00:51:48.770 --> 00:51:54.114 Dakota magazine and did a fine thing

NOTE Confidence: 0.94503385

00:51:54.114 --> 00:51:57.778 on the oldest one and then for no

NOTE Confidence: 0.94503385

00:51:57.778 --> 00:52:01.050 reason made-up a youngest governor  
NOTE Confidence: 0.94503385

00:52:01.050 --> 00:52:04.050 and completely BS the whole thing.  
NOTE Confidence: 0.94503385

00:52:04.050 --> 00:52:07.854 And it also created a very  
NOTE Confidence: 0.94503385

00:52:07.854 --> 00:52:09.254 gubernatorial governor,  
NOTE Confidence: 0.94503385

00:52:09.254 --> 00:52:12.310 quintessential governor looking governor,  
NOTE Confidence: 0.94503385

00:52:12.310 --> 00:52:13.750 two pockets with two  
NOTE Confidence: 0.91313493

00:52:16.030 --> 00:52:16.150 pocket  
NOTE Confidence: 0.91313493

00:52:23.400 --> 00:52:26.310 squares. So that makes me very  
NOTE Confidence: 0.91313493

00:52:26.310 --> 00:52:28.228 concerned if the artificial intelligence  
NOTE Confidence: 0.91313493

00:52:28.228 --> 00:52:30.440 is acting a little bit like how  
NOTE Confidence: 0.91313493

00:52:32.760 --> 00:52:32.920 from  
NOTE Confidence: 0.91313493

00:52:35.800 --> 00:52:37.690 2001. One issue is that it doesn't  
NOTE Confidence: 0.91313493

00:52:37.690 --> 00:52:39.288 actually think about anything, right.  
NOTE Confidence: 0.91313493

00:52:39.288 --> 00:52:40.882 It just it's like people describe  
NOTE Confidence: 0.91313493

00:52:40.882 --> 00:52:42.429 it as auto correct on steroids  
NOTE Confidence: 0.91313493

00:52:42.429 --> 00:52:43.798 or auto complete on steroids.

NOTE Confidence: 0.91313493

00:52:43.800 --> 00:52:45.588 It's just predicting what the next

NOTE Confidence: 0.91313493

00:52:45.588 --> 00:52:47.786 word should be in a sequence and it

NOTE Confidence: 0.91313493

00:52:47.786 --> 00:52:50.820 has no idea what it's actually saying.

NOTE Confidence: 0.91313493

00:52:50.820 --> 00:52:52.266 I don't think that's the way that

NOTE Confidence: 0.91313493

00:52:52.266 --> 00:52:53.579 these models are are are used.

NOTE Confidence: 0.91313493

00:52:53.580 --> 00:52:55.812 I mean they there's a model that

NOTE Confidence: 0.91313493

00:52:55.812 --> 00:52:57.864 basically said that Elon Musk died

NOTE Confidence: 0.91313493

00:52:57.864 --> 00:53:00.539 in 2018 in a Tesla car crash and

NOTE Confidence: 0.91313493

00:53:00.539 --> 00:53:03.167 it has tons of information that

NOTE Confidence: 0.91313493

00:53:03.167 --> 00:53:05.200 discounts that prediction but it

NOTE Confidence: 0.91313493

00:53:05.200 --> 00:53:07.138 has no idea what it's saying.

NOTE Confidence: 0.91313493

00:53:07.140 --> 00:53:08.666 I think one question in my mind

NOTE Confidence: 0.91313493

00:53:08.666 --> 00:53:11.206 is is it going to is in certain

NOTE Confidence: 0.91313493

00:53:11.206 --> 00:53:12.670 highstake fields like medicine is

NOTE Confidence: 0.91313493

00:53:12.670 --> 00:53:14.685 the use of a I going to be like it

NOTE Confidence: 0.91313493

00:53:14.685 --> 00:53:17.100 is in driverless cars where for a  
NOTE Confidence: 0.91313493

00:53:17.100 --> 00:53:19.793 decade or more we've been talking  
NOTE Confidence: 0.91313493

00:53:19.793 --> 00:53:22.248 about driverless cars and and and  
NOTE Confidence: 0.91313493

00:53:22.248 --> 00:53:24.264 the level of accuracy and precision  
NOTE Confidence: 0.91313493

00:53:24.264 --> 00:53:26.767 you need to like feel very confident  
NOTE Confidence: 0.91313493

00:53:26.767 --> 00:53:29.592 that you're going to let the A I take  
NOTE Confidence: 0.91313493

00:53:29.592 --> 00:53:31.520 over is greater than 99.9% probably  
NOTE Confidence: 0.9314085

00:53:31.840 --> 00:53:33.556 even even if it's better than  
NOTE Confidence: 0.9314085

00:53:33.560 --> 00:53:35.216 a radiologist that reading a scan  
NOTE Confidence: 0.9314085

00:53:35.216 --> 00:53:37.544 or better than a driver at driving.  
NOTE Confidence: 0.9314085

00:53:37.544 --> 00:53:39.584 The the culpability the blameworthiness  
NOTE Confidence: 0.9314085

00:53:39.584 --> 00:53:42.136 that we want to have someone to  
NOTE Confidence: 0.9314085

00:53:42.136 --> 00:53:43.806 blame something goes wrong and  
NOTE Confidence: 0.9314085

00:53:43.870 --> 00:53:46.156 blaming a machine isn't isn't enough.  
NOTE Confidence: 0.9314085

00:53:46.160 --> 00:53:48.424 And so I think that might be one  
NOTE Confidence: 0.9314085

00:53:48.424 --> 00:53:50.674 reason that some of our jobs are



NOTE Confidence: 0.9314085

00:53:50.674 --> 00:53:52.332 protected for some period of time is

NOTE Confidence: 0.9314085

00:53:52.332 --> 00:53:54.360 that it's such a high stakes endeavor.

NOTE Confidence: 0.9314085

00:53:54.360 --> 00:53:56.390 Any mistake is potentially catastrophic

NOTE Confidence: 0.9314085

00:53:56.390 --> 00:53:59.447 and and we don't want to hand that

NOTE Confidence: 0.9314085

00:53:59.447 --> 00:54:01.355 over just yet to the machines.

NOTE Confidence: 0.9314979

00:54:43.390 --> 00:54:44.510 Yeah, I'll take the first one,

NOTE Confidence: 0.9314979

00:54:44.510 --> 00:54:45.750 you take the second one.

NOTE Confidence: 0.9314979

00:54:45.750 --> 00:54:48.747 So there was a, there was a a study

NOTE Confidence: 0.9314979

00:54:48.747 --> 00:54:50.661 published in JAMA Internal Medicine I

NOTE Confidence: 0.9314979

00:54:50.661 --> 00:54:52.715 think recently that looked at patients

NOTE Confidence: 0.9314979

00:54:52.715 --> 00:54:54.710 who are asking questions on Reddit and

NOTE Confidence: 0.9314979

00:54:54.710 --> 00:54:56.766 ended up comparing the responses that

NOTE Confidence: 0.9314979

00:54:56.766 --> 00:54:58.908 were automatically generated by chat TBT.

NOTE Confidence: 0.9314979

00:54:58.910 --> 00:55:00.986 And those were that were answered

NOTE Confidence: 0.9314979

00:55:00.986 --> 00:55:02.924 by doctors and the ChatGPT responses

NOTE Confidence: 0.9314979

00:55:02.924 --> 00:55:04.479 were both more empathic and  
NOTE Confidence: 0.9314979

00:55:04.479 --> 00:55:05.967 more accurate than the doctors.  
NOTE Confidence: 0.9314979

00:55:05.967 --> 00:55:07.341 Now these are doctors that are  
NOTE Confidence: 0.9314979

00:55:07.341 --> 00:55:08.677 answering random questions on Reddit.  
NOTE Confidence: 0.9314979

00:55:08.680 --> 00:55:09.548 I mean you know,  
NOTE Confidence: 0.9314979

00:55:09.548 --> 00:55:11.160 take it for what what you will,  
NOTE Confidence: 0.9314979

00:55:11.160 --> 00:55:13.085 but it's at least suggestive that that  
NOTE Confidence: 0.9314979

00:55:13.085 --> 00:55:14.638 what you're saying is is correct.  
NOTE Confidence: 0.9314979

00:55:14.640 --> 00:55:14.760 Yeah.  
NOTE Confidence: 0.94137293

00:55:14.840 --> 00:55:17.216 And your point about Kaiser is, is fair.  
NOTE Confidence: 0.94137293

00:55:17.216 --> 00:55:20.352 I mean, I think any supply side  
NOTE Confidence: 0.94137293

00:55:20.360 --> 00:55:21.185 integrated delivery system,  
NOTE Confidence: 0.94137293

00:55:21.185 --> 00:55:22.560 whether you're talking about the  
NOTE Confidence: 0.94137293

00:55:22.560 --> 00:55:23.838 National Health Service of Britain,  
NOTE Confidence: 0.94137293

00:55:23.840 --> 00:55:25.600 whether you're talking about Yale  
NOTE Confidence: 0.94137293

00:55:25.600 --> 00:55:27.360 University Health Services or whether

NOTE Confidence: 0.94137293

00:55:27.418 --> 00:55:30.020 you're talking about Kaiser on the margin,

NOTE Confidence: 0.94137293

00:55:30.020 --> 00:55:32.036 the people who are vacillating in

NOTE Confidence: 0.94137293

00:55:32.036 --> 00:55:34.335 that Gray zone of can I get the care

NOTE Confidence: 0.94137293

00:55:34.335 --> 00:55:36.223 I think I need or my doctor thinks

NOTE Confidence: 0.94137293

00:55:36.281 --> 00:55:38.038 I need and you're being told no,

NOTE Confidence: 0.94137293

00:55:38.040 --> 00:55:38.840 you're going to be distant,

NOTE Confidence: 0.94137293

00:55:38.840 --> 00:55:40.436 you're going to feel disenchanting by that.

NOTE Confidence: 0.94137293

00:55:40.440 --> 00:55:42.324 So it's a very real concern,

NOTE Confidence: 0.94137293

00:55:42.324 --> 00:55:44.312 but it but it's like weight off

NOTE Confidence: 0.94137293

00:55:44.312 --> 00:55:46.422 of the benefit that flows both

NOTE Confidence: 0.94137293

00:55:46.422 --> 00:55:48.636 financially as well as delivery wise.

NOTE Confidence: 0.94137293

00:55:48.640 --> 00:55:49.240 So Yep,

NOTE Confidence: 0.9371557

00:56:02.150 --> 00:56:04.910 as a surgeon, the surgery is as a

NOTE Confidence: 0.9371557

00:56:08.630 --> 00:56:10.990 legacy. My father and my uncle were surgeons.

NOTE Confidence: 0.9371557

00:56:10.990 --> 00:56:13.349 Both graduated here and I came here.

NOTE Confidence: 0.9371557

00:56:13.350 --> 00:56:14.226 I want to be a surgeon.  
NOTE Confidence: 0.9371557

00:56:14.230 --> 00:56:15.670 I wanted me to do the best I  
NOTE Confidence: 0.9371557

00:56:15.670 --> 00:56:16.869 could from all perspectives.  
NOTE Confidence: 0.9371557

00:56:16.870 --> 00:56:18.450 And I was profoundly  
NOTE Confidence: 0.9371557

00:56:18.450 --> 00:56:20.425 impressed by the faculty here,  
NOTE Confidence: 0.9371557

00:56:20.430 --> 00:56:22.220 surgical and otherwise, that were  
NOTE Confidence: 0.9371557

00:56:22.220 --> 00:56:24.350 pursuing excellence for its own sake.  
NOTE Confidence: 0.9371557

00:56:24.350 --> 00:56:27.360 And their their reward for doing that  
NOTE Confidence: 0.9371557

00:56:27.360 --> 00:56:30.188 was increased fame and writing papers.  
NOTE Confidence: 0.9371557

00:56:30.190 --> 00:56:31.830 But the better they got,  
NOTE Confidence: 0.9371557

00:56:31.830 --> 00:56:34.189 the more work they they got to  
NOTE Confidence: 0.9371557

00:56:34.190 --> 00:56:35.606 do and the same school deal.  
NOTE Confidence: 0.9371557

00:56:35.610 --> 00:56:37.566 But we didn't have any exams.  
NOTE Confidence: 0.9371557

00:56:37.570 --> 00:56:37.980 And that  
NOTE Confidence: 0.93613696

00:56:46.360 --> 00:56:49.240 was all great. And I came out and I started  
NOTE Confidence: 0.93613696

00:56:54.120 --> 00:56:55.878 working in a couple of levels,

NOTE Confidence: 0.93613696

00:56:55.880 --> 00:56:58.540 community hospitals and a major

NOTE Confidence: 0.93613696

00:56:58.540 --> 00:57:00.668 University Hospitals affiliated with

NOTE Confidence: 0.93613696

00:57:00.668 --> 00:57:03.960 Harvard and the surgeons there, all,

NOTE Confidence: 0.93613696

00:57:03.960 --> 00:57:05.400 you know, they all made a good living,

NOTE Confidence: 0.93613696

00:57:05.400 --> 00:57:06.420 but they were busy.

NOTE Confidence: 0.93613696

00:57:06.420 --> 00:57:07.950 And the ones who weren't good

NOTE Confidence: 0.93613696

00:57:08.005 --> 00:57:09.360 didn't make a good living.

NOTE Confidence: 0.93613696

00:57:09.360 --> 00:57:10.920 But the way they functioned,

NOTE Confidence: 0.93613696

00:57:10.920 --> 00:57:12.235 they were aware that they

NOTE Confidence: 0.93613696

00:57:12.235 --> 00:57:14.080 had to do a quality product.

NOTE Confidence: 0.93613696

00:57:14.080 --> 00:57:15.100 And even though we were

NOTE Confidence: 0.93613696

00:57:15.100 --> 00:57:15.916 competing with each other,

NOTE Confidence: 0.93613696

00:57:15.920 --> 00:57:19.028 we regularly talk weekly go over our

NOTE Confidence: 0.93613696

00:57:19.028 --> 00:57:21.488 morbidity and mortality and but that that

NOTE Confidence: 0.93761885

00:57:34.910 --> 00:57:36.550 surgeon has worked that system

NOTE Confidence: 0.93761885

00:57:36.550 --> 00:57:37.862 has worked pretty well.  
NOTE Confidence: 0.93761885

00:57:37.870 --> 00:57:40.570 You know surgeons do cases that  
NOTE Confidence: 0.93761885

00:57:40.570 --> 00:57:42.526 are indicated and they don't think  
NOTE Confidence: 0.93761885

00:57:42.526 --> 00:57:44.544 they get run out of town and good  
NOTE Confidence: 0.93761885

00:57:44.544 --> 00:57:45.708 surgeons make a pretty good living.  
NOTE Confidence: 0.93761885

00:57:45.710 --> 00:57:50.710 And if people are in a place where every  
NOTE Confidence: 0.93761885

00:57:50.710 --> 00:57:52.990 everybody gets paid no matter what they do,  
NOTE Confidence: 0.93761885

00:57:52.990 --> 00:57:55.078 surgeons tend to not to want  
NOTE Confidence: 0.93761885

00:57:55.078 --> 00:57:56.470 to work that hard.  
NOTE Confidence: 0.93761885

00:57:56.470 --> 00:57:58.950 So you know, I I think the surgeons,  
NOTE Confidence: 0.925466

00:58:10.700 --> 00:58:12.104 yeah, I think and what  
NOTE Confidence: 0.925466

00:58:12.104 --> 00:58:13.310 you're saying makes a lot of  
NOTE Confidence: 0.925466

00:58:13.362 --> 00:58:15.430 sense to me. I mean even in in valuebased  
NOTE Confidence: 0.925466

00:58:15.430 --> 00:58:17.020 payment systems, there's room for  
NOTE Confidence: 0.925466

00:58:17.020 --> 00:58:18.460 productivity incentives within those.  
NOTE Confidence: 0.925466

00:58:18.460 --> 00:58:20.692 So you could envision a system that has

NOTE Confidence: 0.925466

00:58:20.692 --> 00:58:23.194 both some element of risk or capitation

NOTE Confidence: 0.925466

00:58:23.194 --> 00:58:25.473 and also productivity incentives for for

NOTE Confidence: 0.925466

00:58:25.473 --> 00:58:27.818 surgeons or other procedures or for anyone.

NOTE Confidence: 0.925466

00:58:27.820 --> 00:58:28.964 A couple of things.

NOTE Confidence: 0.925466

00:58:28.964 --> 00:58:31.255 I mean, one is I think Howie once said,

NOTE Confidence: 0.925466

00:58:31.260 --> 00:58:35.124 you know, in the decades ago, you know,

NOTE Confidence: 0.925466

00:58:35.124 --> 00:58:37.168 people thought that doctors did the right

NOTE Confidence: 0.925466

00:58:37.168 --> 00:58:39.047 thing no matter what the incentives.

NOTE Confidence: 0.925466

00:58:39.050 --> 00:58:40.994 And now people think that doctors

NOTE Confidence: 0.925466

00:58:40.994 --> 00:58:42.601 only respond to incentives. And.

NOTE Confidence: 0.925466

00:58:42.601 --> 00:58:44.467 And and I think that's also

NOTE Confidence: 0.925466

00:58:44.467 --> 00:58:46.170 incorrect in the sense that,

NOTE Confidence: 0.925466

00:58:46.170 --> 00:58:48.410 you know, any quality measures,

NOTE Confidence: 0.925466

00:58:48.410 --> 00:58:50.125 I was talking with a colleague earlier,

NOTE Confidence: 0.925466

00:58:50.130 --> 00:58:51.660 any quality measure in my view

NOTE Confidence: 0.925466

00:58:51.660 --> 00:58:53.440 only measures a very small part of  
NOTE Confidence: 0.925466

00:58:53.440 --> 00:58:55.085 if a doctor does this much stuff,  
NOTE Confidence: 0.925466

00:58:55.090 --> 00:58:55.882 a quality measure,  
NOTE Confidence: 0.925466

00:58:55.882 --> 00:58:57.970 whether you check the A1C or whether you,  
NOTE Confidence: 0.925466

00:58:57.970 --> 00:58:59.728 you know, did this or that,  
NOTE Confidence: 0.925466

00:58:59.730 --> 00:59:01.434 measures a tiny fraction of what  
NOTE Confidence: 0.925466

00:59:01.434 --> 00:59:02.286 we actually do.  
NOTE Confidence: 0.925466

00:59:02.290 --> 00:59:04.770 And so the idea that we need to  
NOTE Confidence: 0.925466

00:59:04.770 --> 00:59:06.073 instill professionalism and pride  
NOTE Confidence: 0.925466

00:59:06.073 --> 00:59:08.815 in our work and that should be the  
NOTE Confidence: 0.925466

00:59:08.815 --> 00:59:11.120 primary motivator for any doctor, not,  
NOTE Confidence: 0.925466

00:59:11.120 --> 00:59:14.000 you know, this this small incentive,  
NOTE Confidence: 0.925466

00:59:14.000 --> 00:59:15.140 this quality measure here.  
NOTE Confidence: 0.925466

00:59:15.140 --> 00:59:16.850 I think that's that's a really  
NOTE Confidence: 0.925466

00:59:16.900 --> 00:59:17.800 important insight.  
NOTE Confidence: 0.925466

00:59:17.800 --> 00:59:20.904 One question I have for you and for



NOTE Confidence: 0.925466

00:59:20.904 --> 00:59:23.370 you is the places that you mentioned

NOTE Confidence: 0.925466

00:59:23.370 --> 00:59:25.876 where I think Yale and a Harvard

NOTE Confidence: 0.925466

00:59:25.876 --> 00:59:28.120 affiliated institution and I have no

NOTE Confidence: 0.925466

00:59:28.120 --> 00:59:30.280 doubt in my mind that the Mayo Clinic

NOTE Confidence: 0.925466

00:59:30.280 --> 00:59:31.880 and the Cleveland Clinic probably

NOTE Confidence: 0.925466

00:59:31.880 --> 00:59:33.784 don't need these types of incentives.

NOTE Confidence: 0.925466

00:59:33.784 --> 00:59:36.205 I do wonder if you can standardize

NOTE Confidence: 0.925466

00:59:36.205 --> 00:59:38.465 quality through the ethos you

NOTE Confidence: 0.925466

00:59:38.465 --> 00:59:40.613 described across the country and

NOTE Confidence: 0.925466

00:59:40.613 --> 00:59:42.809 is that true in every pocket of the

NOTE Confidence: 0.925466

00:59:42.809 --> 00:59:45.229 country or do you need some type of

NOTE Confidence: 0.925466

00:59:45.229 --> 00:59:47.079 incentive system in those places?

NOTE Confidence: 0.925466

00:59:47.080 --> 00:59:49.754 I think one of the reasons that

NOTE Confidence: 0.925466

00:59:49.760 --> 00:59:51.386 valuebased payment took off and quality

NOTE Confidence: 0.925466

00:59:51.386 --> 00:59:52.982 measurement took off and you should

NOTE Confidence: 0.925466

00:59:52.982 --> 00:59:54.835 talk about this because you were there is,  
NOTE Confidence: 0.925466

00:59:54.835 --> 00:59:55.305 you know,  
NOTE Confidence: 0.925466

00:59:55.305 --> 00:59:56.715 a lot of the Dartmouth studies,  
NOTE Confidence: 0.925466

00:59:56.720 --> 00:59:58.470 the the studies that came out of  
NOTE Confidence: 0.925466

00:59:58.470 --> 00:59:59.820 Dartmouth which showed that there's  
NOTE Confidence: 0.925466

00:59:59.820 --> 01:00:01.482 tremendous variation in the way that  
NOTE Confidence: 0.925466

01:00:01.482 --> 01:00:03.446 people care for people across the country.  
NOTE Confidence: 0.925466

01:00:03.450 --> 01:00:06.285 So if you're in one state or one town,  
NOTE Confidence: 0.925466

01:00:06.290 --> 01:00:07.886 you might be three times as likely  
NOTE Confidence: 0.925466

01:00:07.886 --> 01:00:09.515 to get a cesarean section as  
NOTE Confidence: 0.925466

01:00:09.515 --> 01:00:11.285 someone in the town next door.  
NOTE Confidence: 0.925466

01:00:11.290 --> 01:00:12.928 If you are in another you know,  
NOTE Confidence: 0.925466

01:00:12.930 --> 01:00:13.139 part,  
NOTE Confidence: 0.925466

01:00:13.139 --> 01:00:14.602 you get an MRI for this and  
NOTE Confidence: 0.925466

01:00:14.602 --> 01:00:16.050 you don't get an MRI for that.  
NOTE Confidence: 0.925466

01:00:16.050 --> 01:00:17.406 Some of that might be appropriate.

NOTE Confidence: 0.925466  
01:00:17.410 --> 01:00:19.495 Some of it may reflect  
NOTE Confidence: 0.925466  
01:00:19.495 --> 01:00:20.329 underlying preferences,  
NOTE Confidence: 0.925466  
01:00:20.330 --> 01:00:21.550 disease prevalence and population.  
NOTE Confidence: 0.925466  
01:00:21.550 --> 01:00:24.589 But I think a lot of this work towards  
NOTE Confidence: 0.925466  
01:00:24.589 --> 01:00:26.121 quality measurement and standardization  
NOTE Confidence: 0.925466  
01:00:26.121 --> 01:00:28.549 grew out of this recognition that.  
NOTE Confidence: 0.925466  
01:00:28.550 --> 01:00:30.630 There was wide unexplained variation  
NOTE Confidence: 0.925466  
01:00:30.630 --> 01:00:32.710 in practice across the country.  
NOTE Confidence: 0.9320706  
01:00:33.590 --> 01:00:34.670 Yeah, I mean, I look,  
NOTE Confidence: 0.9320706  
01:00:34.670 --> 01:00:36.614 I happen to believe that incentives  
NOTE Confidence: 0.9320706  
01:00:36.614 --> 01:00:38.990 have to work in both directions.  
NOTE Confidence: 0.9320706  
01:00:38.990 --> 01:00:40.390 We need to be able to meet.  
NOTE Confidence: 0.9320706  
01:00:40.390 --> 01:00:43.657 We do not want to reach a point where  
NOTE Confidence: 0.9320706  
01:00:43.657 --> 01:00:45.601 physicians are paid minimum wage, right?  
NOTE Confidence: 0.9320706  
01:00:45.601 --> 01:00:48.158 We want to be able to put a value  
NOTE Confidence: 0.9320706

01:00:48.158 --> 01:00:49.950 on what people are able to provide,  
NOTE Confidence: 0.9320706

01:00:49.950 --> 01:00:52.141 and we want to have the appropriate  
NOTE Confidence: 0.9320706

01:00:52.141 --> 01:00:54.338 incentives to ensure value to the patient.  
NOTE Confidence: 0.9320706

01:00:54.340 --> 01:00:55.738 Quality of care,  
NOTE Confidence: 0.9320706

01:00:55.738 --> 01:00:58.534 of cost should be a consideration.  
NOTE Confidence: 0.9320706

01:00:58.540 --> 01:01:00.668 It's a very it's it's more than  
NOTE Confidence: 0.9320706

01:01:00.668 --> 01:01:02.280 an imperfect system we have  
NOTE Confidence: 0.9320706

01:01:02.280 --> 01:01:03.860 right now that's the problem.  
NOTE Confidence: 0.9320706

01:01:03.860 --> 01:01:05.540 If we only had an imperfect system,  
NOTE Confidence: 0.9320706

01:01:05.540 --> 01:01:07.700 we would be striving to make it better.  
NOTE Confidence: 0.9320706

01:01:07.700 --> 01:01:10.017 We have a very deeply flawed system  
NOTE Confidence: 0.9320706

01:01:10.017 --> 01:01:12.662 where there are people that are able  
NOTE Confidence: 0.9320706

01:01:12.662 --> 01:01:14.642 to extract enormous economic rents  
NOTE Confidence: 0.9320706

01:01:14.650 --> 01:01:17.163 and then we rely on very charitable  
NOTE Confidence: 0.9320706

01:01:17.163 --> 01:01:20.582 good people to provide care to grossly  
NOTE Confidence: 0.9320706

01:01:20.582 --> 01:01:22.846 underinsured and uninsured individuals.

NOTE Confidence: 0.9320706

01:01:22.850 --> 01:01:25.338 And for those of us that think that

NOTE Confidence: 0.9320706

01:01:25.338 --> 01:01:27.476 social justice or equity or anything

NOTE Confidence: 0.9320706

01:01:27.476 --> 01:01:29.642 in terms of Healthcare is important,

NOTE Confidence: 0.9320706

01:01:29.650 --> 01:01:32.090 it it creates a real challenge for us.

NOTE Confidence: 0.9320706

01:01:32.090 --> 01:01:32.830 But I want to,

NOTE Confidence: 0.9320706

01:01:32.830 --> 01:01:34.873 I want to wrap it up because we're over

NOTE Confidence: 0.9320706

01:01:34.873 --> 01:01:37.290 time and and Michael's looking at me there.

NOTE Confidence: 0.9320706

01:01:37.290 --> 01:01:38.400 I just want to thank you

NOTE Confidence: 0.9320706

01:01:38.400 --> 01:01:39.690 first of all for doing this.

NOTE Confidence: 0.9320706

01:01:39.690 --> 01:01:40.750 It's really generous of you

NOTE Confidence: 0.9320706

01:01:40.750 --> 01:01:41.810 to give us your time.

NOTE Confidence: 0.9320706

01:01:41.810 --> 01:01:45.000 I want to thank all of you for joining us.