

WEBVTT

NOTE duration:"01:01:12"

NOTE recognizability:0.892

NOTE language:en-us

NOTE Confidence: 0.9007890625

00:00:00.000 --> 00:00:04.120 So thanks everyone for joining and I am.

NOTE Confidence: 0.9007890625

00:00:04.120 --> 00:00:06.087 I'm was really hoping that we could

NOTE Confidence: 0.9007890625

00:00:06.087 --> 00:00:08.180 be together at least in hybrid mode,

NOTE Confidence: 0.9007890625

00:00:08.180 --> 00:00:11.258 but I'm very glad that we can be together

NOTE Confidence: 0.9007890625

00:00:11.260 --> 00:00:16.148 as we have learned our this time virtually.

NOTE Confidence: 0.9007890625

00:00:16.150 --> 00:00:19.524 This is the beginning of our the new Year.

NOTE Confidence: 0.9007890625

00:00:19.524 --> 00:00:21.064 None of our academic year,

NOTE Confidence: 0.9007890625

00:00:21.070 --> 00:00:23.608 but the new year. So first,

NOTE Confidence: 0.9007890625

00:00:23.610 --> 00:00:27.150 let me wish everyone a happy New Year and I

NOTE Confidence: 0.9007890625

00:00:27.150 --> 00:00:30.770 really hope that you had a chance for some.

NOTE Confidence: 0.9007890625

00:00:30.770 --> 00:00:34.928 Rest and relaxation in this this year.

NOTE Confidence: 0.9007890625

00:00:34.930 --> 00:00:36.210 I know that last year,

NOTE Confidence: 0.9007890625

00:00:36.210 --> 00:00:39.830 in December 2020, 2020,

NOTE Confidence: 0.9007890625

00:00:39.830 --> 00:00:44.149 our holidays were much changed by COVID,

NOTE Confidence: 0.9007890625

00:00:44.150 --> 00:00:45.630 so I do hope that you had a

NOTE Confidence: 0.9007890625

00:00:45.630 --> 00:00:46.650 chance to be together.

NOTE Confidence: 0.9007890625

00:00:46.650 --> 00:00:48.254 Perhaps this year with

NOTE Confidence: 0.9007890625

00:00:48.254 --> 00:00:49.858 more family and friends.

NOTE Confidence: 0.9007890625

00:00:49.860 --> 00:00:52.863 And that always this time the holiday

NOTE Confidence: 0.9007890625

00:00:52.863 --> 00:00:55.847 break is always a time of reflection

NOTE Confidence: 0.9007890625

00:00:55.850 --> 00:00:57.920 and sometimes resolutions and I'll

NOTE Confidence: 0.9007890625

00:00:57.920 --> 00:01:00.499 return to that theme in a bit.

NOTE Confidence: 0.9007890625

00:01:00.500 --> 00:01:02.334 But I'm just really glad that you're

NOTE Confidence: 0.9007890625

00:01:02.334 --> 00:01:04.965 back and and hope that we could

NOTE Confidence: 0.9007890625

00:01:04.965 --> 00:01:07.400 be in a in a more hybrid mode.

NOTE Confidence: 0.9007890625

00:01:07.400 --> 00:01:10.016 But really glad that you're back.

NOTE Confidence: 0.9007890625

00:01:10.020 --> 00:01:12.120 I think what none of us anticipated,

NOTE Confidence: 0.9007890625

00:01:12.120 --> 00:01:13.274 quite frankly,

NOTE Confidence: 0.9007890625

00:01:13.274 --> 00:01:17.313 is that where we would be is

NOTE Confidence: 0.9007890625  
00:01:17.320 --> 00:01:20.926 664 days since March the 12th.  
NOTE Confidence: 0.9007890625  
00:01:20.930 --> 00:01:24.218 With the coronavirus with Covin 19  
NOTE Confidence: 0.9007890625  
00:01:24.218 --> 00:01:26.856 really still dominating the new  
NOTE Confidence: 0.9007890625  
00:01:26.856 --> 00:01:29.110 year and it's just important for  
NOTE Confidence: 0.9007890625  
00:01:29.110 --> 00:01:31.735 us to acknowledge that that we are  
NOTE Confidence: 0.9007890625  
00:01:31.735 --> 00:01:34.010 that we are back in a completely  
NOTE Confidence: 0.9007890625  
00:01:34.010 --> 00:01:35.857 virtual mode for a few weeks.  
NOTE Confidence: 0.9007890625  
00:01:35.860 --> 00:01:40.060 And that that this is a part of our reality.  
NOTE Confidence: 0.9007890625  
00:01:40.060 --> 00:01:43.172 And it is also a part of reality  
NOTE Confidence: 0.9007890625  
00:01:43.172 --> 00:01:46.105 that we are 664 days and I don't  
NOTE Confidence: 0.9007890625  
00:01:46.105 --> 00:01:48.899 know if the counting has been helpful  
NOTE Confidence: 0.9007890625  
00:01:48.900 --> 00:01:51.768 but but that's where we are.  
NOTE Confidence: 0.9007890625  
00:01:51.770 --> 00:01:55.263 I wanted to begin today before talking  
NOTE Confidence: 0.9007890625  
00:01:55.263 --> 00:01:57.950 about the department specifically,  
NOTE Confidence: 0.9007890625  
00:01:57.950 --> 00:02:01.052 given that Omicron has so much  
NOTE Confidence: 0.9007890625

00:02:01.052 --> 00:02:04.632 dominated our last few weeks to give  
NOTE Confidence: 0.9007890625

00:02:04.632 --> 00:02:07.859 you just a sense of the current  
NOTE Confidence: 0.9007890625

00:02:07.859 --> 00:02:09.887 reality that we are in.  
NOTE Confidence: 0.9007890625

00:02:09.890 --> 00:02:12.186 And 1st to say that as of yesterday,  
NOTE Confidence: 0.9007890625

00:02:12.190 --> 00:02:13.430 as of yesterday and y'all,  
NOTE Confidence: 0.9007890625

00:02:13.430 --> 00:02:14.882 New Haven Hospital,  
NOTE Confidence: 0.9007890625

00:02:14.882 --> 00:02:18.270 just across the street from the department,  
NOTE Confidence: 0.9007890625

00:02:18.270 --> 00:02:22.650 the inpatient census was 338.  
NOTE Confidence: 0.9007890625

00:02:22.650 --> 00:02:24.690 And that was actually a dramatic  
NOTE Confidence: 0.9007890625

00:02:24.690 --> 00:02:27.409 increase from just a week ago a week ago.  
NOTE Confidence: 0.9007890625

00:02:27.410 --> 00:02:32.170 Monday, 143% increase.  
NOTE Confidence: 0.9007890625

00:02:32.170 --> 00:02:35.010 For a bit of context, on April 21st,  
NOTE Confidence: 0.9007890625

00:02:35.010 --> 00:02:35.370 2020,  
NOTE Confidence: 0.9007890625

00:02:35.370 --> 00:02:38.340 when we were in the middle of the  
NOTE Confidence: 0.9007890625

00:02:38.340 --> 00:02:43.140 first surge, the first peak was at 450.  
NOTE Confidence: 0.9007890625

00:02:43.140 --> 00:02:44.368 In our second surge,

NOTE Confidence: 0.9007890625

00:02:44.368 --> 00:02:46.851 the second peak was just a year ago

NOTE Confidence: 0.9007890625

00:02:46.851 --> 00:02:49.585 on December the 8th and it was 241

NOTE Confidence: 0.9007890625

00:02:49.585 --> 00:02:53.310 and we've already surpassed that.

NOTE Confidence: 0.9007890625

00:02:53.310 --> 00:02:57.830 So this is a new and dramatic surge.

NOTE Confidence: 0.9007890625

00:02:57.830 --> 00:03:01.014 The ICU and just the all New Haven

NOTE Confidence: 0.9007890625

00:03:01.014 --> 00:03:04.057 Hospital is at 60 with 30 in

NOTE Confidence: 0.9007890625

00:03:04.057 --> 00:03:06.161 intubated and on ventilators there's

NOTE Confidence: 0.9007890625

00:03:06.161 --> 00:03:08.387 an 89% occupancy rate in Yale,

NOTE Confidence: 0.9007890625

00:03:08.390 --> 00:03:10.712 New Haven which means that the

NOTE Confidence: 0.9007890625

00:03:10.712 --> 00:03:12.260 hospital is actually extraordinarily

NOTE Confidence: 0.9007890625

00:03:12.326 --> 00:03:14.658 stressed for beds and you're full which

NOTE Confidence: 0.9007890625

00:03:14.658 --> 00:03:16.680 means that there are many patients

NOTE Confidence: 0.9007890625

00:03:16.742 --> 00:03:18.849 sitting in the Ed waiting for beds.

NOTE Confidence: 0.9007890625

00:03:18.850 --> 00:03:20.720 It's a tremendously high number

NOTE Confidence: 0.9007890625

00:03:20.720 --> 00:03:23.422 and we are feeling that in the

NOTE Confidence: 0.9007890625

00:03:23.422 --> 00:03:25.317 behavioral health world as well.  
NOTE Confidence: 0.9007890625

00:03:25.320 --> 00:03:26.952 And across the state,  
NOTE Confidence: 0.9007890625

00:03:26.952 --> 00:03:30.390 there are more than 800 patients hospitalized  
NOTE Confidence: 0.9007890625

00:03:30.390 --> 00:03:34.758 with about 70% of those unvaccinated.  
NOTE Confidence: 0.918184961363636

00:03:34.760 --> 00:03:37.072 Now I'm going to show you one more  
NOTE Confidence: 0.918184961363636

00:03:37.072 --> 00:03:39.449 reality and I understand that I'm really  
NOTE Confidence: 0.918184961363636

00:03:39.449 --> 00:03:42.190 starting out with the kind that starkness.  
NOTE Confidence: 0.918184961363636

00:03:42.190 --> 00:03:44.890 But I want the context in which we are,  
NOTE Confidence: 0.918184961363636

00:03:44.890 --> 00:03:47.982 why we have gone virtual and why  
NOTE Confidence: 0.918184961363636

00:03:47.982 --> 00:03:52.014 I'm a crime continues to haunt us.  
NOTE Confidence: 0.918184961363636

00:03:52.020 --> 00:03:53.646 So the other current reality is  
NOTE Confidence: 0.918184961363636

00:03:53.646 --> 00:03:56.033 that we are in vaccine plus booster  
NOTE Confidence: 0.918184961363636

00:03:56.033 --> 00:03:58.098 plus mask are incredibly important,  
NOTE Confidence: 0.918184961363636

00:03:58.100 --> 00:04:00.908 but we are seeing more breakthrough  
NOTE Confidence: 0.918184961363636

00:04:00.908 --> 00:04:02.560 infections and so this graph  
NOTE Confidence: 0.918184961363636

00:04:02.560 --> 00:04:04.035 right here is from Yale,

NOTE Confidence: 0.918184961363636  
00:04:04.040 --> 00:04:06.488 New Haven Health and showing the  
NOTE Confidence: 0.918184961363636  
00:04:06.488 --> 00:04:08.120 rate of breakthrough infections.  
NOTE Confidence: 0.918184961363636  
00:04:08.120 --> 00:04:11.421 Now going around 20 to 25%,  
NOTE Confidence: 0.918184961363636  
00:04:11.421 --> 00:04:14.426 which was higher than before.  
NOTE Confidence: 0.918184961363636  
00:04:14.430 --> 00:04:15.798 On the other hand,  
NOTE Confidence: 0.918184961363636  
00:04:15.798 --> 00:04:18.940 the news is good in the sense that with  
NOTE Confidence: 0.918184961363636  
00:04:18.940 --> 00:04:21.850 vaccine plus booster it's a milder disease,  
NOTE Confidence: 0.918184961363636  
00:04:21.850 --> 00:04:24.978 but much more contagious.  
NOTE Confidence: 0.918184961363636  
00:04:24.980 --> 00:04:26.405 And then finally the positivity  
NOTE Confidence: 0.918184961363636  
00:04:26.405 --> 00:04:28.380 rate in our state is climbing.  
NOTE Confidence: 0.918184961363636  
00:04:28.380 --> 00:04:33.540 We are now about 20% as of yesterday  
NOTE Confidence: 0.918184961363636  
00:04:33.540 --> 00:04:36.700 21.5% sorry, we just go back a bit.  
NOTE Confidence: 0.918184961363636  
00:04:36.700 --> 00:04:38.644 So these are the stark realities  
NOTE Confidence: 0.918184961363636  
00:04:38.644 --> 00:04:41.018 of where we are in this moment.  
NOTE Confidence: 0.918184961363636  
00:04:41.020 --> 00:04:43.898 On January the 4th on why, again,  
NOTE Confidence: 0.918184961363636

00:04:43.898 --> 00:04:46.388 we've gone to complete virtual.  
NOTE Confidence: 0.918184961363636

00:04:46.390 --> 00:04:48.451 And one of the realities is that for a  
NOTE Confidence: 0.918184961363636

00:04:48.451 --> 00:04:50.655 few more weeks than I would have hoped,  
NOTE Confidence: 0.918184961363636

00:04:50.660 --> 00:04:52.346 and that I certainly would have  
NOTE Confidence: 0.918184961363636

00:04:52.346 --> 00:04:53.614 hoped in 2022,  
NOTE Confidence: 0.918184961363636

00:04:53.614 --> 00:04:57.838 we'll be dealing with continued uncertainty.  
NOTE Confidence: 0.918184961363636

00:04:57.840 --> 00:05:00.160 I'm going to talk about how I'm very,  
NOTE Confidence: 0.918184961363636

00:05:00.160 --> 00:05:02.071 very proud and the fact that we  
NOTE Confidence: 0.918184961363636

00:05:02.071 --> 00:05:03.906 have all done this before and  
NOTE Confidence: 0.918184961363636

00:05:03.906 --> 00:05:05.808 we're learning a lot of skills.  
NOTE Confidence: 0.918184961363636

00:05:05.810 --> 00:05:09.247 And there is a bit of positivity  
NOTE Confidence: 0.918184961363636

00:05:09.247 --> 00:05:10.720 in the landscape.  
NOTE Confidence: 0.918184961363636

00:05:10.720 --> 00:05:14.074 Continue perhaps reasons for optimism that  
NOTE Confidence: 0.918184961363636

00:05:14.074 --> 00:05:17.430 this particular surge won't last as long.  
NOTE Confidence: 0.918184961363636

00:05:17.430 --> 00:05:19.440 That it's not as virulent.  
NOTE Confidence: 0.918184961363636

00:05:19.440 --> 00:05:21.312 That we're increasing immunity



NOTE Confidence: 0.918184961363636

00:05:21.312 --> 00:05:24.120 across our communities and we have

NOTE Confidence: 0.918184961363636

00:05:24.199 --> 00:05:26.289 learned a tremendous amount which

NOTE Confidence: 0.918184961363636

00:05:26.289 --> 00:05:29.030 I'm going to continue to address.

NOTE Confidence: 0.918184961363636

00:05:29.030 --> 00:05:31.646 But that's the reality and why we're virtual,

NOTE Confidence: 0.918184961363636

00:05:31.650 --> 00:05:32.348 completely virtual,

NOTE Confidence: 0.918184961363636

00:05:32.348 --> 00:05:34.791 and why all of a sudden you're

NOTE Confidence: 0.918184961363636

00:05:34.791 --> 00:05:36.609 seeing more communications about

NOTE Confidence: 0.918184961363636

00:05:36.609 --> 00:05:38.944 Omicron coming from the department,

NOTE Confidence: 0.918184961363636

00:05:38.950 --> 00:05:40.098 and the various precautions

NOTE Confidence: 0.918184961363636

00:05:40.098 --> 00:05:41.533 that we need to take.

NOTE Confidence: 0.860626350769231

00:05:43.940 --> 00:05:46.796 We are as reality, though very

NOTE Confidence: 0.860626350769231

00:05:46.796 --> 00:05:50.098 likely going to move to an endemic.

NOTE Confidence: 0.860626350769231

00:05:50.100 --> 00:05:52.764 And I just want to make that point not

NOTE Confidence: 0.860626350769231

00:05:52.764 --> 00:05:55.735 so much from an infectious disease POV.

NOTE Confidence: 0.860626350769231

00:05:55.740 --> 00:05:59.394 But from a how we think about adapting to

NOTE Confidence: 0.860626350769231

00:05:59.394 --> 00:06:02.222 that and an endemic compared to a pandemic

NOTE Confidence: 0.860626350769231

00:06:02.222 --> 00:06:04.829 is that there is transmission still,

NOTE Confidence: 0.860626350769231

00:06:04.830 --> 00:06:07.672 but the number of cases remains relatively

NOTE Confidence: 0.860626350769231

00:06:07.672 --> 00:06:10.060 constant and present around the world.

NOTE Confidence: 0.860626350769231

00:06:10.060 --> 00:06:11.652 We're not there yet.

NOTE Confidence: 0.860626350769231

00:06:11.652 --> 00:06:14.560 We're still very much in pandemic stage.

NOTE Confidence: 0.860626350769231

00:06:14.560 --> 00:06:15.956 But there's no question.

NOTE Confidence: 0.860626350769231

00:06:15.956 --> 00:06:18.582 I think that COVID and many infectious

NOTE Confidence: 0.860626350769231

00:06:18.582 --> 00:06:20.877 disease experts talk about it,

NOTE Confidence: 0.860626350769231

00:06:20.880 --> 00:06:23.000 that COVID will be endemic,

NOTE Confidence: 0.860626350769231

00:06:23.000 --> 00:06:26.640 and it will be a part of our daily lives.

NOTE Confidence: 0.860626350769231

00:06:26.640 --> 00:06:29.680 And we will learn to adjust to it.

NOTE Confidence: 0.860626350769231

00:06:29.680 --> 00:06:32.016 So we will learn to live with COVID.

NOTE Confidence: 0.860626350769231

00:06:32.020 --> 00:06:33.778 We will learn to make adjustments.

NOTE Confidence: 0.860626350769231

00:06:33.780 --> 00:06:36.240 For example our workplace environment.

NOTE Confidence: 0.860626350769231

00:06:36.240 --> 00:06:38.695 We may have masks regularly

NOTE Confidence: 0.860626350769231

00:06:38.695 --> 00:06:41.150 wearing them in different settings.

NOTE Confidence: 0.860626350769231

00:06:41.150 --> 00:06:43.250 And I know currently we've changed

NOTE Confidence: 0.860626350769231

00:06:43.250 --> 00:06:45.968 some of them at or we the CDC and

NOTE Confidence: 0.860626350769231

00:06:45.968 --> 00:06:47.822 others have changed some of the

NOTE Confidence: 0.860626350769231

00:06:47.822 --> 00:06:49.310 mask requirements or suggestions,

NOTE Confidence: 0.860626350769231

00:06:49.310 --> 00:06:52.532 but will continue to be created

NOTE Confidence: 0.860626350769231

00:06:52.532 --> 00:06:54.680 in our mask wearing.

NOTE Confidence: 0.860626350769231

00:06:54.680 --> 00:06:57.640 It's likely that in public spaces we will

NOTE Confidence: 0.860626350769231

00:06:57.640 --> 00:07:00.166 continue to have masks and continue to

NOTE Confidence: 0.860626350769231

00:07:00.166 --> 00:07:03.139 think about how we are in public spaces,

NOTE Confidence: 0.860626350769231

00:07:03.140 --> 00:07:05.681 and very likely that there will continue

NOTE Confidence: 0.860626350769231

00:07:05.681 --> 00:07:08.979 to be this kind of push pull between

NOTE Confidence: 0.860626350769231

00:07:08.979 --> 00:07:11.830 variants and vaccines variants and vaccines.

NOTE Confidence: 0.860626350769231

00:07:11.830 --> 00:07:14.240 But coronavirus has really changed

NOTE Confidence: 0.860626350769231

00:07:14.240 --> 00:07:17.714 the way we work, and I suspect that

NOTE Confidence: 0.860626350769231

00:07:17.714 --> 00:07:20.030 that will be that will continue.  
NOTE Confidence: 0.860626350769231

00:07:20.030 --> 00:07:22.206 And we'll talk about that a bit more.  
NOTE Confidence: 0.860626350769231

00:07:22.210 --> 00:07:23.730 But remote work I think,  
NOTE Confidence: 0.860626350769231

00:07:23.730 --> 00:07:26.508 will be a widely accepted across  
NOTE Confidence: 0.860626350769231

00:07:26.508 --> 00:07:29.679 the world and across our community.  
NOTE Confidence: 0.860626350769231

00:07:29.680 --> 00:07:31.822 Some of the advantages is it will  
NOTE Confidence: 0.860626350769231

00:07:31.822 --> 00:07:33.539 actually help us find talent.  
NOTE Confidence: 0.860626350769231

00:07:33.540 --> 00:07:34.464 We'll be able.  
NOTE Confidence: 0.860626350769231

00:07:34.464 --> 00:07:35.696 Just as Kieran said,  
NOTE Confidence: 0.860626350769231

00:07:35.700 --> 00:07:38.452 that he's been able to actually convert grand  
NOTE Confidence: 0.860626350769231

00:07:38.452 --> 00:07:41.078 rounds over this next few weeks to virtual,  
NOTE Confidence: 0.860626350769231

00:07:41.080 --> 00:07:43.278 and we'll have a speaker from London.  
NOTE Confidence: 0.860626350769231

00:07:43.280 --> 00:07:45.464 We'll be able actually to access  
NOTE Confidence: 0.860626350769231

00:07:45.464 --> 00:07:47.869 people in new and in new ways.  
NOTE Confidence: 0.860626350769231

00:07:47.870 --> 00:07:50.558 Not so new 'cause it's been 600  
NOTE Confidence: 0.860626350769231

00:07:50.558 --> 00:07:52.902 and however many days will continue

NOTE Confidence: 0.860626350769231  
00:07:52.902 --> 00:07:55.248 to have virtual learning will even  
NOTE Confidence: 0.860626350769231  
00:07:55.248 --> 00:07:57.699 start to use virtual reality that  
NOTE Confidence: 0.860626350769231  
00:07:57.699 --> 00:08:00.310 will enhance our abilities to work.  
NOTE Confidence: 0.860626350769231  
00:08:00.310 --> 00:08:03.850 Across geographical locations and of course,  
NOTE Confidence: 0.860626350769231  
00:08:03.850 --> 00:08:04.660 telemedicine.  
NOTE Confidence: 0.893553309473684  
00:08:07.240 --> 00:08:10.327 But I want to also return to  
NOTE Confidence: 0.893553309473684  
00:08:10.327 --> 00:08:13.253 reflection to that third that third  
NOTE Confidence: 0.893553309473684  
00:08:13.253 --> 00:08:16.259 panel in my welcoming you back.  
NOTE Confidence: 0.893553309473684  
00:08:16.260 --> 00:08:18.532 And I have this quote here not  
NOTE Confidence: 0.893553309473684  
00:08:18.532 --> 00:08:21.592 actually to emphasize any particular  
NOTE Confidence: 0.893553309473684  
00:08:21.592 --> 00:08:23.951 religious tradition over the holiday  
NOTE Confidence: 0.893553309473684  
00:08:23.951 --> 00:08:26.213 break that we've just come through.  
NOTE Confidence: 0.893553309473684  
00:08:26.220 --> 00:08:28.170 But actually to the last  
NOTE Confidence: 0.893553309473684  
00:08:28.170 --> 00:08:29.730 phrase within this quote.  
NOTE Confidence: 0.893553309473684  
00:08:29.730 --> 00:08:31.682 It unveils the extraordinary  
NOTE Confidence: 0.893553309473684

00:08:31.682 --> 00:08:33.146 that are hurried,  
NOTE Confidence: 0.893553309473684

00:08:33.150 --> 00:08:36.858 our hurried and conceal and neglect.  
NOTE Confidence: 0.893553309473684

00:08:36.860 --> 00:08:39.080 Because I think that's what has  
NOTE Confidence: 0.893553309473684

00:08:39.080 --> 00:08:41.351 happened with the pandemic that we  
NOTE Confidence: 0.893553309473684

00:08:41.351 --> 00:08:43.505 need to continue to remind ourselves.  
NOTE Confidence: 0.893553309473684

00:08:43.510 --> 00:08:46.860 That we have lived and are living just as I  
NOTE Confidence: 0.893553309473684

00:08:46.941 --> 00:08:51.958 began this talk deeply in reactionary mode.  
NOTE Confidence: 0.893553309473684

00:08:51.960 --> 00:08:54.100 And in a hurried, pressured,  
NOTE Confidence: 0.893553309473684

00:08:54.100 --> 00:08:57.100 stressed reactionary mode.  
NOTE Confidence: 0.893553309473684

00:08:57.100 --> 00:08:59.656 And what that I think is  
NOTE Confidence: 0.893553309473684

00:08:59.656 --> 00:09:00.934 the unintended effect.  
NOTE Confidence: 0.893553309473684

00:09:00.940 --> 00:09:03.537 It's been very effective in many ways,  
NOTE Confidence: 0.893553309473684

00:09:03.540 --> 00:09:07.044 but the unintended effect is it is not  
NOTE Confidence: 0.893553309473684

00:09:07.044 --> 00:09:10.351 permitted us or sometimes concealed all  
NOTE Confidence: 0.893553309473684

00:09:10.351 --> 00:09:12.606 the extraordinary things that everyone  
NOTE Confidence: 0.893553309473684

00:09:12.606 --> 00:09:16.310 of you in this virtual room have done.

NOTE Confidence: 0.893553309473684  
00:09:16.310 --> 00:09:18.354 You've cared for families,  
NOTE Confidence: 0.893553309473684  
00:09:18.354 --> 00:09:19.887 your own families.  
NOTE Confidence: 0.893553309473684  
00:09:19.890 --> 00:09:21.924 You care for the children coming to see us.  
NOTE Confidence: 0.893553309473684  
00:09:21.930 --> 00:09:23.690 You kept research programs going.  
NOTE Confidence: 0.893553309473684  
00:09:23.690 --> 00:09:25.370 You kept training programs going.  
NOTE Confidence: 0.893553309473684  
00:09:25.370 --> 00:09:27.334 We have been innovative.  
NOTE Confidence: 0.893553309473684  
00:09:27.334 --> 00:09:30.897 We have found new solutions and we have  
NOTE Confidence: 0.893553309473684  
00:09:30.897 --> 00:09:33.111 actually held together as a community  
NOTE Confidence: 0.893553309473684  
00:09:33.111 --> 00:09:35.776 and I'll continue to emphasize that.  
NOTE Confidence: 0.893553309473684  
00:09:35.780 --> 00:09:38.828 But I really hope that we regardless again  
NOTE Confidence: 0.893553309473684  
00:09:38.828 --> 00:09:41.435 of religious tradition but that we can  
NOTE Confidence: 0.893553309473684  
00:09:41.435 --> 00:09:44.108 take the spirit of this holiday break.  
NOTE Confidence: 0.893553309473684  
00:09:44.108 --> 00:09:46.520 To continue to reflect on the  
NOTE Confidence: 0.893553309473684  
00:09:46.602 --> 00:09:49.620 extraordinary that we have been through  
NOTE Confidence: 0.893553309473684  
00:09:49.620 --> 00:09:52.700 and that we are continuing to be in.  
NOTE Confidence: 0.893553309473684

00:09:52.700 --> 00:09:57.005 And continuing to support one another in.

NOTE Confidence: 0.893553309473684

00:09:57.010 --> 00:09:59.122 I also want to return to

NOTE Confidence: 0.893553309473684

00:09:59.122 --> 00:10:00.530 the themes of September.

NOTE Confidence: 0.893553309473684

00:10:00.530 --> 00:10:02.462 It's only been a few months since

NOTE Confidence: 0.893553309473684

00:10:02.462 --> 00:10:04.336 September when we were actually talking

NOTE Confidence: 0.893553309473684

00:10:04.336 --> 00:10:06.646 about the state of the department then,

NOTE Confidence: 0.893553309473684

00:10:06.650 --> 00:10:10.246 and I wanted to remind you that in

NOTE Confidence: 0.893553309473684

00:10:10.246 --> 00:10:12.136 September we needed to acknowledge

NOTE Confidence: 0.893553309473684

00:10:12.136 --> 00:10:14.563 what we were going through while

NOTE Confidence: 0.893553309473684

00:10:14.563 --> 00:10:16.993 at the same time pushing forward.

NOTE Confidence: 0.893553309473684

00:10:17.000 --> 00:10:19.896 And in September we had a theme about

NOTE Confidence: 0.893553309473684

00:10:19.896 --> 00:10:21.981 acknowledging that there were many things

NOTE Confidence: 0.893553309473684

00:10:21.981 --> 00:10:24.970 going on in our hearts that were not

NOTE Confidence: 0.893553309473684

00:10:24.970 --> 00:10:27.420 necessarily expressly and explicitly stated.

NOTE Confidence: 0.893553309473684

00:10:27.420 --> 00:10:30.040 That is our collective loss

NOTE Confidence: 0.893553309473684

00:10:30.040 --> 00:10:31.000 that there have been many,



NOTE Confidence: 0.893553309473684

00:10:31.000 --> 00:10:33.898 many losses and not just to people,

NOTE Confidence: 0.893553309473684

00:10:33.900 --> 00:10:36.084 not just of loved ones and friends,

NOTE Confidence: 0.893553309473684

00:10:36.090 --> 00:10:37.905 but many losses for the

NOTE Confidence: 0.893553309473684

00:10:37.905 --> 00:10:39.357 department for our community,

NOTE Confidence: 0.893553309473684

00:10:39.360 --> 00:10:40.980 for the medical school to school,

NOTE Confidence: 0.893553309473684

00:10:40.980 --> 00:10:43.160 New Haven, and the nation,

NOTE Confidence: 0.893553309473684

00:10:43.160 --> 00:10:44.183 and the world.

NOTE Confidence: 0.893553309473684

00:10:44.183 --> 00:10:46.570 And that within that that we are

NOTE Confidence: 0.893553309473684

00:10:46.651 --> 00:10:48.919 in a collective continue to still

NOTE Confidence: 0.893553309473684

00:10:48.919 --> 00:10:51.160 be in a collective mourning,

NOTE Confidence: 0.893553309473684

00:10:51.160 --> 00:10:54.750 and everyone is extraordinarily tired.

NOTE Confidence: 0.893553309473684

00:10:54.750 --> 00:10:56.148 And I know that you are,

NOTE Confidence: 0.893553309473684

00:10:56.150 --> 00:10:58.670 and I know that we were even just

NOTE Confidence: 0.893553309473684

00:10:58.670 --> 00:11:00.469 before everyone got on virtually.

NOTE Confidence: 0.893553309473684

00:11:00.470 --> 00:11:03.428 Having extraordinarily long sighs of oh,

NOTE Confidence: 0.893553309473684

00:11:03.430 --> 00:11:09.000 not again. Didn't we do this in January 2021?

NOTE Confidence: 0.893553309473684

00:11:09.000 --> 00:11:11.340 But the other theme of September,

NOTE Confidence: 0.893553309473684

00:11:11.340 --> 00:11:14.315 which continues to be if not louder

NOTE Confidence: 0.893553309473684

00:11:14.315 --> 00:11:17.212 now as the importance of our coming

NOTE Confidence: 0.893553309473684

00:11:17.212 --> 00:11:19.860 together in the importance of gratitude.

NOTE Confidence: 0.893553309473684

00:11:19.860 --> 00:11:22.080 Gratitude for these moments together,

NOTE Confidence: 0.893553309473684

00:11:22.080 --> 00:11:23.436 whether they're virtual,

NOTE Confidence: 0.893553309473684

00:11:23.436 --> 00:11:23.888 hybrid,

NOTE Confidence: 0.893553309473684

00:11:23.888 --> 00:11:26.600 even those brief moments of in

NOTE Confidence: 0.893553309473684

00:11:26.676 --> 00:11:28.826 person waving across the room.

NOTE Confidence: 0.893553309473684

00:11:28.830 --> 00:11:31.502 The month that all the people that come

NOTE Confidence: 0.893553309473684

00:11:31.502 --> 00:11:34.397 into 350 George to support our practice.

NOTE Confidence: 0.893553309473684

00:11:34.400 --> 00:11:35.820 Security group that's there.

NOTE Confidence: 0.893553309473684

00:11:35.820 --> 00:11:37.950 That's everyone coming in to keep

NOTE Confidence: 0.85983096

00:11:38.014 --> 00:11:38.972 research. Going.

NOTE Confidence: 0.85983096

00:11:38.972 --> 00:11:41.624 Our gratitude for all that we're

NOTE Confidence: 0.85983096

00:11:41.624 --> 00:11:43.582 doing together. 'cause again,

NOTE Confidence: 0.85983096

00:11:43.582 --> 00:11:46.798 that is what holds us together.

NOTE Confidence: 0.85983096

00:11:46.800 --> 00:11:48.636 So it's really customary at this

NOTE Confidence: 0.85983096

00:11:48.636 --> 00:11:50.588 time in January to talk about

NOTE Confidence: 0.85983096

00:11:50.588 --> 00:11:52.258 the state of the department.

NOTE Confidence: 0.85983096

00:11:52.260 --> 00:11:55.086 So here's what I think the state of the

NOTE Confidence: 0.85983096

00:11:55.086 --> 00:11:57.415 department is and we can stop right there.

NOTE Confidence: 0.85983096

00:11:57.420 --> 00:11:59.190 But the state of the department

NOTE Confidence: 0.85983096

00:11:59.190 --> 00:12:01.580 is that we're doing well, though I

NOTE Confidence: 0.85983096

00:12:01.580 --> 00:12:04.220 think we're considerably stressed by COVID.

NOTE Confidence: 0.85983096

00:12:04.220 --> 00:12:06.060 We have some challenges.

NOTE Confidence: 0.85983096

00:12:06.060 --> 00:12:07.212 What I'll talk about,

NOTE Confidence: 0.85983096

00:12:07.212 --> 00:12:09.680 and we're in the midst of tremendous,

NOTE Confidence: 0.85983096

00:12:09.680 --> 00:12:12.100 tremendous change.

NOTE Confidence: 0.85983096

00:12:12.100 --> 00:12:14.095 Part of it brought on by COVID,

NOTE Confidence: 0.85983096

00:12:14.100 --> 00:12:15.980 part of it brought on by the change  
NOTE Confidence: 0.85983096

00:12:15.980 --> 00:12:18.063 that we were already involved in when  
NOTE Confidence: 0.85983096

00:12:18.063 --> 00:12:20.010 this pandemic in March 12th began.  
NOTE Confidence: 0.85269933

00:12:22.080 --> 00:12:24.490 Customarily at this time one  
NOTE Confidence: 0.85269933

00:12:24.490 --> 00:12:25.936 talks about accomplishments.  
NOTE Confidence: 0.85269933

00:12:25.940 --> 00:12:28.622 You talk about the what I'm  
NOTE Confidence: 0.85269933

00:12:28.622 --> 00:12:30.554 going to talk some about what,  
NOTE Confidence: 0.85269933

00:12:30.560 --> 00:12:32.708 but I'm also going to talk  
NOTE Confidence: 0.85269933

00:12:32.708 --> 00:12:34.140 about how and process,  
NOTE Confidence: 0.85269933

00:12:34.140 --> 00:12:35.898 and I think some of that  
NOTE Confidence: 0.85269933

00:12:35.898 --> 00:12:37.300 process that we're involved in,  
NOTE Confidence: 0.85269933

00:12:37.300 --> 00:12:39.560 especially around culture and climate,  
NOTE Confidence: 0.85269933

00:12:39.560 --> 00:12:41.570 that it is really important that  
NOTE Confidence: 0.85269933

00:12:41.570 --> 00:12:43.480 we intend to. And again,  
NOTE Confidence: 0.85269933

00:12:43.480 --> 00:12:46.630 it is a balance between the two.  
NOTE Confidence: 0.85269933

00:12:46.630 --> 00:12:49.780 And so here's where we'll go.

NOTE Confidence: 0.85269933

00:12:49.780 --> 00:12:52.783 I want to do just a very

NOTE Confidence: 0.85269933

00:12:52.783 --> 00:12:54.070 short department snapshot.

NOTE Confidence: 0.85269933

00:12:54.070 --> 00:12:56.526 I want to touch touch a bit on

NOTE Confidence: 0.85269933

00:12:56.526 --> 00:12:58.510 carrying forward what I think we

NOTE Confidence: 0.85269933

00:12:58.510 --> 00:13:00.466 have learned during Kovid and what

NOTE Confidence: 0.85269933

00:13:00.539 --> 00:13:02.625 we need to continue to adapt to.

NOTE Confidence: 0.85269933

00:13:02.630 --> 00:13:04.646 To spend some time on the surge in

NOTE Confidence: 0.85269933

00:13:04.646 --> 00:13:06.475 mental health needs because that surge

NOTE Confidence: 0.85269933

00:13:06.475 --> 00:13:08.371 in child behavioral health needs is

NOTE Confidence: 0.85269933

00:13:08.425 --> 00:13:10.687 impacting every mission in this department,

NOTE Confidence: 0.85269933

00:13:10.690 --> 00:13:12.770 not just our clinical.

NOTE Confidence: 0.85269933

00:13:12.770 --> 00:13:14.330 It's impacting everything,

NOTE Confidence: 0.85269933

00:13:14.330 --> 00:13:16.158 climate and culture which

NOTE Confidence: 0.85269933

00:13:16.158 --> 00:13:17.529 relates to recruiting,

NOTE Confidence: 0.85269933

00:13:17.530 --> 00:13:20.716 developing and growing our our community.

NOTE Confidence: 0.85269933

00:13:20.720 --> 00:13:22.049 And then finally,  
NOTE Confidence: 0.85269933

00:13:22.049 --> 00:13:23.378 where we're going.  
NOTE Confidence: 0.85269933

00:13:23.380 --> 00:13:25.040 So that's in a nutshell,  
NOTE Confidence: 0.85269933

00:13:25.040 --> 00:13:25.968 where we will go.  
NOTE Confidence: 0.857052825

00:13:28.220 --> 00:13:32.108 So short department snapshots.  
NOTE Confidence: 0.857052825

00:13:32.110 --> 00:13:34.014 Now some of these slides you have seen  
NOTE Confidence: 0.857052825

00:13:34.014 --> 00:13:36.006 are some of you in different settings.  
NOTE Confidence: 0.857052825

00:13:36.010 --> 00:13:38.730 Have seen one of the things I have  
NOTE Confidence: 0.857052825

00:13:38.730 --> 00:13:40.949 actually learned not only during COVID,  
NOTE Confidence: 0.857052825

00:13:40.950 --> 00:13:44.214 but over this course of time as as  
NOTE Confidence: 0.857052825

00:13:44.214 --> 00:13:47.274 your chair is that communication,  
NOTE Confidence: 0.857052825

00:13:47.274 --> 00:13:49.598 communication, communication that there  
NOTE Confidence: 0.857052825

00:13:49.598 --> 00:13:52.496 is a virtue and repetition because it  
NOTE Confidence: 0.857052825

00:13:52.496 --> 00:13:55.087 actually brings out additional points.  
NOTE Confidence: 0.857052825

00:13:55.090 --> 00:13:58.924 But I want to remind you first about the  
NOTE Confidence: 0.857052825

00:13:58.924 --> 00:14:01.996 structure of how we sit as a department.

NOTE Confidence: 0.857052825

00:14:02.000 --> 00:14:03.992 So we as the CHILD Study Center from

NOTE Confidence: 0.857052825

00:14:03.992 --> 00:14:05.967 one of the 19 clinical departments

NOTE Confidence: 0.857052825

00:14:05.967 --> 00:14:07.737 and the School of Medicine,

NOTE Confidence: 0.857052825

00:14:07.740 --> 00:14:11.500 the School of Medicine is in Yale University.

NOTE Confidence: 0.857052825

00:14:11.500 --> 00:14:13.866 But the other piece that also gives

NOTE Confidence: 0.857052825

00:14:13.866 --> 00:14:16.196 us another system within is that we

NOTE Confidence: 0.857052825

00:14:16.196 --> 00:14:18.555 our clinical practice is a part of

NOTE Confidence: 0.857052825

00:14:18.555 --> 00:14:20.630 the Yale Medicine clinical practice.

NOTE Confidence: 0.857052825

00:14:20.630 --> 00:14:22.933 Which is a part of the clinical

NOTE Confidence: 0.857052825

00:14:22.933 --> 00:14:25.360 efforts of the School of Medicine.

NOTE Confidence: 0.857052825

00:14:25.360 --> 00:14:28.300 So we are nested in that way,

NOTE Confidence: 0.857052825

00:14:28.300 --> 00:14:30.148 but we also have a relationship

NOTE Confidence: 0.857052825

00:14:30.148 --> 00:14:31.072 with the hospital,

NOTE Confidence: 0.857052825

00:14:31.080 --> 00:14:33.636 which is a totally different system,

NOTE Confidence: 0.857052825

00:14:33.640 --> 00:14:35.656 and the Yale New Haven Children's Hospital is

NOTE Confidence: 0.857052825

00:14:35.656 --> 00:14:37.956 a part of the Yale New Haven Health system.

NOTE Confidence: 0.857052825

00:14:37.960 --> 00:14:41.188 Across across the state of Connecticut.

NOTE Confidence: 0.857052825

00:14:41.190 --> 00:14:43.158 Two different systems.

NOTE Confidence: 0.857052825

00:14:43.158 --> 00:14:44.470 We collaborate.

NOTE Confidence: 0.857052825

00:14:44.470 --> 00:14:47.627 We care for patients in the hospital.

NOTE Confidence: 0.857052825

00:14:47.630 --> 00:14:48.930 We go back and forth.

NOTE Confidence: 0.857052825

00:14:48.930 --> 00:14:50.028 We do research.

NOTE Confidence: 0.857052825

00:14:50.028 --> 00:14:53.410 We have education, but two different systems,

NOTE Confidence: 0.857052825

00:14:53.410 --> 00:14:55.486 great advantages, great advantages to

NOTE Confidence: 0.857052825

00:14:55.486 --> 00:14:57.670 being a part of this large system.

NOTE Confidence: 0.857052825

00:14:57.670 --> 00:14:58.264 Great benefits.

NOTE Confidence: 0.857052825

00:14:58.264 --> 00:15:01.050 We could spend a lot of time talking about.

NOTE Confidence: 0.857052825

00:15:01.050 --> 00:15:03.538 The actual individual benefits

NOTE Confidence: 0.857052825

00:15:03.538 --> 00:15:06.026 are linked to resources,

NOTE Confidence: 0.857052825

00:15:06.030 --> 00:15:08.230 but it also has a constraint in some

NOTE Confidence: 0.857052825

00:15:08.230 --> 00:15:11.566 degrees of agreement of which decisions are.



NOTE Confidence: 0.857052825

00:15:11.566 --> 00:15:13.711 Hours in which decisions are

NOTE Confidence: 0.857052825

00:15:13.711 --> 00:15:15.728 a part of the system.

NOTE Confidence: 0.857052825

00:15:15.730 --> 00:15:18.210 Keep that in mind.

NOTE Confidence: 0.857052825

00:15:18.210 --> 00:15:20.250 And here is the state of the department

NOTE Confidence: 0.857052825

00:15:20.250 --> 00:15:22.629 in a glance in terms of who we are and

NOTE Confidence: 0.857052825

00:15:22.629 --> 00:15:25.227 and a number of you have seen this before,

NOTE Confidence: 0.857052825

00:15:25.230 --> 00:15:27.918 but I just want to keep

NOTE Confidence: 0.857052825

00:15:27.918 --> 00:15:29.710 emphasizing that we're big.

NOTE Confidence: 0.857052825

00:15:29.710 --> 00:15:31.390 We're about 520 people.

NOTE Confidence: 0.857052825

00:15:31.390 --> 00:15:34.574 If you if you include our voluntary

NOTE Confidence: 0.857052825

00:15:34.574 --> 00:15:38.024 faculty or community faculty as well.

NOTE Confidence: 0.857052825

00:15:38.030 --> 00:15:40.895 We are we are a large department and

NOTE Confidence: 0.857052825

00:15:40.895 --> 00:15:44.045 we were growing pretty rapidly pre

NOTE Confidence: 0.857052825

00:15:44.045 --> 00:15:46.550 COVID and are continuing to grow not

NOTE Confidence: 0.857052825

00:15:46.550 --> 00:15:49.792 so rapidly at this point as is true of

NOTE Confidence: 0.857052825

00:15:49.792 --> 00:15:52.190 every department across the medical school.

NOTE Confidence: 0.857052825

00:15:52.190 --> 00:15:54.280 You can see the distribution

NOTE Confidence: 0.857052825

00:15:54.280 --> 00:15:56.870 in terms of gender and race,

NOTE Confidence: 0.857052825

00:15:56.870 --> 00:16:00.414 but we are actually a pretty big department.

NOTE Confidence: 0.857052825

00:16:00.420 --> 00:16:02.884 One thing to call attention to here

NOTE Confidence: 0.857052825

00:16:02.884 --> 00:16:05.370 in terms of assistant associated

NOTE Confidence: 0.857052825

00:16:05.370 --> 00:16:08.250 full professors is that we are also

NOTE Confidence: 0.857052825

00:16:08.250 --> 00:16:11.364 a bit of an aging department and we

NOTE Confidence: 0.857052825

00:16:11.364 --> 00:16:13.386 need to work considerably on growing

NOTE Confidence: 0.857052825

00:16:13.386 --> 00:16:15.332 our number of assistant professors

NOTE Confidence: 0.857052825

00:16:15.332 --> 00:16:17.732 and many of our assistant professors

NOTE Confidence: 0.857052825

00:16:17.732 --> 00:16:20.140 are many of our clinical faculty

NOTE Confidence: 0.857052825

00:16:20.140 --> 00:16:22.080 are assistant professors and live

NOTE Confidence: 0.857052825

00:16:22.080 --> 00:16:25.648 in this 102 here.

NOTE Confidence: 0.857052825

00:16:25.650 --> 00:16:25.926 Financially,

NOTE Confidence: 0.857052825

00:16:25.926 --> 00:16:28.410 I'm not going to go through all of this,

NOTE Confidence: 0.857052825

00:16:28.410 --> 00:16:29.412 but I just want to give

NOTE Confidence: 0.857052825

00:16:29.412 --> 00:16:30.729 you a by the numbers link.

NOTE Confidence: 0.857052825

00:16:30.730 --> 00:16:32.594 Look at the department.

NOTE Confidence: 0.857052825

00:16:32.594 --> 00:16:34.924 Our annual budget is about

NOTE Confidence: 0.857052825

00:16:34.930 --> 00:16:36.482 46.1 million right here,

NOTE Confidence: 0.857052825

00:16:36.482 --> 00:16:38.422 but there is a difference.

NOTE Confidence: 0.857052825

00:16:38.430 --> 00:16:40.585 A delta here that's covered

NOTE Confidence: 0.857052825

00:16:40.585 --> 00:16:42.309 actually by Yale Medicine.

NOTE Confidence: 0.857052825

00:16:42.310 --> 00:16:45.635 We'll get to that in a bit.

NOTE Confidence: 0.901528134545455

00:16:45.640 --> 00:16:47.887 Everyone in our grant world has been

NOTE Confidence: 0.901528134545455

00:16:47.887 --> 00:16:49.280 extraordinarily busy and fiscal.

NOTE Confidence: 0.901528134545455

00:16:49.280 --> 00:16:52.502 Year 21, we had 120 proposals

NOTE Confidence: 0.901528134545455

00:16:52.502 --> 00:16:55.405 submitted and we have a number 172

NOTE Confidence: 0.901528134545455

00:16:55.405 --> 00:16:58.030 active awards across the department.

NOTE Confidence: 0.901528134545455

00:16:58.030 --> 00:17:00.829 Just think of them and I don't actually have

NOTE Confidence: 0.901528134545455

00:17:00.829 --> 00:17:03.906 to remind you of the amount of work that  
NOTE Confidence: 0.901528134545455

00:17:03.906 --> 00:17:06.510 that reflects on all levels of individual.  
NOTE Confidence: 0.901528134545455

00:17:06.510 --> 00:17:07.852 Principal investigators,  
NOTE Confidence: 0.901528134545455

00:17:07.852 --> 00:17:11.207 your teams our business office.  
NOTE Confidence: 0.901528134545455

00:17:11.210 --> 00:17:14.418 Everyone looking at our annual  
NOTE Confidence: 0.901528134545455

00:17:14.418 --> 00:17:15.746 buildings and patient care,  
NOTE Confidence: 0.901528134545455

00:17:15.750 --> 00:17:18.891 you can see the the between the inpatient our  
NOTE Confidence: 0.901528134545455

00:17:18.891 --> 00:17:21.510 hospital based services and our outpatient.  
NOTE Confidence: 0.901528134545455

00:17:21.510 --> 00:17:24.700 We bill about 13 million.  
NOTE Confidence: 0.901528134545455

00:17:24.700 --> 00:17:28.186 But you look at what we collect.  
NOTE Confidence: 0.901528134545455

00:17:28.190 --> 00:17:30.724 And not going to persevere on that.  
NOTE Confidence: 0.901528134545455

00:17:30.730 --> 00:17:33.178 Many of you have heard me say before  
NOTE Confidence: 0.901528134545455

00:17:33.178 --> 00:17:35.689 that that delta has nothing to do  
NOTE Confidence: 0.901528134545455

00:17:35.689 --> 00:17:37.519 with the considerable amount of  
NOTE Confidence: 0.901528134545455

00:17:37.587 --> 00:17:39.849 effort that people are putting in,  
NOTE Confidence: 0.901528134545455

00:17:39.850 --> 00:17:42.594 but has to do with the structural

NOTE Confidence: 0.901528134545455  
00:17:42.594 --> 00:17:45.109 nature of behavioral health and the  
NOTE Confidence: 0.901528134545455  
00:17:45.109 --> 00:17:47.629 reimbursement will come back to that.  
NOTE Confidence: 0.901528134545455  
00:17:47.630 --> 00:17:49.925 And then you see here the volume of patients.  
NOTE Confidence: 0.901528134545455  
00:17:49.930 --> 00:17:51.365 Then this number will actually  
NOTE Confidence: 0.901528134545455  
00:17:51.365 --> 00:17:53.722 be higher now if we bring in the  
NOTE Confidence: 0.901528134545455  
00:17:53.722 --> 00:17:55.066 current or the current months,  
NOTE Confidence: 0.901528134545455  
00:17:55.066 --> 00:17:57.329 I'll show you a bit more about that,  
NOTE Confidence: 0.901528134545455  
00:17:57.330 --> 00:18:01.098 but we do. A tremendous amount of work.  
NOTE Confidence: 0.901528134545455  
00:18:01.100 --> 00:18:02.720 And if you're curious about these,  
NOTE Confidence: 0.901528134545455  
00:18:02.720 --> 00:18:04.620 this particular age range or  
NOTE Confidence: 0.901528134545455  
00:18:04.620 --> 00:18:06.520 this particular length of stay,  
NOTE Confidence: 0.901528134545455  
00:18:06.520 --> 00:18:08.668 so we have a tradition actually  
NOTE Confidence: 0.901528134545455  
00:18:08.668 --> 00:18:10.100 of caring for families,  
NOTE Confidence: 0.901528134545455  
00:18:10.100 --> 00:18:12.140 especially families with developmental  
NOTE Confidence: 0.901528134545455  
00:18:12.140 --> 00:18:14.180 disabilities well into adulthood,  
NOTE Confidence: 0.901528134545455

00:18:14.180 --> 00:18:16.504 and for following them across the lifespan.

NOTE Confidence: 0.834611415

00:18:18.900 --> 00:18:20.688 Sources of income for the department.

NOTE Confidence: 0.834611415

00:18:20.690 --> 00:18:23.714 I just want to show you this again

NOTE Confidence: 0.834611415

00:18:23.714 --> 00:18:26.593 to remind you that nearly 1/4 of

NOTE Confidence: 0.834611415

00:18:26.593 --> 00:18:29.414 our actual revenue that we very much

NOTE Confidence: 0.834611415

00:18:29.414 --> 00:18:32.448 depend on is from Gibson Endowments,

NOTE Confidence: 0.834611415

00:18:32.450 --> 00:18:35.249 so that's why we focus so much on our

NOTE Confidence: 0.834611415

00:18:35.249 --> 00:18:37.629 child Study Center Associates and on

NOTE Confidence: 0.834611415

00:18:37.629 --> 00:18:40.064 on bringing in and being sure that

NOTE Confidence: 0.834611415

00:18:40.064 --> 00:18:42.499 we are good stewards to the donors

NOTE Confidence: 0.834611415

00:18:42.499 --> 00:18:45.118 of the department and then nearly

NOTE Confidence: 0.834611415

00:18:45.118 --> 00:18:48.334 60% from our grants and contracts.

NOTE Confidence: 0.834611415

00:18:48.340 --> 00:18:50.896 One other kind of financial piece

NOTE Confidence: 0.834611415

00:18:50.896 --> 00:18:52.600 just to show you.

NOTE Confidence: 0.834611415

00:18:52.600 --> 00:18:54.900 Is the finances by mission now

NOTE Confidence: 0.834611415

00:18:54.900 --> 00:18:56.160 a number of you have heard this,

NOTE Confidence: 0.834611415

00:18:56.160 --> 00:18:58.806 but I can't emphasize it enough.

NOTE Confidence: 0.834611415

00:18:58.810 --> 00:19:00.965 That, in contrast to every

NOTE Confidence: 0.834611415

00:19:00.965 --> 00:19:02.258 other clinical department.

NOTE Confidence: 0.834611415

00:19:02.260 --> 00:19:06.082 We actually cover our education and

NOTE Confidence: 0.834611415

00:19:06.082 --> 00:19:08.600 research missions through our endowments,

NOTE Confidence: 0.834611415

00:19:08.600 --> 00:19:10.266 our grants, our gifts.

NOTE Confidence: 0.834611415

00:19:10.266 --> 00:19:11.718 Every other department does

NOTE Confidence: 0.834611415

00:19:11.718 --> 00:19:13.170 it in the reverse,

NOTE Confidence: 0.834611415

00:19:13.170 --> 00:19:15.816 the clinical revenue goes to support that,

NOTE Confidence: 0.834611415

00:19:15.820 --> 00:19:18.142 but the nature of behavioral health

NOTE Confidence: 0.834611415

00:19:18.142 --> 00:19:20.370 means that that's not possible.

NOTE Confidence: 0.834611415

00:19:20.370 --> 00:19:22.026 So far in the clinical side,

NOTE Confidence: 0.834611415

00:19:22.030 --> 00:19:25.488 we have a 7.1 million unfunded gap

NOTE Confidence: 0.834611415

00:19:25.488 --> 00:19:28.690 that is supported by Yale Medicine,

NOTE Confidence: 0.834611415

00:19:28.690 --> 00:19:31.660 and 90% of those expenses

NOTE Confidence: 0.834611415

00:19:31.660 --> 00:19:34.630 are made up of salaries.  
NOTE Confidence: 0.834611415

00:19:34.630 --> 00:19:38.466 So it's really important this is  
NOTE Confidence: 0.834611415

00:19:38.466 --> 00:19:40.756 actually the structural issue in  
NOTE Confidence: 0.834611415

00:19:40.756 --> 00:19:43.323 behavioral health that I want to  
NOTE Confidence: 0.834611415

00:19:43.323 --> 00:19:45.450 continue to bring everyone into in  
NOTE Confidence: 0.834611415

00:19:45.450 --> 00:19:47.270 your roles as members of the faculty.  
NOTE Confidence: 0.834611415

00:19:47.270 --> 00:19:49.806 Your roles is in training with us as  
NOTE Confidence: 0.834611415

00:19:49.806 --> 00:19:52.386 our members of our Community and as  
NOTE Confidence: 0.834611415

00:19:52.386 --> 00:19:54.266 members of the greater community,  
NOTE Confidence: 0.834611415

00:19:54.270 --> 00:19:57.240 and to help you be advocates for this issue.  
NOTE Confidence: 0.911306395833333

00:20:01.150 --> 00:20:04.174 So let's go forward to carrying forward  
NOTE Confidence: 0.911306395833333

00:20:04.174 --> 00:20:06.520 what we've learned during copin.  
NOTE Confidence: 0.911306395833333

00:20:06.520 --> 00:20:09.138 Just to to talk about that briefly.  
NOTE Confidence: 0.883419695

00:20:11.450 --> 00:20:13.914 1st, I'm actually not going to talk  
NOTE Confidence: 0.883419695

00:20:13.914 --> 00:20:16.170 about the various technical things.  
NOTE Confidence: 0.883419695

00:20:16.170 --> 00:20:17.385 I'm gonna talk about what



NOTE Confidence: 0.883419695

00:20:17.385 --> 00:20:18.357 we have actually learned.

NOTE Confidence: 0.883419695

00:20:18.360 --> 00:20:22.406 I think from these 22 months psychologically.

NOTE Confidence: 0.883419695

00:20:22.410 --> 00:20:24.450 No surprise that we've learned

NOTE Confidence: 0.883419695

00:20:24.450 --> 00:20:26.082 that things change unexpectedly,

NOTE Confidence: 0.883419695

00:20:26.090 --> 00:20:28.904 just like in the last few weeks.

NOTE Confidence: 0.883419695

00:20:28.910 --> 00:20:31.540 But I can't emphasize enough.

NOTE Confidence: 0.883419695

00:20:31.540 --> 00:20:33.940 But we've also learned that as a community,

NOTE Confidence: 0.883419695

00:20:33.940 --> 00:20:36.894 we're adaptable and we can be flexible.

NOTE Confidence: 0.883419695

00:20:36.900 --> 00:20:39.552 Back to that quote that I

NOTE Confidence: 0.883419695

00:20:39.552 --> 00:20:42.429 gave you from from about the.

NOTE Confidence: 0.883419695

00:20:42.430 --> 00:20:45.364 Her edness keeping us from talking

NOTE Confidence: 0.883419695

00:20:45.364 --> 00:20:47.320 or seeing the extraordinary.

NOTE Confidence: 0.883419695

00:20:47.320 --> 00:20:49.864 There's been an extraordinary examples of

NOTE Confidence: 0.883419695

00:20:49.864 --> 00:20:52.120 tremendous adaptability across our missions,

NOTE Confidence: 0.883419695

00:20:52.120 --> 00:20:55.222 and by education and research on the

NOTE Confidence: 0.883419695

00:20:55.222 --> 00:20:57.088 clinical through all of this and  
NOTE Confidence: 0.883419695

00:20:57.088 --> 00:20:58.699 enormous flexibility peeping at people,  
NOTE Confidence: 0.883419695

00:20:58.700 --> 00:21:01.892 being able to turn on a dime to do what  
NOTE Confidence: 0.883419695

00:21:01.892 --> 00:21:05.000 they have are here and committed to doing.  
NOTE Confidence: 0.883419695

00:21:05.000 --> 00:21:06.596 I think we should celebrate that,  
NOTE Confidence: 0.883419695

00:21:06.600 --> 00:21:08.967 but I also think we need to be reflective  
NOTE Confidence: 0.883419695

00:21:08.967 --> 00:21:11.689 of what made it possible for us to do that.  
NOTE Confidence: 0.883419695

00:21:11.690 --> 00:21:14.266 So that we don't lose that capacity  
NOTE Confidence: 0.883419695

00:21:14.270 --> 00:21:16.610 when we come back, whatever,  
NOTE Confidence: 0.883419695

00:21:16.610 --> 00:21:19.448 come back means.  
NOTE Confidence: 0.883419695

00:21:19.450 --> 00:21:21.522 I think we've learned also that we need  
NOTE Confidence: 0.883419695

00:21:21.522 --> 00:21:23.437 to be extraordinarily intentional about  
NOTE Confidence: 0.883419695

00:21:23.437 --> 00:21:26.101 holding our community together as strong  
NOTE Confidence: 0.883419695

00:21:26.101 --> 00:21:28.569 as our Community as a department was,  
NOTE Confidence: 0.883419695

00:21:28.570 --> 00:21:30.904 it does not stay together when  
NOTE Confidence: 0.883419695

00:21:30.904 --> 00:21:33.479 we are simply apart and virtual.

NOTE Confidence: 0.883419695

00:21:33.480 --> 00:21:36.036 And with this degree of stress.

NOTE Confidence: 0.883419695

00:21:36.040 --> 00:21:38.680 It takes intentionality and I again

NOTE Confidence: 0.883419695

00:21:38.680 --> 00:21:41.561 celebrate and I'm grateful for how many

NOTE Confidence: 0.883419695

00:21:41.561 --> 00:21:43.997 good ideas have come out to actually

NOTE Confidence: 0.883419695

00:21:44.070 --> 00:21:46.500 hold us together from small gatherings

NOTE Confidence: 0.883419695

00:21:46.500 --> 00:21:50.688 when we can gather to tsum book hours,

NOTE Confidence: 0.883419695

00:21:50.688 --> 00:21:52.614 2 coffees zoom,

NOTE Confidence: 0.883419695

00:21:52.620 --> 00:21:54.240 we need to be intentional to

NOTE Confidence: 0.883419695

00:21:54.240 --> 00:21:55.890 continue to hold us together.

NOTE Confidence: 0.945459032857143

00:21:57.910 --> 00:22:00.290 We've also learned that we can actually

NOTE Confidence: 0.945459032857143

00:22:00.290 --> 00:22:02.614 be accepting and we can work together

NOTE Confidence: 0.945459032857143

00:22:02.614 --> 00:22:05.217 to make change to move forward even when

NOTE Confidence: 0.945459032857143

00:22:05.217 --> 00:22:07.263 we're in the middle of uncertainty.

NOTE Confidence: 0.945459032857143

00:22:07.270 --> 00:22:09.658 But we need to again think

NOTE Confidence: 0.945459032857143

00:22:09.658 --> 00:22:11.760 about how we've done that.

NOTE Confidence: 0.945459032857143

00:22:11.760 --> 00:22:15.212 And what we've learned is that we people  
NOTE Confidence: 0.945459032857143

00:22:15.212 --> 00:22:17.536 have learned to work in different ways.  
NOTE Confidence: 0.945459032857143

00:22:17.540 --> 00:22:19.160 They've learned the possibilities  
NOTE Confidence: 0.945459032857143

00:22:19.160 --> 00:22:20.780 of working from home,  
NOTE Confidence: 0.945459032857143

00:22:20.780 --> 00:22:23.510 so we now need going forward to  
NOTE Confidence: 0.945459032857143

00:22:23.510 --> 00:22:26.010 understand and accept individual needs.  
NOTE Confidence: 0.945459032857143

00:22:26.010 --> 00:22:28.656 While at the same time having  
NOTE Confidence: 0.945459032857143

00:22:28.656 --> 00:22:30.420 expectations and best practices  
NOTE Confidence: 0.945459032857143

00:22:30.500 --> 00:22:32.887 that we can share as a community.  
NOTE Confidence: 0.945459032857143

00:22:32.890 --> 00:22:33.874 And finally,  
NOTE Confidence: 0.945459032857143

00:22:33.874 --> 00:22:36.826 we can absolutely never communicate enough.  
NOTE Confidence: 0.945459032857143

00:22:36.830 --> 00:22:38.276 As I said earlier, I was.  
NOTE Confidence: 0.945459032857143

00:22:38.280 --> 00:22:40.330 I was learning this before,  
NOTE Confidence: 0.945459032857143

00:22:40.330 --> 00:22:42.586 but I have learned this tremendously  
NOTE Confidence: 0.945459032857143

00:22:42.586 --> 00:22:46.010 that we have a tremendous amount to say.  
NOTE Confidence: 0.945459032857143

00:22:46.010 --> 00:22:47.390 There's always more to say,

NOTE Confidence: 0.945459032857143  
00:22:47.390 --> 00:22:49.502 and there is tremendous virtue in  
NOTE Confidence: 0.945459032857143  
00:22:49.502 --> 00:22:51.580 repeating it across different modalities.  
NOTE Confidence: 0.920166370833333  
00:22:54.630 --> 00:22:56.774 So what do I think our new working  
NOTE Confidence: 0.920166370833333  
00:22:56.774 --> 00:22:57.890 environment will look like?  
NOTE Confidence: 0.920166370833333  
00:22:57.890 --> 00:23:00.109 Best is a crystal ball, can tell is.  
NOTE Confidence: 0.920166370833333  
00:23:00.109 --> 00:23:03.869 I think we will likely once we get past all  
NOTE Confidence: 0.920166370833333  
00:23:03.869 --> 00:23:07.012 mycron I'll continue the hybrid grand rounds.  
NOTE Confidence: 0.920166370833333  
00:23:07.020 --> 00:23:09.120 There are tremendous advantages to this  
NOTE Confidence: 0.920166370833333  
00:23:09.120 --> 00:23:11.423 'cause we can invite speakers from all  
NOTE Confidence: 0.920166370833333  
00:23:11.423 --> 00:23:13.970 over the world who can join us remotely.  
NOTE Confidence: 0.920166370833333  
00:23:13.970 --> 00:23:17.070 Easier for them cost effective,  
NOTE Confidence: 0.920166370833333  
00:23:17.070 --> 00:23:20.850 tremendous ways of sharing ideas.  
NOTE Confidence: 0.920166370833333  
00:23:20.850 --> 00:23:23.762 I think we'll actually start to use virtual  
NOTE Confidence: 0.920166370833333  
00:23:23.762 --> 00:23:25.666 interviews for faculty and fellows,  
NOTE Confidence: 0.920166370833333  
00:23:25.666 --> 00:23:27.970 which which actually levels the playing  
NOTE Confidence: 0.920166370833333

00:23:28.030 --> 00:23:30.025 field in case someone either can't  
NOTE Confidence: 0.9201663708333333

00:23:30.025 --> 00:23:32.828 afford to come or the cost is just  
NOTE Confidence: 0.9201663708333333

00:23:32.828 --> 00:23:35.250 too high to bring them for interviews.  
NOTE Confidence: 0.9201663708333333

00:23:35.250 --> 00:23:37.678 Initial virtual interviews truly  
NOTE Confidence: 0.9201663708333333

00:23:37.678 --> 00:23:40.106 levels the playing field.  
NOTE Confidence: 0.9201663708333333

00:23:40.110 --> 00:23:41.937 I think we'll continue to use the  
NOTE Confidence: 0.9201663708333333

00:23:41.937 --> 00:23:43.590 virtual platform for faculty meetings,  
NOTE Confidence: 0.9201663708333333

00:23:43.590 --> 00:23:46.236 but be smart about it and so  
NOTE Confidence: 0.9201663708333333

00:23:46.236 --> 00:23:47.370 it's more participatory.  
NOTE Confidence: 0.9201663708333333

00:23:47.370 --> 00:23:49.122 Obviously hybrid Tele health.  
NOTE Confidence: 0.9201663708333333

00:23:49.122 --> 00:23:51.750 And I hope that people across  
NOTE Confidence: 0.9201663708333333

00:23:51.828 --> 00:23:54.186 your various groups will also can  
NOTE Confidence: 0.9201663708333333

00:23:54.186 --> 00:23:56.880 begin to use hybrid participation,  
NOTE Confidence: 0.9201663708333333

00:23:56.880 --> 00:23:59.288 even when we can be in person and  
NOTE Confidence: 0.9201663708333333

00:23:59.288 --> 00:24:01.685 again be really smart about how  
NOTE Confidence: 0.9201663708333333

00:24:01.685 --> 00:24:03.835 to make everyone feel included.

NOTE Confidence: 0.920166370833333

00:24:03.840 --> 00:24:06.320 And finally we need to have be very

NOTE Confidence: 0.920166370833333

00:24:06.320 --> 00:24:08.036 thoughtful about work schedules that

NOTE Confidence: 0.920166370833333

00:24:08.036 --> 00:24:10.451 allow some time for working from home.

NOTE Confidence: 0.920166370833333

00:24:10.460 --> 00:24:12.956 The world has changed and that

NOTE Confidence: 0.920166370833333

00:24:12.956 --> 00:24:14.620 is where we are.

NOTE Confidence: 0.920166370833333

00:24:14.620 --> 00:24:16.696 And to the point of communication,

NOTE Confidence: 0.920166370833333

00:24:16.700 --> 00:24:19.031 I just really need to celebrate and

NOTE Confidence: 0.920166370833333

00:24:19.031 --> 00:24:21.960 talk really gratefully to our new.

NOTE Confidence: 0.920166370833333

00:24:21.960 --> 00:24:24.220 Let me emphasize full-time

NOTE Confidence: 0.920166370833333

00:24:24.220 --> 00:24:26.636 communications officer Krista Krista

NOTE Confidence: 0.920166370833333

00:24:26.636 --> 00:24:30.260 hit the ground running in November.

NOTE Confidence: 0.920166370833333

00:24:30.260 --> 00:24:32.000 I'm sure for Krista it feels

NOTE Confidence: 0.920166370833333

00:24:32.000 --> 00:24:33.940 like it's been a Millennium,

NOTE Confidence: 0.920166370833333

00:24:33.940 --> 00:24:35.907 but it's been a wonderful two months,

NOTE Confidence: 0.920166370833333

00:24:35.910 --> 00:24:38.416 and Krista has already, as you know,

NOTE Confidence: 0.920166370833333

00:24:38.420 --> 00:24:40.748 very much up the game of the insider.

NOTE Confidence: 0.920166370833333

00:24:40.750 --> 00:24:42.320 And it's coming out regularly

NOTE Confidence: 0.920166370833333

00:24:42.320 --> 00:24:43.890 has put out an associates.

NOTE Confidence: 0.920166370833333

00:24:43.890 --> 00:24:46.514 Newsletter is building a

NOTE Confidence: 0.920166370833333

00:24:46.514 --> 00:24:47.826 communication strategy.

NOTE Confidence: 0.920166370833333

00:24:47.830 --> 00:24:49.518 A regular communications calendar,

NOTE Confidence: 0.920166370833333

00:24:49.518 --> 00:24:53.110 and is very open to input from everyone,

NOTE Confidence: 0.920166370833333

00:24:53.110 --> 00:24:55.060 but I think Krista Krista's presence

NOTE Confidence: 0.920166370833333

00:24:55.060 --> 00:24:57.488 is going to greatly add to a number

NOTE Confidence: 0.920166370833333

00:24:57.488 --> 00:24:59.439 of these things that I'm going to

NOTE Confidence: 0.920166370833333

00:24:59.439 --> 00:25:01.710 talk about later, but just has truly,

NOTE Confidence: 0.920166370833333

00:25:01.710 --> 00:25:04.260 truly already shifted the gain in these

NOTE Confidence: 0.920166370833333

00:25:04.260 --> 00:25:06.298 two months. So thank you, Krista.

NOTE Confidence: 0.801220854

00:25:09.110 --> 00:25:10.750 But to use a metaphor,

NOTE Confidence: 0.801220854

00:25:10.750 --> 00:25:13.109 we are in a continually evolving situation.

NOTE Confidence: 0.801220854

00:25:13.110 --> 00:25:16.962 Just just recently, Dean Brown in a



NOTE Confidence: 0.801220854

00:25:16.962 --> 00:25:19.128 meeting with the chairs was talking

NOTE Confidence: 0.801220854

00:25:19.128 --> 00:25:21.591 about how this metaphor was one that

NOTE Confidence: 0.801220854

00:25:21.591 --> 00:25:24.199 she had come to not like at all.

NOTE Confidence: 0.801220854

00:25:24.200 --> 00:25:26.152 But it is the fact of our reality

NOTE Confidence: 0.801220854

00:25:26.152 --> 00:25:28.516 and I just want to remind us though

NOTE Confidence: 0.801220854

00:25:28.520 --> 00:25:31.172 about our capacity for adapting and

NOTE Confidence: 0.801220854

00:25:31.172 --> 00:25:33.420 flexibility and staying in touch

NOTE Confidence: 0.801220854

00:25:33.420 --> 00:25:36.283 because we are in an evolving situation.

NOTE Confidence: 0.8829896625

00:25:38.730 --> 00:25:42.314 So let's turn to the behavioral health surge.

NOTE Confidence: 0.8829896625

00:25:42.320 --> 00:25:44.540 And in many ways this graphic

NOTE Confidence: 0.8829896625

00:25:44.540 --> 00:25:46.280 does not accurately represent it,

NOTE Confidence: 0.8829896625

00:25:46.280 --> 00:25:48.092 because it suggests that a physical

NOTE Confidence: 0.8829896625

00:25:48.092 --> 00:25:49.840 health crisis ends in wave one.

NOTE Confidence: 0.8829896625

00:25:49.840 --> 00:25:51.742 You have an economic crisis and

NOTE Confidence: 0.8829896625

00:25:51.742 --> 00:25:53.500 then a mental health crisis.

NOTE Confidence: 0.8829896625

00:25:53.500 --> 00:25:55.912 This would actually be better represented  
NOTE Confidence: 0.8829896625

00:25:55.912 --> 00:25:58.273 by waves that are the lighter blue  
NOTE Confidence: 0.8829896625

00:25:58.273 --> 00:25:59.779 is still with the darker blue.  
NOTE Confidence: 0.8829896625

00:25:59.780 --> 00:26:01.820 'cause obviously we're in  
NOTE Confidence: 0.8829896625

00:26:01.820 --> 00:26:04.370 different surges from the virus.  
NOTE Confidence: 0.8829896625

00:26:04.370 --> 00:26:07.695 But it is true that this particular  
NOTE Confidence: 0.8829896625

00:26:07.695 --> 00:26:10.574 pandemic has not caused a surge  
NOTE Confidence: 0.8829896625

00:26:10.574 --> 00:26:12.584 or this behavioral health surge,  
NOTE Confidence: 0.8829896625

00:26:12.590 --> 00:26:14.590 although it certainly has  
NOTE Confidence: 0.8829896625

00:26:14.590 --> 00:26:16.090 added tremendous stress,  
NOTE Confidence: 0.8829896625

00:26:16.090 --> 00:26:18.600 but that we are in the middle of if you will,  
NOTE Confidence: 0.8829896625

00:26:18.600 --> 00:26:21.390 a mental health be child  
NOTE Confidence: 0.8829896625

00:26:21.390 --> 00:26:23.064 behavioral health pandemic.  
NOTE Confidence: 0.8829896625

00:26:23.070 --> 00:26:25.398 So let me just give you some information.  
NOTE Confidence: 0.929789277272727

00:26:29.000 --> 00:26:32.087 Reports of this started even well over  
NOTE Confidence: 0.929789277272727

00:26:32.087 --> 00:26:37.100 now a year ago in the summer of 2021,

NOTE Confidence: 0.929789277272727

00:26:37.100 --> 00:26:39.460 and these are just a few of the

NOTE Confidence: 0.929789277272727

00:26:39.460 --> 00:26:41.470 headlines that Amanda Lowell gather.

NOTE Confidence: 0.929789277272727

00:26:41.470 --> 00:26:43.810 But it's been as you know,

NOTE Confidence: 0.929789277272727

00:26:43.810 --> 00:26:47.220 the American Academy of Pediatrics.

NOTE Confidence: 0.929789277272727

00:26:47.220 --> 00:26:49.488 American Academy of Pediatrics

NOTE Confidence: 0.929789277272727

00:26:49.488 --> 00:26:51.643 and our own society.

NOTE Confidence: 0.929789277272727

00:26:51.643 --> 00:26:54.814 A camp has declared a national emergency

NOTE Confidence: 0.929789277272727

00:26:54.814 --> 00:26:58.067 in child and adolescent mental health.

NOTE Confidence: 0.929789277272727

00:26:58.070 --> 00:27:00.646 Noting, as did the surgeon General recently,

NOTE Confidence: 0.929789277272727

00:27:00.650 --> 00:27:02.898 noting that there are

NOTE Confidence: 0.929789277272727

00:27:02.898 --> 00:27:05.146 increasing numbers of cases,

NOTE Confidence: 0.929789277272727

00:27:05.150 --> 00:27:06.791 there's increasing need

NOTE Confidence: 0.929789277272727

00:27:06.791 --> 00:27:08.979 and a workforce shortage.

NOTE Confidence: 0.929789277272727

00:27:08.980 --> 00:27:11.764 And just in the last week and actually

NOTE Confidence: 0.929789277272727

00:27:11.764 --> 00:27:14.790 just this morning and the New York Times,

NOTE Confidence: 0.929789277272727

00:27:14.790 --> 00:27:18.702 2 editorials on not only children's  
NOTE Confidence: 0.929789277272727

00:27:18.702 --> 00:27:20.658 behavioral health needs,  
NOTE Confidence: 0.929789277272727

00:27:20.660 --> 00:27:23.460 but the tremendous tremendous stresses  
NOTE Confidence: 0.929789277272727

00:27:23.460 --> 00:27:26.260 that families across the country  
NOTE Confidence: 0.929789277272727

00:27:26.347 --> 00:27:29.047 are experiencing and what people are  
NOTE Confidence: 0.929789277272727

00:27:29.047 --> 00:27:32.350 calling a crisis for American children.  
NOTE Confidence: 0.929789277272727

00:27:32.350 --> 00:27:34.429 Now let me say one thing about this kind  
NOTE Confidence: 0.929789277272727

00:27:34.429 --> 00:27:36.486 of reporting and those kind of data.  
NOTE Confidence: 0.929789277272727

00:27:36.490 --> 00:27:40.414 And then I'll show you data from us locally.  
NOTE Confidence: 0.929789277272727

00:27:40.420 --> 00:27:43.284 Creating a sense of urgency by these kinds  
NOTE Confidence: 0.929789277272727

00:27:43.284 --> 00:27:46.316 of headlines is only as effective as if,  
NOTE Confidence: 0.929789277272727

00:27:46.320 --> 00:27:49.778 as when we propose solutions to it.  
NOTE Confidence: 0.929789277272727

00:27:49.780 --> 00:27:53.914 So I am incredibly pleased that this  
NOTE Confidence: 0.929789277272727

00:27:53.914 --> 00:27:55.824 has been gaining national attention  
NOTE Confidence: 0.929789277272727

00:27:55.824 --> 00:27:58.248 and people are talking about this,  
NOTE Confidence: 0.929789277272727

00:27:58.250 --> 00:27:59.538 and it is now.

NOTE Confidence: 0.929789277272727

00:27:59.538 --> 00:28:02.482 It is now a headline issue that there

NOTE Confidence: 0.929789277272727

00:28:02.482 --> 00:28:05.254 is a child behavioral health crisis.

NOTE Confidence: 0.929789277272727

00:28:05.260 --> 00:28:08.068 But I would say that there was a child

NOTE Confidence: 0.929789277272727

00:28:08.068 --> 00:28:10.610 behavioral health crisis before the pandemic.

NOTE Confidence: 0.929789277272727

00:28:10.610 --> 00:28:13.010 There was already a fractured

NOTE Confidence: 0.929789277272727

00:28:13.010 --> 00:28:15.410 delivery system before the pandemic.

NOTE Confidence: 0.929789277272727

00:28:15.410 --> 00:28:17.522 And what the pandemic has shown

NOTE Confidence: 0.929789277272727

00:28:17.522 --> 00:28:19.210 is how fractured it is,

NOTE Confidence: 0.929789277272727

00:28:19.210 --> 00:28:21.695 and we're creating a sense of urgency

NOTE Confidence: 0.929789277272727

00:28:21.695 --> 00:28:24.408 now about that great framing strategy.

NOTE Confidence: 0.929789277272727

00:28:24.410 --> 00:28:26.522 But the thing that has to go hand

NOTE Confidence: 0.929789277272727

00:28:26.522 --> 00:28:28.608 in hand is to create solutions,

NOTE Confidence: 0.929789277272727

00:28:28.610 --> 00:28:31.146 and that's what I hope that is our

NOTE Confidence: 0.929789277272727

00:28:31.146 --> 00:28:33.711 responsibility, and we do well.

NOTE Confidence: 0.929789277272727

00:28:33.711 --> 00:28:36.658 What does it look like for us?

NOTE Confidence: 0.929789277272727

00:28:36.660 --> 00:28:38.140 So these actually are this.  
NOTE Confidence: 0.929789277272727

00:28:38.140 --> 00:28:40.420 These are data from Aaron who  
NOTE Confidence: 0.929789277272727

00:28:40.420 --> 00:28:42.427 actually show our requests for  
NOTE Confidence: 0.929789277272727

00:28:42.427 --> 00:28:44.517 clinical services from July 2019.  
NOTE Confidence: 0.929789277272727

00:28:44.520 --> 00:28:47.104 So about a little more than six months  
NOTE Confidence: 0.929789277272727

00:28:47.104 --> 00:28:49.559 before the pandemic before we went out  
NOTE Confidence: 0.929789277272727

00:28:49.559 --> 00:28:53.930 and March to the end of November 2021.  
NOTE Confidence: 0.929789277272727

00:28:53.930 --> 00:28:56.688 And I want you to note right  
NOTE Confidence: 0.929789277272727

00:28:56.688 --> 00:29:00.400 here in January 20. This peak.  
NOTE Confidence: 0.929789277272727

00:29:00.400 --> 00:29:02.860 So referrals for some unexplainable reason  
NOTE Confidence: 0.929789277272727

00:29:02.860 --> 00:29:06.099 had a peak right there in January 2020.  
NOTE Confidence: 0.929789277272727

00:29:06.100 --> 00:29:07.918 I don't think it's so inexplicable.  
NOTE Confidence: 0.929789277272727

00:29:07.920 --> 00:29:09.810 I think things were starting to  
NOTE Confidence: 0.929789277272727

00:29:09.810 --> 00:29:12.707 to go on the upswing for a whole  
NOTE Confidence: 0.929789277272727

00:29:12.707 --> 00:29:14.657 host of non pandemic reasons.  
NOTE Confidence: 0.929789277272727

00:29:14.660 --> 00:29:17.846 Then here's the pandemic tremendous drop.

NOTE Confidence: 0.929789277272727

00:29:17.850 --> 00:29:21.056 And then you can see the steady

NOTE Confidence: 0.929789277272727

00:29:21.056 --> 00:29:23.050 steady increase ever since.

NOTE Confidence: 0.929789277272727

00:29:23.050 --> 00:29:26.196 So basically at this point we take.

NOTE Confidence: 0.929789277272727

00:29:26.196 --> 00:29:28.014 This is the that January peak

NOTE Confidence: 0.929789277272727

00:29:28.014 --> 00:29:29.953 showing you that something was

NOTE Confidence: 0.929789277272727

00:29:29.953 --> 00:29:31.649 happening before the pandemic.

NOTE Confidence: 0.929789277272727

00:29:31.650 --> 00:29:34.429 But if you look now with pre

NOTE Confidence: 0.929789277272727

00:29:34.429 --> 00:29:37.464 pandemic way out here in 1819 we

NOTE Confidence: 0.929789277272727

00:29:37.464 --> 00:29:40.866 had about 150 referrals per month.

NOTE Confidence: 0.929789277272727

00:29:40.870 --> 00:29:44.002 Now we're averaging about 250 referrals

NOTE Confidence: 0.929789277272727

00:29:44.002 --> 00:29:46.802 per month, and that's an average.

NOTE Confidence: 0.929789277272727

00:29:46.802 --> 00:29:50.470 So there are months where that's more peaked.

NOTE Confidence: 0.929789277272727

00:29:50.470 --> 00:29:52.858 Make sure your data from our

NOTE Confidence: 0.929789277272727

00:29:52.858 --> 00:29:54.853 hospital side of things now.

NOTE Confidence: 0.929789277272727

00:29:54.853 --> 00:29:57.271 Our hospital colleagues operate on a

NOTE Confidence: 0.929789277272727

00:29:57.271 --> 00:29:59.800 fiscal year that begins in October.  
NOTE Confidence: 0.929789277272727

00:29:59.800 --> 00:30:03.400 So these data from 2022 is fiscal year  
NOTE Confidence: 0.88885003

00:30:03.400 --> 00:30:07.190 2022, starting in October 2021  
NOTE Confidence: 0.88885003

00:30:07.190 --> 00:30:10.350 and basically covering 3 months.  
NOTE Confidence: 0.88885003

00:30:10.350 --> 00:30:13.598 That's what you want to hold in mind.  
NOTE Confidence: 0.88885003

00:30:13.600 --> 00:30:16.757 2022, three months compared to right here.  
NOTE Confidence: 0.88885003

00:30:16.760 --> 00:30:19.190 2021 a full fiscal year.  
NOTE Confidence: 0.88885003

00:30:19.190 --> 00:30:22.322 And three months in the Ed and  
NOTE Confidence: 0.88885003

00:30:22.322 --> 00:30:24.210 I short presentation here,  
NOTE Confidence: 0.88885003

00:30:24.210 --> 00:30:25.930 a fiscal year 2022.  
NOTE Confidence: 0.88885003

00:30:25.930 --> 00:30:28.080 There's already been 600 visits  
NOTE Confidence: 0.88885003

00:30:28.080 --> 00:30:30.940 for child behavioral health needs.  
NOTE Confidence: 0.88885003

00:30:30.940 --> 00:30:32.700 There have been 239 and  
NOTE Confidence: 0.88885003

00:30:32.700 --> 00:30:35.976 missions in that period of time,  
NOTE Confidence: 0.88885003

00:30:35.980 --> 00:30:38.548 and these borders means the number  
NOTE Confidence: 0.88885003

00:30:38.548 --> 00:30:41.520 of children sitting in the Ed waiting



NOTE Confidence: 0.88885003  
00:30:41.520 --> 00:30:43.872 for a bed waiting for admission.  
NOTE Confidence: 0.88885003  
00:30:43.880 --> 00:30:46.124 And just look at the difference  
NOTE Confidence: 0.88885003  
00:30:46.124 --> 00:30:49.561 here between 2021-2022.  
NOTE Confidence: 0.88885003  
00:30:49.561 --> 00:30:52.405 And the number of hours that  
NOTE Confidence: 0.88885003  
00:30:52.405 --> 00:30:55.080 those children have been sitting  
NOTE Confidence: 0.88885003  
00:30:55.080 --> 00:30:56.150 waiting cumulatively.  
NOTE Confidence: 0.88885003  
00:30:56.150 --> 00:30:58.922 I will add the lighter to show  
NOTE Confidence: 0.88885003  
00:30:58.922 --> 00:31:01.519 UED visits and the light light  
NOTE Confidence: 0.88885003  
00:31:01.519 --> 00:31:03.252 blue line is October,  
NOTE Confidence: 0.88885003  
00:31:03.252 --> 00:31:03.678 November,  
NOTE Confidence: 0.88885003  
00:31:03.678 --> 00:31:06.234 December so you can see this  
NOTE Confidence: 0.88885003  
00:31:06.234 --> 00:31:08.828 peak compared to the other years  
NOTE Confidence: 0.88885003  
00:31:08.830 --> 00:31:10.750 and then in missions right here.  
NOTE Confidence: 0.868183995  
00:31:13.530 --> 00:31:16.590 So this has been a tremendous,  
NOTE Confidence: 0.868183995  
00:31:16.590 --> 00:31:18.170 tremendous behavioral health surge.  
NOTE Confidence: 0.868183995

00:31:18.170 --> 00:31:21.312 But the other point at the bottom of  
NOTE Confidence: 0.868183995

00:31:21.312 --> 00:31:23.790 the slide is again borders border hours.  
NOTE Confidence: 0.868183995

00:31:23.790 --> 00:31:26.346 If you take those as a proxy of need,  
NOTE Confidence: 0.868183995

00:31:26.350 --> 00:31:28.200 have really been on the  
NOTE Confidence: 0.868183995

00:31:28.200 --> 00:31:30.050 rise since fiscal year 17.  
NOTE Confidence: 0.868183995

00:31:30.050 --> 00:31:32.310 But the pandemic has.  
NOTE Confidence: 0.868183995

00:31:32.310 --> 00:31:34.570 Perhaps widen the fracture,  
NOTE Confidence: 0.868183995

00:31:34.570 --> 00:31:38.116 but certainly shown us the fracture.  
NOTE Confidence: 0.868183995

00:31:38.120 --> 00:31:40.464 And those are the two points I wanted  
NOTE Confidence: 0.868183995

00:31:40.464 --> 00:31:43.320 that I already called your attention to.  
NOTE Confidence: 0.868183995

00:31:43.320 --> 00:31:46.239 So what we're seeing is referrals or  
NOTE Confidence: 0.868183995

00:31:46.239 --> 00:31:48.120 dramatically increasing across services.  
NOTE Confidence: 0.868183995

00:31:48.120 --> 00:31:49.680 There's an increase in anxiety,  
NOTE Confidence: 0.868183995

00:31:49.680 --> 00:31:52.218 depression, suicidal ideations,  
NOTE Confidence: 0.868183995

00:31:52.218 --> 00:31:53.910 eating disorders.  
NOTE Confidence: 0.868183995

00:31:53.910 --> 00:31:56.058 There's a tremendously greater severity that

NOTE Confidence: 0.868183995

00:31:56.058 --> 00:31:58.390 requires more intensive and longer treatment,

NOTE Confidence: 0.868183995

00:31:58.390 --> 00:32:00.430 so it's not just that there's more children,

NOTE Confidence: 0.868183995

00:32:00.430 --> 00:32:01.936 they're actually sicker.

NOTE Confidence: 0.868183995

00:32:01.936 --> 00:32:03.944 They need more help,

NOTE Confidence: 0.868183995

00:32:03.950 --> 00:32:06.866 so they're staying in treatment longer.

NOTE Confidence: 0.868183995

00:32:06.870 --> 00:32:08.520 Then there's fewer programs that

NOTE Confidence: 0.868183995

00:32:08.520 --> 00:32:10.552 are available if you think about

NOTE Confidence: 0.868183995

00:32:10.552 --> 00:32:12.172 continuum of care and getting

NOTE Confidence: 0.868183995

00:32:12.172 --> 00:32:14.090 children back into the community.

NOTE Confidence: 0.868183995

00:32:14.090 --> 00:32:16.898 And there's a huge workforce shortage.

NOTE Confidence: 0.868183995

00:32:16.900 --> 00:32:19.272 So it looks like this increased referrals,

NOTE Confidence: 0.868183995

00:32:19.272 --> 00:32:20.816 greater severity, longer time,

NOTE Confidence: 0.868183995

00:32:20.820 --> 00:32:21.682 and treatment,

NOTE Confidence: 0.868183995

00:32:21.682 --> 00:32:23.837 fewer openings longer wait time

NOTE Confidence: 0.868183995

00:32:23.837 --> 00:32:26.519 than the system becomes backlogged.

NOTE Confidence: 0.868183995

00:32:26.520 --> 00:32:28.758 Which is exactly what we're what,  
NOTE Confidence: 0.868183995

00:32:28.760 --> 00:32:30.500 not only we are seeing,  
NOTE Confidence: 0.868183995

00:32:30.500 --> 00:32:32.620 but you are all experiencing.  
NOTE Confidence: 0.82843325125

00:32:35.720 --> 00:32:37.680 So it's a behavioralhealth  
NOTE Confidence: 0.82843325125

00:32:37.680 --> 00:32:39.640 kind of perfect storm.  
NOTE Confidence: 0.82843325125

00:32:39.640 --> 00:32:40.600 And how do we do it?  
NOTE Confidence: 0.82843325125

00:32:40.600 --> 00:32:41.998 How are we meeting this surge?  
NOTE Confidence: 0.82843325125

00:32:42.000 --> 00:32:43.925 We're trying to add resources  
NOTE Confidence: 0.82843325125

00:32:43.925 --> 00:32:45.465 to the emergency room  
NOTE Confidence: 0.82843325125

00:32:45.465 --> 00:32:47.140 restricting our catchment areas.  
NOTE Confidence: 0.82843325125

00:32:47.140 --> 00:32:49.312 Working with Yale Medicine and Yale  
NOTE Confidence: 0.82843325125

00:32:49.312 --> 00:32:51.310 New Haven for additional support,  
NOTE Confidence: 0.82843325125

00:32:51.310 --> 00:32:53.410 but also advocating with our  
NOTE Confidence: 0.82843325125

00:32:53.410 --> 00:32:55.090 state colleagues to think  
NOTE Confidence: 0.82843325125

00:32:55.090 --> 00:32:56.980 about a continuum of care.  
NOTE Confidence: 0.82843325125

00:32:56.980 --> 00:32:59.240 More support on the prevention

NOTE Confidence: 0.82843325125  
00:32:59.240 --> 00:33:01.500 side for pediatricians for school  
NOTE Confidence: 0.82843325125  
00:33:01.574 --> 00:33:04.454 based services as well as support  
NOTE Confidence: 0.82843325125  
00:33:04.454 --> 00:33:06.374 for intensive outpatient programs.  
NOTE Confidence: 0.82843325125  
00:33:06.380 --> 00:33:07.640 And outpatient services,  
NOTE Confidence: 0.82843325125  
00:33:07.640 --> 00:33:10.160 and also how do we develop  
NOTE Confidence: 0.82843325125  
00:33:10.160 --> 00:33:12.716 this workforce in a way that  
NOTE Confidence: 0.82843325125  
00:33:12.716 --> 00:33:14.436 is sustainable and all entices  
NOTE Confidence: 0.82843325125  
00:33:14.436 --> 00:33:16.410 people to come into the field.  
NOTE Confidence: 0.933236294444444  
00:33:19.880 --> 00:33:23.272 If you're going to be talking to anyone  
NOTE Confidence: 0.933236294444444  
00:33:23.272 --> 00:33:25.956 really, even your colleagues in the center,  
NOTE Confidence: 0.933236294444444  
00:33:25.960 --> 00:33:27.696 your colleagues in the School of Medicine,  
NOTE Confidence: 0.933236294444444  
00:33:27.700 --> 00:33:30.094 your neighbors here are some key  
NOTE Confidence: 0.933236294444444  
00:33:30.094 --> 00:33:33.338 points that I want you to keep in mind.  
NOTE Confidence: 0.933236294444444  
00:33:33.340 --> 00:33:35.560 This is not a single solution.  
NOTE Confidence: 0.933236294444444  
00:33:35.560 --> 00:33:37.652 This is not a.  
NOTE Confidence: 0.933236294444444

00:33:37.652 --> 00:33:40.992 More beds, more emergency services.  
NOTE Confidence: 0.9332362944444444

00:33:40.992 --> 00:33:44.144 More acts. This is a continuum.  
NOTE Confidence: 0.9332362944444444

00:33:44.144 --> 00:33:47.490 Think about how children get into the system.  
NOTE Confidence: 0.9332362944444444

00:33:47.490 --> 00:33:49.023 And think about how they get out  
NOTE Confidence: 0.9332362944444444

00:33:49.023 --> 00:33:50.448 of the system and the system.  
NOTE Confidence: 0.9332362944444444

00:33:50.450 --> 00:33:52.571 In this case, is all the services  
NOTE Confidence: 0.9332362944444444

00:33:52.571 --> 00:33:54.720 that we provide here in the middle.  
NOTE Confidence: 0.9332362944444444

00:33:54.720 --> 00:33:58.288 Think about it as a continuum and continue  
NOTE Confidence: 0.9332362944444444

00:33:58.288 --> 00:34:01.168 to advocate that it is a continuum.  
NOTE Confidence: 0.9332362944444444

00:34:01.170 --> 00:34:03.150 The second point to make.  
NOTE Confidence: 0.9332362944444444

00:34:03.150 --> 00:34:04.680 If you were going to do it is that's  
NOTE Confidence: 0.9332362944444444

00:34:04.680 --> 00:34:06.130 the one I've already been making.  
NOTE Confidence: 0.9332362944444444

00:34:06.130 --> 00:34:08.300 Is that behavioral health referrals  
NOTE Confidence: 0.9332362944444444

00:34:08.300 --> 00:34:10.470 were already on the rise?  
NOTE Confidence: 0.9332362944444444

00:34:10.470 --> 00:34:14.398 This is not a simple pandemic caused issue.  
NOTE Confidence: 0.9332362944444444

00:34:14.400 --> 00:34:17.095 That this tremendous stresses of the pandemic

NOTE Confidence: 0.933236294444444

00:34:17.095 --> 00:34:18.839 certainly have highlighted the issue,

NOTE Confidence: 0.933236294444444

00:34:18.840 --> 00:34:21.850 but they were already on the rise.

NOTE Confidence: 0.933236294444444

00:34:21.850 --> 00:34:23.894 And perhaps one point

NOTE Confidence: 0.933236294444444

00:34:23.894 --> 00:34:26.449 that is maybe more subtle.

NOTE Confidence: 0.933236294444444

00:34:26.450 --> 00:34:28.718 Is that workforce shortages are just much

NOTE Confidence: 0.933236294444444

00:34:28.718 --> 00:34:31.129 more than getting more people to the field.

NOTE Confidence: 0.933236294444444

00:34:31.130 --> 00:34:33.062 They're actually about making a field

NOTE Confidence: 0.933236294444444

00:34:33.062 --> 00:34:35.069 that is better reimbursed for services.

NOTE Confidence: 0.933236294444444

00:34:35.070 --> 00:34:38.822 So remember that that we build nearly

NOTE Confidence: 0.933236294444444

00:34:38.822 --> 00:34:42.499 13 million and we collect about 6.

NOTE Confidence: 0.933236294444444

00:34:42.500 --> 00:34:45.734 That's a structural built-in issue about

NOTE Confidence: 0.933236294444444

00:34:45.734 --> 00:34:48.470 reimbursement for child behavioral health.

NOTE Confidence: 0.933236294444444

00:34:48.470 --> 00:34:50.640 Which makes it really hard.

NOTE Confidence: 0.933236294444444

00:34:50.640 --> 00:34:52.992 Unless you're a part of that nested

NOTE Confidence: 0.933236294444444

00:34:52.992 --> 00:34:55.612 system that I showed you really hard

NOTE Confidence: 0.933236294444444

00:34:55.612 --> 00:34:58.168 to build and sustain a practice.  
NOTE Confidence: 0.9332362944444444

00:34:58.170 --> 00:35:00.252 Parody for support for behavioral health  
NOTE Confidence: 0.9332362944444444

00:35:00.252 --> 00:35:02.800 services is what we need to be pushing.  
NOTE Confidence: 0.952099473636364

00:35:05.420 --> 00:35:07.164 So let me go back to this point  
NOTE Confidence: 0.952099473636364

00:35:07.164 --> 00:35:09.310 that I showed you and let me just  
NOTE Confidence: 0.952099473636364

00:35:09.310 --> 00:35:11.219 actually show you the reality here.  
NOTE Confidence: 0.952099473636364

00:35:11.220 --> 00:35:12.448 Not to be depressing.  
NOTE Confidence: 0.952099473636364

00:35:12.448 --> 00:35:14.998 But that for each dollar of clinical revenue  
NOTE Confidence: 0.952099473636364

00:35:14.998 --> 00:35:18.060 and a number of you have seen this before.  
NOTE Confidence: 0.952099473636364

00:35:18.060 --> 00:35:20.532 It cost us a dollar and a half  
NOTE Confidence: 0.952099473636364

00:35:20.532 --> 00:35:22.239 and expenses because again,  
NOTE Confidence: 0.952099473636364

00:35:22.240 --> 00:35:25.830 of the low reimbursement rates.  
NOTE Confidence: 0.952099473636364

00:35:25.830 --> 00:35:28.270 So here's a metaphor for you to use.  
NOTE Confidence: 0.952099473636364

00:35:28.270 --> 00:35:31.456 Let me let me just pause right here though.  
NOTE Confidence: 0.952099473636364

00:35:31.460 --> 00:35:32.369 Is that what?  
NOTE Confidence: 0.952099473636364

00:35:32.369 --> 00:35:33.581 We've increasing the clinical



NOTE Confidence: 0.952099473636364  
00:35:33.581 --> 00:35:35.129 volume is not the answer.  
NOTE Confidence: 0.952099473636364  
00:35:35.130 --> 00:35:35.914 Regulating it,  
NOTE Confidence: 0.952099473636364  
00:35:35.914 --> 00:35:39.050 and all these things are things we're doing.  
NOTE Confidence: 0.952099473636364  
00:35:39.050 --> 00:35:40.394 Working on philanthropy.  
NOTE Confidence: 0.952099473636364  
00:35:40.394 --> 00:35:43.082 Trying to increase the self pay.  
NOTE Confidence: 0.952099473636364  
00:35:43.090 --> 00:35:44.530 Working toward more contracts.  
NOTE Confidence: 0.952099473636364  
00:35:44.530 --> 00:35:46.690 Advocating with our health system and  
NOTE Confidence: 0.952099473636364  
00:35:46.748 --> 00:35:48.548 Yale Medicine colleagues for more.  
NOTE Confidence: 0.952099473636364  
00:35:48.550 --> 00:35:51.190 Support all of those things.  
NOTE Confidence: 0.952099473636364  
00:35:51.190 --> 00:35:53.838 But here's some metaphor.  
NOTE Confidence: 0.952099473636364  
00:35:53.840 --> 00:35:55.148 And this is the metaphor that  
NOTE Confidence: 0.952099473636364  
00:35:55.148 --> 00:35:56.679 I want you to think about,  
NOTE Confidence: 0.952099473636364  
00:35:56.680 --> 00:35:59.146 that I want us to be able to use.  
NOTE Confidence: 0.952099473636364  
00:35:59.150 --> 00:36:00.386 So if you think about the  
NOTE Confidence: 0.952099473636364  
00:36:00.386 --> 00:36:01.480 bucket of needs over here,  
NOTE Confidence: 0.952099473636364

00:36:01.480 --> 00:36:03.664 and you think about a A balance  
NOTE Confidence: 0.952099473636364

00:36:03.664 --> 00:36:06.218 beam with a fulcrum in the middle,  
NOTE Confidence: 0.952099473636364

00:36:06.220 --> 00:36:07.356 the child behavioral health  
NOTE Confidence: 0.952099473636364

00:36:07.356 --> 00:36:08.776 and family needs are huge,  
NOTE Confidence: 0.952099473636364

00:36:08.780 --> 00:36:11.145 and they're pulling that weight  
NOTE Confidence: 0.952099473636364

00:36:11.145 --> 00:36:13.630 down and they come from a whole  
NOTE Confidence: 0.952099473636364

00:36:13.630 --> 00:36:15.460 host of issues and resources.  
NOTE Confidence: 0.952099473636364

00:36:15.460 --> 00:36:17.100 Don't meet the needs,  
NOTE Confidence: 0.952099473636364

00:36:17.100 --> 00:36:20.290 and so there's an imbalance.  
NOTE Confidence: 0.952099473636364

00:36:20.290 --> 00:36:23.930 One solution is obviously to do prevention.  
NOTE Confidence: 0.952099473636364

00:36:23.930 --> 00:36:27.450 To decrease that light blue bucket by  
NOTE Confidence: 0.952099473636364

00:36:27.450 --> 00:36:30.450 access mental health school based programs,  
NOTE Confidence: 0.952099473636364

00:36:30.450 --> 00:36:31.962 controlling the waitlist  
NOTE Confidence: 0.952099473636364

00:36:31.962 --> 00:36:32.970 controlling catchment.  
NOTE Confidence: 0.952099473636364

00:36:32.970 --> 00:36:34.150 The latter, I would say,  
NOTE Confidence: 0.952099473636364

00:36:34.150 --> 00:36:36.026 is a reactionary solution.

NOTE Confidence: 0.952099473636364  
00:36:36.026 --> 00:36:40.110 The top one is a more sustained 1.  
NOTE Confidence: 0.952099473636364  
00:36:40.110 --> 00:36:42.114 The other is to increase the  
NOTE Confidence: 0.952099473636364  
00:36:42.114 --> 00:36:44.375 resources so you again try to bring  
NOTE Confidence: 0.952099473636364  
00:36:44.375 --> 00:36:46.340 it a bit more balanced and you  
NOTE Confidence: 0.952099473636364  
00:36:46.340 --> 00:36:47.665 increase the resources by having  
NOTE Confidence: 0.952099473636364  
00:36:47.665 --> 00:36:49.250 number of people delivering care,  
NOTE Confidence: 0.952099473636364  
00:36:49.250 --> 00:36:52.010 increasing the funding networks  
NOTE Confidence: 0.952099473636364  
00:36:52.010 --> 00:36:54.826 and contracts. With the 3rd way.  
NOTE Confidence: 0.952099473636364  
00:36:54.826 --> 00:36:58.047 The 3rd way where we as a department  
NOTE Confidence: 0.952099473636364  
00:36:58.047 --> 00:37:00.487 can make a huge difference  
NOTE Confidence: 0.952099473636364  
00:37:00.490 --> 00:37:03.510 is to move the fulcrum.  
NOTE Confidence: 0.952099473636364  
00:37:03.510 --> 00:37:05.406 And when you move the fulcrum,  
NOTE Confidence: 0.952099473636364  
00:37:05.410 --> 00:37:06.950 you do things like thinking  
NOTE Confidence: 0.952099473636364  
00:37:06.950 --> 00:37:08.182 about different payer models.  
NOTE Confidence: 0.952099473636364  
00:37:08.190 --> 00:37:09.710 You link physical and child,  
NOTE Confidence: 0.952099473636364

00:37:09.710 --> 00:37:11.325 be physical and behavioral health  
NOTE Confidence: 0.952099473636364

00:37:11.325 --> 00:37:13.200 so that you're talking about one.  
NOTE Confidence: 0.952099473636364

00:37:13.200 --> 00:37:14.572 You talk about parity,  
NOTE Confidence: 0.952099473636364

00:37:14.572 --> 00:37:17.310 you invest in a continuum of services,  
NOTE Confidence: 0.952099473636364

00:37:17.310 --> 00:37:19.956 and then when you move the fulcrum.  
NOTE Confidence: 0.952099473636364

00:37:19.960 --> 00:37:22.336 You can do a lot more with actually the  
NOTE Confidence: 0.952099473636364

00:37:22.336 --> 00:37:24.826 same potentially resources that you have.  
NOTE Confidence: 0.853081072857143

00:37:27.130 --> 00:37:28.796 So that is actually the reason that  
NOTE Confidence: 0.853081072857143

00:37:28.796 --> 00:37:30.368 we are engaged with a number of.  
NOTE Confidence: 0.853081072857143

00:37:30.370 --> 00:37:32.722 You have participated already in this  
NOTE Confidence: 0.853081072857143

00:37:32.722 --> 00:37:34.290 consultation around with Wellspring  
NOTE Confidence: 0.853081072857143

00:37:34.348 --> 00:37:36.228 Consulting around building a child.  
NOTE Confidence: 0.853081072857143

00:37:36.230 --> 00:37:39.810 Behavioral Health policy consortium.  
NOTE Confidence: 0.853081072857143

00:37:39.810 --> 00:37:41.365 And we're asking Wellspring to  
NOTE Confidence: 0.853081072857143

00:37:41.365 --> 00:37:44.058 help us talk about how we can bring  
NOTE Confidence: 0.853081072857143

00:37:44.058 --> 00:37:45.490 individuals across the university

NOTE Confidence: 0.853081072857143

00:37:45.490 --> 00:37:47.685 that are folks on child behavioral

NOTE Confidence: 0.853081072857143

00:37:47.685 --> 00:37:49.445 health around this hub idea.

NOTE Confidence: 0.853081072857143

00:37:49.450 --> 00:37:52.509 How can we more effectively disseminate what

NOTE Confidence: 0.853081072857143

00:37:52.509 --> 00:37:55.694 we know to actually work collaboratively

NOTE Confidence: 0.853081072857143

00:37:55.694 --> 00:37:58.242 with policymakers and with agencies to

NOTE Confidence: 0.853081072857143

00:37:58.242 --> 00:38:00.330 impact the delivery of these services?

NOTE Confidence: 0.853081072857143

00:38:00.330 --> 00:38:03.088 How can we use ourselves and our

NOTE Confidence: 0.853081072857143

00:38:03.088 --> 00:38:05.299 resources to move the fulcrum?

NOTE Confidence: 0.853081072857143

00:38:05.300 --> 00:38:06.988 And that is what we need to do.

NOTE Confidence: 0.970432026

00:38:09.540 --> 00:38:10.640 But at the same time,

NOTE Confidence: 0.970432026

00:38:10.640 --> 00:38:11.914 with all of those data that I've

NOTE Confidence: 0.970432026

00:38:11.914 --> 00:38:13.163 showed you about where we're at

NOTE Confidence: 0.970432026

00:38:13.163 --> 00:38:14.258 in the behavioral health search,

NOTE Confidence: 0.970432026

00:38:14.260 --> 00:38:16.180 who I most also concerned about,

NOTE Confidence: 0.970432026

00:38:16.180 --> 00:38:17.888 besides the families coming

NOTE Confidence: 0.970432026

00:38:17.888 --> 00:38:21.199 to us is us is all of you.  
NOTE Confidence: 0.970432026

00:38:21.200 --> 00:38:23.872 And these are data that look about health  
NOTE Confidence: 0.970432026

00:38:23.872 --> 00:38:25.764 care workers that includes behavioral  
NOTE Confidence: 0.970432026

00:38:25.764 --> 00:38:28.720 health and what they report now about  
NOTE Confidence: 0.970432026

00:38:28.720 --> 00:38:32.560 their own health in the pandemic.  
NOTE Confidence: 0.970432026

00:38:32.560 --> 00:38:34.468 And you can see that nearly  
NOTE Confidence: 0.970432026

00:38:34.468 --> 00:38:36.570 half in a national survey.  
NOTE Confidence: 0.970432026

00:38:36.570 --> 00:38:38.795 Nearly half report that their  
NOTE Confidence: 0.970432026

00:38:38.795 --> 00:38:41.169 mental health has gotten worse.  
NOTE Confidence: 0.970432026

00:38:41.170 --> 00:38:42.746 And a third report.  
NOTE Confidence: 0.970432026

00:38:42.746 --> 00:38:45.636 These other impacts on other aspects of  
NOTE Confidence: 0.970432026

00:38:45.636 --> 00:38:48.990 physical health, work, life, finances, etc.  
NOTE Confidence: 0.970432026

00:38:48.990 --> 00:38:52.680 So that worries me a lot.  
NOTE Confidence: 0.970432026

00:38:52.680 --> 00:38:55.120 Which brings me then to culture and climate.  
NOTE Confidence: 0.970432026

00:38:55.120 --> 00:38:57.664 And how do we begin to address our  
NOTE Confidence: 0.970432026

00:38:57.664 --> 00:38:59.960 climate and our department culture?

NOTE Confidence: 0.970432026  
00:38:59.960 --> 00:39:01.676 How do we begin to address  
NOTE Confidence: 0.970432026  
00:39:01.676 --> 00:39:02.534 even more intentionally?  
NOTE Confidence: 0.970432026  
00:39:02.540 --> 00:39:05.320 What makes us us?  
NOTE Confidence: 0.970432026  
00:39:05.320 --> 00:39:07.112 And we've done a lot of talking  
NOTE Confidence: 0.970432026  
00:39:07.112 --> 00:39:08.300 about purposes and values,  
NOTE Confidence: 0.970432026  
00:39:08.300 --> 00:39:10.340 but I want to highlight  
NOTE Confidence: 0.970432026  
00:39:10.340 --> 00:39:12.460 these two things in red.  
NOTE Confidence: 0.970432026  
00:39:12.460 --> 00:39:15.300 That how do we begin to even more  
NOTE Confidence: 0.970432026  
00:39:15.300 --> 00:39:17.288 in the and the words that all  
NOTE Confidence: 0.970432026  
00:39:17.288 --> 00:39:19.880 of us say whatever programs were  
NOTE Confidence: 0.970432026  
00:39:19.880 --> 00:39:22.440 leading to exemplify the values  
NOTE Confidence: 0.970432026  
00:39:22.440 --> 00:39:24.900 that we have for this culture?  
NOTE Confidence: 0.970432026  
00:39:24.900 --> 00:39:27.483 And how do we put into place  
NOTE Confidence: 0.970432026  
00:39:27.483 --> 00:39:28.590 some organizational practices  
NOTE Confidence: 0.970432026  
00:39:28.663 --> 00:39:30.637 and processes that will help us  
NOTE Confidence: 0.970432026

00:39:30.640 --> 00:39:34.710 actually move the culture forward?  
NOTE Confidence: 0.970432026

00:39:34.710 --> 00:39:36.486 So I'm very grateful to Tara  
NOTE Confidence: 0.970432026

00:39:36.486 --> 00:39:38.090 for for creating this slide.  
NOTE Confidence: 0.970432026

00:39:38.090 --> 00:39:39.450 In developing this slide.  
NOTE Confidence: 0.970432026

00:39:39.450 --> 00:39:41.490 This is totally her work and  
NOTE Confidence: 0.970432026

00:39:41.553 --> 00:39:43.188 the work of her committee,  
NOTE Confidence: 0.970432026

00:39:43.190 --> 00:39:45.255 but showing us that culture  
NOTE Confidence: 0.970432026

00:39:45.255 --> 00:39:46.907 change is a process.  
NOTE Confidence: 0.970432026

00:39:46.910 --> 00:39:49.472 It's a process that we are starting  
NOTE Confidence: 0.970432026

00:39:49.472 --> 00:39:52.519 some work and rest restorative practice  
NOTE Confidence: 0.970432026

00:39:52.520 --> 00:39:54.155 with our colleague Jasmine Davis  
NOTE Confidence: 0.970432026

00:39:54.155 --> 00:39:56.309 whom you've had a chance to meet.  
NOTE Confidence: 0.970432026

00:39:56.310 --> 00:39:58.480 We're starting work around racial  
NOTE Confidence: 0.970432026

00:39:58.480 --> 00:40:01.050 equity training with Ingrid Kennedy and  
NOTE Confidence: 0.970432026

00:40:01.050 --> 00:40:03.788 the search team and that this kind of work.  
NOTE Confidence: 0.970432026

00:40:03.790 --> 00:40:06.072 Actually begins to create us as a



NOTE Confidence: 0.970432026

00:40:06.072 --> 00:40:07.050 professional learning community

NOTE Confidence: 0.970432026

00:40:07.105 --> 00:40:08.521 that we are learning from each

NOTE Confidence: 0.970432026

00:40:08.521 --> 00:40:10.269 other and we are making changes,

NOTE Confidence: 0.970432026

00:40:10.270 --> 00:40:11.638 learning how those changes

NOTE Confidence: 0.970432026

00:40:11.638 --> 00:40:13.690 work that leads us to change,

NOTE Confidence: 0.970432026

00:40:13.690 --> 00:40:16.826 which then gets us back into more training.

NOTE Confidence: 0.970432026

00:40:16.830 --> 00:40:17.958 What is really,

NOTE Confidence: 0.970432026

00:40:17.958 --> 00:40:19.838 really important about this besides

NOTE Confidence: 0.970432026

00:40:19.838 --> 00:40:22.162 the fact that this represents a

NOTE Confidence: 0.970432026

00:40:22.162 --> 00:40:24.400 tremendous amount of work by Tara

NOTE Confidence: 0.970432026

00:40:24.400 --> 00:40:26.955 and her team and and everyone else?

NOTE Confidence: 0.970432026

00:40:26.960 --> 00:40:29.035 But what's really important is

NOTE Confidence: 0.970432026

00:40:29.035 --> 00:40:31.691 that we need engagement in this

NOTE Confidence: 0.970432026

00:40:31.691 --> 00:40:34.236 activity and these activities across.

NOTE Confidence: 0.970432026

00:40:34.240 --> 00:40:37.418 All the departments. This is our culture.

NOTE Confidence: 0.970432026

00:40:37.420 --> 00:40:39.820 This is our community.  
NOTE Confidence: 0.970432026

00:40:39.820 --> 00:40:42.925 And we all need to be engaged in this  
NOTE Confidence: 0.970432026

00:40:42.925 --> 00:40:45.431 change as a part we're all weary.  
NOTE Confidence: 0.970432026

00:40:45.431 --> 00:40:47.716 We're all impacting the pandemic.  
NOTE Confidence: 0.970432026

00:40:47.720 --> 00:40:49.765 This is important change for  
NOTE Confidence: 0.970432026

00:40:49.765 --> 00:40:51.810 us to be involved in.  
NOTE Confidence: 0.970432026

00:40:51.810 --> 00:40:54.630 So here's some upcoming events,  
NOTE Confidence: 0.970432026

00:40:54.630 --> 00:40:56.286 again with Ingrid and her team.  
NOTE Confidence: 0.970432026

00:40:56.290 --> 00:40:57.706 Just so you have those dates.  
NOTE Confidence: 0.970432026

00:40:57.710 --> 00:40:59.630 And in the spirit of communicate,  
NOTE Confidence: 0.970432026

00:40:59.630 --> 00:41:00.438 communicate, communicate,  
NOTE Confidence: 0.970432026

00:41:00.438 --> 00:41:03.670 we will send these dates out for everyone.  
NOTE Confidence: 0.970432026

00:41:03.670 --> 00:41:04.870 But just so you have them,  
NOTE Confidence: 0.970432026

00:41:04.870 --> 00:41:06.850 you can see there's one coming up in January,  
NOTE Confidence: 0.970432026

00:41:06.850 --> 00:41:10.168 then February and April and May.  
NOTE Confidence: 0.970432026

00:41:10.170 --> 00:41:10.908 But again,

NOTE Confidence: 0.970432026  
00:41:10.908 --> 00:41:13.122 we are need this together and  
NOTE Confidence: 0.970432026  
00:41:13.122 --> 00:41:15.410 we need full participation.  
NOTE Confidence: 0.970432026  
00:41:15.410 --> 00:41:17.594 Engagement is a key part of  
NOTE Confidence: 0.970432026  
00:41:17.594 --> 00:41:19.050 citizenship of this community,  
NOTE Confidence: 0.928123155555556  
00:41:19.050 --> 00:41:21.220 and our annual appraisal of  
NOTE Confidence: 0.928123155555556  
00:41:21.220 --> 00:41:22.956 how we're doing together.  
NOTE Confidence: 0.928123155555556  
00:41:22.960 --> 00:41:24.725 And I would just underscore  
NOTE Confidence: 0.928123155555556  
00:41:24.725 --> 00:41:26.137 that by our participation.  
NOTE Confidence: 0.928123155555556  
00:41:26.140 --> 00:41:27.712 We also send a message among  
NOTE Confidence: 0.928123155555556  
00:41:27.712 --> 00:41:29.843 all of us I support for the  
NOTE Confidence: 0.928123155555556  
00:41:29.843 --> 00:41:31.523 culture we want to build.  
NOTE Confidence: 0.930838728947368  
00:41:34.510 --> 00:41:36.058 Then there's an equity issue that  
NOTE Confidence: 0.930838728947368  
00:41:36.058 --> 00:41:37.865 I feel strongly about that we have  
NOTE Confidence: 0.930838728947368  
00:41:37.865 --> 00:41:39.305 to address in this upcoming year,  
NOTE Confidence: 0.930838728947368  
00:41:39.310 --> 00:41:41.902 and I hope that sooner in the year  
NOTE Confidence: 0.930838728947368

00:41:41.902 --> 00:41:44.425 than later that we need to address  
NOTE Confidence: 0.930838728947368

00:41:44.425 --> 00:41:46.732 the great inequity in our masters  
NOTE Confidence: 0.930838728947368

00:41:46.732 --> 00:41:49.096 level and APRN clinicians in their  
NOTE Confidence: 0.930838728947368

00:41:49.096 --> 00:41:51.454 starting salaries and in salaries that  
NOTE Confidence: 0.930838728947368

00:41:51.454 --> 00:41:53.470 reflect their experience in the amount  
NOTE Confidence: 0.930838728947368

00:41:53.531 --> 00:41:55.470 of time that they've been with us.  
NOTE Confidence: 0.930838728947368

00:41:55.470 --> 00:41:57.285 So I'm in regular conversations  
NOTE Confidence: 0.930838728947368

00:41:57.285 --> 00:41:59.569 with our Yale Medicine and Yale  
NOTE Confidence: 0.930838728947368

00:41:59.569 --> 00:42:01.173 Hospital colleagues about doing  
NOTE Confidence: 0.930838728947368

00:42:01.173 --> 00:42:03.178 that is high high priority.  
NOTE Confidence: 0.930838728947368

00:42:03.180 --> 00:42:06.452 For me and continuing to work also on  
NOTE Confidence: 0.930838728947368

00:42:06.452 --> 00:42:09.641 advocating for ways that same clinicians  
NOTE Confidence: 0.930838728947368

00:42:09.641 --> 00:42:12.320 can progress academically as faculty.  
NOTE Confidence: 0.820050651428571

00:42:15.250 --> 00:42:17.553 I wanna apart began culture change is  
NOTE Confidence: 0.820050651428571

00:42:17.553 --> 00:42:19.810 continuing to think about how we develop.  
NOTE Confidence: 0.820050651428571

00:42:19.810 --> 00:42:24.090 We recruit, we retain our faculty and how

NOTE Confidence: 0.820050651428571  
00:42:24.090 --> 00:42:27.290 we do all of this together more seamlessly.  
NOTE Confidence: 0.820050651428571  
00:42:27.290 --> 00:42:29.036 And again, terrorist group is working  
NOTE Confidence: 0.820050651428571  
00:42:29.036 --> 00:42:31.329 on a number of components of this,  
NOTE Confidence: 0.820050651428571  
00:42:31.330 --> 00:42:35.058 but I just want to highlight a few.  
NOTE Confidence: 0.820050651428571  
00:42:35.060 --> 00:42:37.756 So one and our search is going forward.  
NOTE Confidence: 0.820050651428571  
00:42:37.760 --> 00:42:40.406 We're going to announce all positions  
NOTE Confidence: 0.820050651428571  
00:42:40.406 --> 00:42:42.170 or even internal opportunities  
NOTE Confidence: 0.820050651428571  
00:42:42.238 --> 00:42:43.858 for new responsibilities,  
NOTE Confidence: 0.820050651428571  
00:42:43.860 --> 00:42:46.140 and I hope you've noticed that we're trying  
NOTE Confidence: 0.820050651428571  
00:42:46.140 --> 00:42:48.977 to do that on the website more consistently,  
NOTE Confidence: 0.820050651428571  
00:42:48.980 --> 00:42:51.104 but we'll be very vigilant now that we have  
NOTE Confidence: 0.820050651428571  
00:42:51.104 --> 00:42:53.257 our new full-time communications officer.  
NOTE Confidence: 0.820050651428571  
00:42:53.260 --> 00:42:56.390 Did I mention Christmas presents?  
NOTE Confidence: 0.820050651428571  
00:42:56.390 --> 00:42:58.364 And then for new jobs we'll have  
NOTE Confidence: 0.820050651428571  
00:42:58.364 --> 00:43:00.568 postings and sites that I hope will  
NOTE Confidence: 0.820050651428571

00:43:00.568 --> 00:43:01.868 reach more diverse candidates.

NOTE Confidence: 0.820050651428571

00:43:01.870 --> 00:43:04.370 We're working with Dean Lattimore.

NOTE Confidence: 0.820050651428571

00:43:04.370 --> 00:43:06.970 A standard interview review process,

NOTE Confidence: 0.820050651428571

00:43:06.970 --> 00:43:08.190 and, as I mentioned earlier,

NOTE Confidence: 0.820050651428571

00:43:08.190 --> 00:43:10.415 virtual options to improve people's

NOTE Confidence: 0.820050651428571

00:43:10.415 --> 00:43:12.828 ability to come for interviews.

NOTE Confidence: 0.820050651428571

00:43:12.828 --> 00:43:15.523 Unconscious bias training for everybody

NOTE Confidence: 0.820050651428571

00:43:15.523 --> 00:43:17.850 that participates in searches.

NOTE Confidence: 0.820050651428571

00:43:17.850 --> 00:43:19.726 And then in the spirit of being

NOTE Confidence: 0.820050651428571

00:43:19.726 --> 00:43:21.398 a learning community to try and

NOTE Confidence: 0.820050651428571

00:43:21.398 --> 00:43:22.486 learn from best practices,

NOTE Confidence: 0.820050651428571

00:43:22.490 --> 00:43:23.770 not only are at Yale,

NOTE Confidence: 0.820050651428571

00:43:23.770 --> 00:43:25.194 but in other places,

NOTE Confidence: 0.820050651428571

00:43:25.194 --> 00:43:27.330 and we're putting this in place.

NOTE Confidence: 0.820050651428571

00:43:27.330 --> 00:43:29.738 Some of these changes in the current

NOTE Confidence: 0.820050651428571

00:43:29.738 --> 00:43:31.962 internal search for new social work,

NOTE Confidence: 0.820050651428571  
00:43:31.962 --> 00:43:33.494 direct training director position.  
NOTE Confidence: 0.820211327142857  
00:43:36.340 --> 00:43:38.664 Several areas of growth and recruitment that,  
NOTE Confidence: 0.820211327142857  
00:43:38.670 --> 00:43:40.566 while that we're that are happening,  
NOTE Confidence: 0.820211327142857  
00:43:40.570 --> 00:43:42.268 uh, largely because some of them,  
NOTE Confidence: 0.820211327142857  
00:43:42.270 --> 00:43:44.750 largely because of again pandemic  
NOTE Confidence: 0.820211327142857  
00:43:44.750 --> 00:43:46.568 and with a new physician scientist,  
NOTE Confidence: 0.820211327142857  
00:43:46.570 --> 00:43:48.400 office at Yale or clinician  
NOTE Confidence: 0.820211327142857  
00:43:48.400 --> 00:43:50.230 scientist in the medical school.  
NOTE Confidence: 0.820211327142857  
00:43:50.230 --> 00:43:52.659 We now have the opportunity to build  
NOTE Confidence: 0.820211327142857  
00:43:52.659 --> 00:43:55.469 up our cadre of clinician scientists.  
NOTE Confidence: 0.820211327142857  
00:43:55.470 --> 00:43:58.056 We're continuing to grow our embedded  
NOTE Confidence: 0.820211327142857  
00:43:58.056 --> 00:44:00.510 pediatric psychology program with Pediatrics,  
NOTE Confidence: 0.820211327142857  
00:44:00.510 --> 00:44:03.306 so making for more better delivery  
NOTE Confidence: 0.820211327142857  
00:44:03.306 --> 00:44:05.686 of services in pediatric in  
NOTE Confidence: 0.820211327142857  
00:44:05.686 --> 00:44:07.856 the context of pediatric care.  
NOTE Confidence: 0.820211327142857

00:44:07.860 --> 00:44:09.972 As you saw from our hospital  
NOTE Confidence: 0.820211327142857

00:44:09.972 --> 00:44:11.380 growth and behavioral health,  
NOTE Confidence: 0.820211327142857

00:44:11.380 --> 00:44:14.380 we need to increase the depth of our  
NOTE Confidence: 0.820211327142857

00:44:14.380 --> 00:44:16.899 hospital child behavioral health team.  
NOTE Confidence: 0.820211327142857

00:44:16.900 --> 00:44:18.720 Eating disorders have dramatically  
NOTE Confidence: 0.820211327142857

00:44:18.720 --> 00:44:20.995 increased with this on behavioral  
NOTE Confidence: 0.820211327142857

00:44:20.995 --> 00:44:22.735 health surge and our hospital  
NOTE Confidence: 0.820211327142857

00:44:22.735 --> 00:44:24.260 colleagues now are committed to  
NOTE Confidence: 0.820211327142857

00:44:24.260 --> 00:44:26.199 building an eating disorders program,  
NOTE Confidence: 0.820211327142857

00:44:26.200 --> 00:44:28.354 and I'm very pleased that Rebecca  
NOTE Confidence: 0.820211327142857

00:44:28.354 --> 00:44:30.236 Comedy has brought her expertise  
NOTE Confidence: 0.820211327142857

00:44:30.236 --> 00:44:32.106 and will help build that.  
NOTE Confidence: 0.820211327142857

00:44:32.110 --> 00:44:33.322 And then finally,  
NOTE Confidence: 0.820211327142857

00:44:33.322 --> 00:44:36.150 we're starting to see a freeze our  
NOTE Confidence: 0.820211327142857

00:44:36.235 --> 00:44:38.846 run by thawing rather a thawing of  
NOTE Confidence: 0.820211327142857

00:44:38.846 --> 00:44:41.449 the freeze on faculty positions,



NOTE Confidence: 0.820211327142857

00:44:41.450 --> 00:44:44.155 and clinically and opening up

NOTE Confidence: 0.820211327142857

00:44:44.155 --> 00:44:46.319 for replacing those positions.

NOTE Confidence: 0.820211327142857

00:44:46.320 --> 00:44:47.766 I've given a fair amount of

NOTE Confidence: 0.820211327142857

00:44:47.766 --> 00:44:49.270 sad news with the pandemic,

NOTE Confidence: 0.820211327142857

00:44:49.270 --> 00:44:50.974 so I just actually want to

NOTE Confidence: 0.820211327142857

00:44:50.974 --> 00:44:53.038 give you one bit of good news.

NOTE Confidence: 0.820211327142857

00:44:53.040 --> 00:44:55.360 And that is through our Yale Child Study

NOTE Confidence: 0.820211327142857

00:44:55.360 --> 00:44:56.759 Center Collaborative with scholastic,

NOTE Confidence: 0.820211327142857

00:44:56.760 --> 00:44:57.320 scholastic,

NOTE Confidence: 0.820211327142857

00:44:57.320 --> 00:45:00.120 and our partnership with Scholastic.

NOTE Confidence: 0.820211327142857

00:45:00.120 --> 00:45:02.154 They have very good relationships with

NOTE Confidence: 0.820211327142857

00:45:02.154 --> 00:45:04.517 the now outgoing First Lady of New York,

NOTE Confidence: 0.820211327142857

00:45:04.520 --> 00:45:05.240 Chirlane McCray.

NOTE Confidence: 0.820211327142857

00:45:05.240 --> 00:45:07.040 And Charlene did a tremendous

NOTE Confidence: 0.820211327142857

00:45:07.040 --> 00:45:08.862 amount of work on behavioral

NOTE Confidence: 0.820211327142857

00:45:08.862 --> 00:45:10.884 health delivery in schools in New  
NOTE Confidence: 0.820211327142857

00:45:10.884 --> 00:45:14.184 York City on through her program.  
NOTE Confidence: 0.820211327142857

00:45:14.184 --> 00:45:15.496 Thrive NYC.  
NOTE Confidence: 0.820211327142857

00:45:15.500 --> 00:45:17.719 And so it's plastic has made a  
NOTE Confidence: 0.820211327142857

00:45:17.719 --> 00:45:19.256 partnership with Charlene and Charlene  
NOTE Confidence: 0.820211327142857

00:45:19.256 --> 00:45:21.344 will be coming to do some work in  
NOTE Confidence: 0.820211327142857

00:45:21.401 --> 00:45:23.496 the collaborative beginning in March.  
NOTE Confidence: 0.820211327142857

00:45:23.500 --> 00:45:25.732 I'm very looking very much forward  
NOTE Confidence: 0.820211327142857

00:45:25.732 --> 00:45:27.991 to learning from her seeing what she  
NOTE Confidence: 0.820211327142857

00:45:27.991 --> 00:45:30.710 did in New York and we we can borrow  
NOTE Confidence: 0.820211327142857

00:45:30.710 --> 00:45:32.940 innovative ideas and she will also  
NOTE Confidence: 0.820211327142857

00:45:32.940 --> 00:45:35.048 be working with Dean Latimore around  
NOTE Confidence: 0.820211327142857

00:45:35.048 --> 00:45:37.316 some of his efforts in diversity,  
NOTE Confidence: 0.820211327142857

00:45:37.320 --> 00:45:38.409 equity and inclusion.  
NOTE Confidence: 0.869191595

00:45:40.690 --> 00:45:42.832 There are additional efforts though that I  
NOTE Confidence: 0.869191595

00:45:42.832 --> 00:45:45.310 want to really point out around performing,

NOTE Confidence: 0.869191595

00:45:45.310 --> 00:45:49.298 assessing, developing and deploying.

NOTE Confidence: 0.869191595

00:45:49.300 --> 00:45:51.388 So here's from HANA.

NOTE Confidence: 0.869191595

00:45:51.388 --> 00:45:55.720 Darren Davids work on on creating a number

NOTE Confidence: 0.869191595

00:45:55.720 --> 00:45:59.695 of courses that I hope people will take

NOTE Confidence: 0.869191595

00:45:59.695 --> 00:46:01.870 advantage of around leadership development.

NOTE Confidence: 0.869191595

00:46:01.870 --> 00:46:03.575 Our leadership from the beginning

NOTE Confidence: 0.869191595

00:46:03.575 --> 00:46:05.960 course we are running again in January.

NOTE Confidence: 0.869191595

00:46:05.960 --> 00:46:08.265 Very grateful about pure coaching

NOTE Confidence: 0.869191595

00:46:08.265 --> 00:46:10.726 groups and grateful that four members

NOTE Confidence: 0.869191595

00:46:10.726 --> 00:46:12.882 of our faculty have now stepped up

NOTE Confidence: 0.869191595

00:46:12.882 --> 00:46:15.516 to be pure coaches to actually help

NOTE Confidence: 0.869191595

00:46:15.516 --> 00:46:17.460 people in development around these.

NOTE Confidence: 0.869191595

00:46:17.460 --> 00:46:20.346 These areas listed on the slide.

NOTE Confidence: 0.869191595

00:46:20.350 --> 00:46:22.576 We will have some career development

NOTE Confidence: 0.869191595

00:46:22.576 --> 00:46:24.517 workshops beginning in the spring

NOTE Confidence: 0.869191595

00:46:24.517 --> 00:46:27.106 around grant writing about negotiation,

NOTE Confidence: 0.869191595

00:46:27.106 --> 00:46:29.898 some aspects of leading.

NOTE Confidence: 0.869191595

00:46:29.900 --> 00:46:32.522 And then Barron is available for

NOTE Confidence: 0.869191595

00:46:32.522 --> 00:46:34.270 ongoing consultation and support.

NOTE Confidence: 0.869191595

00:46:34.270 --> 00:46:37.170 Again about lab development etc

NOTE Confidence: 0.869191595

00:46:37.170 --> 00:46:40.302 and just always to remind people

NOTE Confidence: 0.869191595

00:46:40.302 --> 00:46:42.930 about the Faculty Support fund.

NOTE Confidence: 0.869191595

00:46:42.930 --> 00:46:44.770 We'll have more leadership

NOTE Confidence: 0.869191595

00:46:44.770 --> 00:46:45.690 workshop opportunities.

NOTE Confidence: 0.869191595

00:46:45.690 --> 00:46:47.184 This has become a topic of

NOTE Confidence: 0.869191595

00:46:47.184 --> 00:46:48.670 discussion in the faculty meetings,

NOTE Confidence: 0.869191595

00:46:48.670 --> 00:46:50.486 and I'm hoping that in by the spring,

NOTE Confidence: 0.869191595

00:46:50.490 --> 00:46:52.270 if not a little earlier.

NOTE Confidence: 0.869191595

00:46:52.270 --> 00:46:54.466 We'll have some workshops on building

NOTE Confidence: 0.869191595

00:46:54.466 --> 00:46:56.490 a shared understanding of leadership

NOTE Confidence: 0.869191595

00:46:56.490 --> 00:46:58.490 styles and effective approaches.

NOTE Confidence: 0.869191595  
00:46:58.490 --> 00:47:00.745 And for methods for defining  
NOTE Confidence: 0.869191595  
00:47:00.745 --> 00:47:03.000 our responsibilities and how we  
NOTE Confidence: 0.869191595  
00:47:03.078 --> 00:47:05.410 then talk about accountability.  
NOTE Confidence: 0.869191595  
00:47:05.410 --> 00:47:07.720 And finding and developing more  
NOTE Confidence: 0.869191595  
00:47:07.720 --> 00:47:09.106 opportunities for leadership  
NOTE Confidence: 0.869191595  
00:47:09.106 --> 00:47:10.820 across the department.  
NOTE Confidence: 0.869191595  
00:47:10.820 --> 00:47:13.316 Not just in this kind of hierarchical sense,  
NOTE Confidence: 0.869191595  
00:47:13.320 --> 00:47:14.628 but across the department.  
NOTE Confidence: 0.93967089  
00:47:17.140 --> 00:47:18.450 And this is something we  
NOTE Confidence: 0.93967089  
00:47:18.450 --> 00:47:19.498 brought up in September.  
NOTE Confidence: 0.93967089  
00:47:19.500 --> 00:47:21.120 The difference between  
NOTE Confidence: 0.93967089  
00:47:21.120 --> 00:47:22.740 mentorship and sponsorship.  
NOTE Confidence: 0.93967089  
00:47:22.740 --> 00:47:25.169 And I would just highlight that Tara's  
NOTE Confidence: 0.93967089  
00:47:25.169 --> 00:47:27.956 team again is working to really build  
NOTE Confidence: 0.93967089  
00:47:27.956 --> 00:47:30.476 out our mentoring and sponsoring plans.  
NOTE Confidence: 0.93967089

00:47:30.480 --> 00:47:32.960 As is Dean Lattimore's office.

NOTE Confidence: 0.93967089

00:47:32.960 --> 00:47:34.920 And to emphasize that everybody,

NOTE Confidence: 0.93967089

00:47:34.920 --> 00:47:37.980 all of us have a responsibility

NOTE Confidence: 0.93967089

00:47:37.980 --> 00:47:40.545 for sponsorship for finding the

NOTE Confidence: 0.93967089

00:47:40.545 --> 00:47:43.120 career opportunities to help our

NOTE Confidence: 0.93967089

00:47:43.120 --> 00:47:45.490 colleagues in this Community.

NOTE Confidence: 0.93967089

00:47:45.490 --> 00:47:48.190 Just paying attention to time.

NOTE Confidence: 0.93967089

00:47:48.190 --> 00:47:51.746 I think what I'm going to do.

NOTE Confidence: 0.93967089

00:47:51.750 --> 00:47:54.151 I'm going to make one point about

NOTE Confidence: 0.93967089

00:47:54.151 --> 00:47:56.694 this slide and that is that there are

NOTE Confidence: 0.93967089

00:47:56.694 --> 00:47:59.175 a number of things that we need to

NOTE Confidence: 0.93967089

00:47:59.175 --> 00:48:01.180 be doing about improving onboarding.

NOTE Confidence: 0.93967089

00:48:01.180 --> 00:48:05.100 Again, Terrace Team is working on it.

NOTE Confidence: 0.93967089

00:48:05.100 --> 00:48:07.772 But I want to make .2 points right

NOTE Confidence: 0.93967089

00:48:07.772 --> 00:48:10.199 here on the last two bullets.

NOTE Confidence: 0.93967089

00:48:10.200 --> 00:48:12.060 Routine exit interviews are fine.

NOTE Confidence: 0.93967089

00:48:12.060 --> 00:48:13.796 I just would hope that we never have

NOTE Confidence: 0.93967089

00:48:13.796 --> 00:48:15.806 to do exit interviews 'cause I want

NOTE Confidence: 0.93967089

00:48:15.806 --> 00:48:19.000 to retain people, not have them leave.

NOTE Confidence: 0.93967089

00:48:19.000 --> 00:48:20.776 But we get into the practice,

NOTE Confidence: 0.93967089

00:48:20.780 --> 00:48:22.780 not just during annual assessments,

NOTE Confidence: 0.93967089

00:48:22.780 --> 00:48:24.412 but get into the practice of

NOTE Confidence: 0.93967089

00:48:24.412 --> 00:48:26.220 what we call stay interviews,

NOTE Confidence: 0.93967089

00:48:26.220 --> 00:48:27.220 what they eat with,

NOTE Confidence: 0.93967089

00:48:27.220 --> 00:48:28.720 what does everyone need to meet,

NOTE Confidence: 0.93967089

00:48:28.720 --> 00:48:30.460 the goals you have for being

NOTE Confidence: 0.93967089

00:48:30.460 --> 00:48:32.340 a member of this Community,

NOTE Confidence: 0.93967089

00:48:32.340 --> 00:48:33.960 whether it's your research goals?

NOTE Confidence: 0.93967089

00:48:33.960 --> 00:48:35.208 It's your clinical goals.

NOTE Confidence: 0.93967089

00:48:35.208 --> 00:48:36.456 What do you need?

NOTE Confidence: 0.93967089

00:48:36.460 --> 00:48:37.910 We shouldn't learn about that

NOTE Confidence: 0.93967089

00:48:37.910 --> 00:48:39.740 at the time of an exit.  
NOTE Confidence: 0.93967089

00:48:39.740 --> 00:48:42.068 We should be thinking about it  
NOTE Confidence: 0.93967089

00:48:42.068 --> 00:48:44.310 proactively as we go forward.  
NOTE Confidence: 0.93967089

00:48:44.310 --> 00:48:46.694 And to that, how do we bring resources  
NOTE Confidence: 0.93967089

00:48:46.694 --> 00:48:48.489 together to facilitate success?  
NOTE Confidence: 0.93967089

00:48:48.490 --> 00:48:50.860 So I'm very grateful to Tom.  
NOTE Confidence: 0.93967089

00:48:50.860 --> 00:48:53.464 I'll show you just this one  
NOTE Confidence: 0.93967089

00:48:53.464 --> 00:48:55.148 example that Tom Fernandez brought  
NOTE Confidence: 0.93967089

00:48:55.148 --> 00:48:57.020 together as many of you know,  
NOTE Confidence: 0.93967089

00:48:57.020 --> 00:49:00.275 our researchers to ask what might they  
NOTE Confidence: 0.93967089

00:49:00.275 --> 00:49:03.699 need to actually make their work better?  
NOTE Confidence: 0.93967089

00:49:03.700 --> 00:49:05.760 More successful.  
NOTE Confidence: 0.93967089

00:49:05.760 --> 00:49:07.671 And some of the things that came  
NOTE Confidence: 0.93967089

00:49:07.671 --> 00:49:09.428 out are things that we can do.  
NOTE Confidence: 0.93967089

00:49:09.430 --> 00:49:11.086 We can create a grant library.  
NOTE Confidence: 0.93967089

00:49:11.090 --> 00:49:14.066 We can create a library of



NOTE Confidence: 0.93967089

00:49:14.066 --> 00:49:16.050 of sample IRB protocols.

NOTE Confidence: 0.93967089

00:49:16.050 --> 00:49:18.110 We can actually create a

NOTE Confidence: 0.93967089

00:49:18.110 --> 00:49:19.346 shared recruitment process.

NOTE Confidence: 0.93967089

00:49:19.350 --> 00:49:21.192 We just need to think through

NOTE Confidence: 0.93967089

00:49:21.192 --> 00:49:23.129 how how that would work best.

NOTE Confidence: 0.93967089

00:49:23.130 --> 00:49:25.460 There were some very innovative

NOTE Confidence: 0.93967089

00:49:25.460 --> 00:49:27.790 ideas about sharing lab equipment

NOTE Confidence: 0.93967089

00:49:27.869 --> 00:49:30.382 so that that one piece could be

NOTE Confidence: 0.93967089

00:49:30.382 --> 00:49:32.078 shared across data management.

NOTE Confidence: 0.93967089

00:49:32.078 --> 00:49:34.523 Can we actually share data

NOTE Confidence: 0.93967089

00:49:34.523 --> 00:49:36.530 processing data data folks?

NOTE Confidence: 0.93967089

00:49:36.530 --> 00:49:39.736 Can we create shared resources that unite?

NOTE Confidence: 0.93967089

00:49:39.740 --> 00:49:40.802 Our research groups,

NOTE Confidence: 0.93967089

00:49:40.802 --> 00:49:43.625 but at the same time just strengthen and

NOTE Confidence: 0.93967089

00:49:43.625 --> 00:49:46.340 allow people to do the work they need to do.

NOTE Confidence: 0.93967089

00:49:46.340 --> 00:49:48.388 So this is the kind of thing that

NOTE Confidence: 0.93967089

00:49:48.388 --> 00:49:51.352 we have in mind when I talk about

NOTE Confidence: 0.93967089

00:49:51.352 --> 00:49:54.075 sharing and and how we create

NOTE Confidence: 0.93967089

00:49:54.075 --> 00:49:57.530 these kinds of ways of uniting us.

NOTE Confidence: 0.93967089

00:49:57.530 --> 00:50:00.589 I'm gonna skip that and I'm actually

NOTE Confidence: 0.93967089

00:50:00.589 --> 00:50:03.099 gonna just briefly focus on this.

NOTE Confidence: 0.93967089

00:50:03.100 --> 00:50:04.738 That what you're going to be

NOTE Confidence: 0.93967089

00:50:04.738 --> 00:50:06.940 hearing over the next few weeks is

NOTE Confidence: 0.93967089

00:50:06.940 --> 00:50:09.740 bringing together some work groups,

NOTE Confidence: 0.93967089

00:50:09.740 --> 00:50:12.330 and I wanted to hand to highlight

NOTE Confidence: 0.93967089

00:50:12.330 --> 00:50:14.224 the difference between a standing

NOTE Confidence: 0.93967089

00:50:14.224 --> 00:50:16.014 committee and a work group.

NOTE Confidence: 0.93967089

00:50:16.020 --> 00:50:17.742 Work groups will be brought together

NOTE Confidence: 0.93967089

00:50:17.742 --> 00:50:19.280 to handle very specific issues.

NOTE Confidence: 0.93967089

00:50:19.280 --> 00:50:21.855 Disband their submit to work

NOTE Confidence: 0.93967089

00:50:21.855 --> 00:50:24.430 efficiently to provide an actionable

NOTE Confidence: 0.93967089

00:50:24.516 --> 00:50:26.496 plan that we can work on,

NOTE Confidence: 0.93967089

00:50:26.500 --> 00:50:28.444 and three of those will be

NOTE Confidence: 0.93967089

00:50:28.444 --> 00:50:29.416 around strategic goals.

NOTE Confidence: 0.870170632

00:50:29.420 --> 00:50:30.772 Onboarding, mentoring,

NOTE Confidence: 0.870170632

00:50:30.772 --> 00:50:32.800 and annual assessments,

NOTE Confidence: 0.870170632

00:50:32.800 --> 00:50:35.075 and stay tuned for more about that.

NOTE Confidence: 0.870170632

00:50:35.080 --> 00:50:36.934 But we're going to start using

NOTE Confidence: 0.870170632

00:50:36.934 --> 00:50:38.555 this work group strategy or

NOTE Confidence: 0.870170632

00:50:38.555 --> 00:50:39.859 ad hoc committee strategy.

NOTE Confidence: 0.934217504090909

00:50:41.890 --> 00:50:44.689 And I want to just conclude in the last

NOTE Confidence: 0.934217504090909

00:50:44.689 --> 00:50:47.331 few minutes just to briefly talk about

NOTE Confidence: 0.934217504090909

00:50:47.331 --> 00:50:50.070 how we update our strategic goals.

NOTE Confidence: 0.934217504090909

00:50:50.070 --> 00:50:53.882 So this just is a pretty I hope familiar

NOTE Confidence: 0.934217504090909

00:50:53.882 --> 00:50:56.930 kind of triangle about strategy and

NOTE Confidence: 0.934217504090909

00:50:56.930 --> 00:50:59.048 vision at the top mission values,

NOTE Confidence: 0.934217504090909

00:50:59.050 --> 00:51:01.190 goals and we've been working  
NOTE Confidence: 0.934217504090909

00:51:01.190 --> 00:51:03.790 a lot in this blue box.  
NOTE Confidence: 0.934217504090909

00:51:03.790 --> 00:51:05.884 We have our clearly our mission  
NOTE Confidence: 0.934217504090909

00:51:05.884 --> 00:51:08.049 statement might need to be updated.  
NOTE Confidence: 0.934217504090909

00:51:08.050 --> 00:51:09.946 Don't know, but we've been working  
NOTE Confidence: 0.934217504090909

00:51:09.946 --> 00:51:12.705 a lot in this blue box as we think  
NOTE Confidence: 0.934217504090909

00:51:12.705 --> 00:51:15.054 about what are the projects and  
NOTE Confidence: 0.934217504090909

00:51:15.054 --> 00:51:18.666 strategic goal areas that we have.  
NOTE Confidence: 0.934217504090909

00:51:18.670 --> 00:51:20.483 And these have been the ones for  
NOTE Confidence: 0.934217504090909

00:51:20.483 --> 00:51:22.657 the last few years that we've had  
NOTE Confidence: 0.934217504090909

00:51:22.657 --> 00:51:24.327 stress and development stress and  
NOTE Confidence: 0.934217504090909

00:51:24.327 --> 00:51:26.449 its impact on ongoing development.  
NOTE Confidence: 0.934217504090909

00:51:26.450 --> 00:51:28.625 And we've had strategic recruits  
NOTE Confidence: 0.934217504090909

00:51:28.625 --> 00:51:29.930 in this area.  
NOTE Confidence: 0.934217504090909

00:51:29.930 --> 00:51:31.286 Child behavioral health services.  
NOTE Confidence: 0.934217504090909

00:51:31.286 --> 00:51:33.808 This is why we had the integrated

NOTE Confidence: 0.934217504090909  
00:51:33.808 --> 00:51:35.080 practice at 3:50.  
NOTE Confidence: 0.934217504090909  
00:51:35.080 --> 00:51:38.192 George the the blue one here is quite  
NOTE Confidence: 0.934217504090909  
00:51:38.192 --> 00:51:41.526 frankly why we're in the middle of  
NOTE Confidence: 0.934217504090909  
00:51:41.526 --> 00:51:43.502 the consultation with Wellspring.  
NOTE Confidence: 0.934217504090909  
00:51:43.510 --> 00:51:46.430 But as she may remember from the faculty  
NOTE Confidence: 0.934217504090909  
00:51:46.430 --> 00:51:48.986 meeting a few back in late summer,  
NOTE Confidence: 0.934217504090909  
00:51:48.990 --> 00:51:52.398 we actually started talking about this  
NOTE Confidence: 0.934217504090909  
00:51:52.398 --> 00:51:55.610 before about how do we refresh it?  
NOTE Confidence: 0.934217504090909  
00:51:55.610 --> 00:51:57.682 And here are some of the ideas that  
NOTE Confidence: 0.934217504090909  
00:51:57.682 --> 00:51:59.671 came out and the ones with with  
NOTE Confidence: 0.934217504090909  
00:51:59.671 --> 00:52:01.460 Red Stars beside them are ones  
NOTE Confidence: 0.934217504090909  
00:52:01.460 --> 00:52:03.020 that actually were putting into  
NOTE Confidence: 0.934217504090909  
00:52:03.020 --> 00:52:05.360 place in one way or another,  
NOTE Confidence: 0.934217504090909  
00:52:05.360 --> 00:52:08.630 and that are actually already starting.  
NOTE Confidence: 0.934217504090909  
00:52:08.630 --> 00:52:10.604 And some of those ideas were programmatic,  
NOTE Confidence: 0.934217504090909

00:52:10.610 --> 00:52:12.710 some were operational and  
NOTE Confidence: 0.934217504090909

00:52:12.710 --> 00:52:14.810 some were cultural climate.  
NOTE Confidence: 0.934217504090909

00:52:14.810 --> 00:52:17.562 But one of the things that was actually  
NOTE Confidence: 0.934217504090909

00:52:17.562 --> 00:52:19.977 quite missing from this was more focused  
NOTE Confidence: 0.934217504090909

00:52:19.977 --> 00:52:22.550 on what directions do we want to take.  
NOTE Confidence: 0.934217504090909

00:52:22.550 --> 00:52:26.596 Some of our basic science research efforts.  
NOTE Confidence: 0.934217504090909

00:52:26.600 --> 00:52:29.632 So to that I've asked Tom to put  
NOTE Confidence: 0.934217504090909

00:52:29.632 --> 00:52:32.168 together one of these workgroups.  
NOTE Confidence: 0.934217504090909

00:52:32.170 --> 00:52:34.697 To really focus on what are the  
NOTE Confidence: 0.934217504090909

00:52:34.697 --> 00:52:37.440 strategic areas or goals in our research,  
NOTE Confidence: 0.934217504090909

00:52:37.440 --> 00:52:38.592 what are the gaps?  
NOTE Confidence: 0.934217504090909

00:52:38.592 --> 00:52:41.199 What are the things we need to strengthen  
NOTE Confidence: 0.934217504090909

00:52:41.200 --> 00:52:44.224 and to report back to us in March?  
NOTE Confidence: 0.934217504090909

00:52:44.230 --> 00:52:46.274 And we'll have parallel work groups on  
NOTE Confidence: 0.934217504090909

00:52:46.274 --> 00:52:48.170 education in our clinical missions.  
NOTE Confidence: 0.934217504090909

00:52:48.170 --> 00:52:50.410 And as we hear more from Wellspring,

NOTE Confidence: 0.934217504090909

00:52:50.410 --> 00:52:52.013 we'll probably have a work group on

NOTE Confidence: 0.934217504090909

00:52:52.013 --> 00:52:53.898 how we put all of that into place.

NOTE Confidence: 0.8770694525

00:52:56.750 --> 00:52:58.650 I've said a lot.

NOTE Confidence: 0.8770694525

00:52:58.650 --> 00:53:03.645 And what I want to do to conclude though.

NOTE Confidence: 0.8770694525

00:53:03.650 --> 00:53:06.506 And is with a return to gratitude

NOTE Confidence: 0.8770694525

00:53:06.510 --> 00:53:09.335 and thoughts about leading teams

NOTE Confidence: 0.8770694525

00:53:09.335 --> 00:53:11.595 and service and stewardship.

NOTE Confidence: 0.8770694525

00:53:11.600 --> 00:53:14.192 We've been through a lot and

NOTE Confidence: 0.8770694525

00:53:14.192 --> 00:53:16.410 we're going through even more.

NOTE Confidence: 0.8770694525

00:53:16.410 --> 00:53:19.810 And we will come out the other side.

NOTE Confidence: 0.8770694525

00:53:19.810 --> 00:53:21.802 I can't express enough my gratitude

NOTE Confidence: 0.8770694525

00:53:21.802 --> 00:53:24.148 to everyone in this virtual room to

NOTE Confidence: 0.8770694525

00:53:24.148 --> 00:53:26.381 everyone that's not here at the time.

NOTE Confidence: 0.8770694525

00:53:26.390 --> 00:53:28.106 I can't express my gratitude enough.

NOTE Confidence: 0.8770694525

00:53:28.110 --> 00:53:30.366 My gratitude to all of you.

NOTE Confidence: 0.8770694525

00:53:30.370 --> 00:53:34.402 For not just what you have done the what

NOTE Confidence: 0.8770694525

00:53:34.402 --> 00:53:37.360 you've done, but how you've done it.

NOTE Confidence: 0.8770694525

00:53:37.360 --> 00:53:39.420 You've done it with grace.

NOTE Confidence: 0.8770694525

00:53:39.420 --> 00:53:41.760 You've done it with tremendous generosity

NOTE Confidence: 0.8770694525

00:53:41.760 --> 00:53:44.559 and caring for not just the families,

NOTE Confidence: 0.8770694525

00:53:44.560 --> 00:53:46.824 but for your colleagues.

NOTE Confidence: 0.8770694525

00:53:46.824 --> 00:53:50.220 And I have seen great professionalism.

NOTE Confidence: 0.8770694525

00:53:50.220 --> 00:53:51.810 I know we're going to come

NOTE Confidence: 0.8770694525

00:53:51.810 --> 00:53:52.870 through this current surge.

NOTE Confidence: 0.8770694525

00:53:52.870 --> 00:53:54.026 We've done it before.

NOTE Confidence: 0.8770694525

00:53:54.026 --> 00:53:55.760 We've been adaptable and flexible and

NOTE Confidence: 0.8770694525

00:53:55.811 --> 00:53:57.863 know we will will come through a bit more.

NOTE Confidence: 0.8770694525

00:53:57.870 --> 00:53:58.608 Weary perhaps,

NOTE Confidence: 0.8770694525

00:53:58.608 --> 00:54:01.560 but we will come through as a community

NOTE Confidence: 0.8770694525

00:54:01.635 --> 00:54:05.070 working together to help others.

NOTE Confidence: 0.8770694525

00:54:05.070 --> 00:54:08.070 And I thank you very much for that.



NOTE Confidence: 0.8770694525

00:54:08.070 --> 00:54:10.625 I would also say that I am

NOTE Confidence: 0.8770694525

00:54:10.625 --> 00:54:12.820 tremendously honored to be your chair.

NOTE Confidence: 0.8770694525

00:54:12.820 --> 00:54:15.532 But I would want to emphasize that I

NOTE Confidence: 0.8770694525

00:54:15.532 --> 00:54:18.556 don't do this work as your chair alone.

NOTE Confidence: 0.8770694525

00:54:18.560 --> 00:54:20.540 We've discarded this discussions in the

NOTE Confidence: 0.8770694525

00:54:20.540 --> 00:54:22.346 faculty meeting about the infrastructure

NOTE Confidence: 0.8770694525

00:54:22.346 --> 00:54:24.914 of our department and organizational charts,

NOTE Confidence: 0.8770694525

00:54:24.920 --> 00:54:25.254 etc.

NOTE Confidence: 0.8770694525

00:54:25.254 --> 00:54:28.724 But what I really want to say is that I

NOTE Confidence: 0.8770694525

00:54:28.724 --> 00:54:33.479 actually have a team that works side by side.

NOTE Confidence: 0.8770694525

00:54:33.480 --> 00:54:36.487 And they helped me do the job and all of you

NOTE Confidence: 0.8770694525

00:54:36.487 --> 00:54:39.268 in this virtual room helped me do this job.

NOTE Confidence: 0.8770694525

00:54:39.270 --> 00:54:40.683 All of you,

NOTE Confidence: 0.8770694525

00:54:40.683 --> 00:54:42.567 we're all working together.

NOTE Confidence: 0.8770694525

00:54:42.570 --> 00:54:44.663 And we will focus on the organizational

NOTE Confidence: 0.8770694525

00:54:44.663 --> 00:54:46.948 details in our future faculty meetings.  
NOTE Confidence: 0.8770694525

00:54:46.950 --> 00:54:49.075 We will focus on organizational  
NOTE Confidence: 0.8770694525

00:54:49.075 --> 00:54:50.775 details for the department.  
NOTE Confidence: 0.8770694525

00:54:50.780 --> 00:54:53.150 But I just want to say that I'm very grateful  
NOTE Confidence: 0.8770694525

00:54:53.207 --> 00:54:55.820 to this team for all the responsibility  
NOTE Confidence: 0.8770694525

00:54:55.820 --> 00:54:59.110 that they shoulder and working with me.  
NOTE Confidence: 0.8770694525

00:54:59.110 --> 00:55:00.310 And then to the final point,  
NOTE Confidence: 0.8770694525

00:55:00.310 --> 00:55:03.196 I want to make is about  
NOTE Confidence: 0.8770694525

00:55:03.196 --> 00:55:04.639 service and stewardship.  
NOTE Confidence: 0.8770694525

00:55:04.640 --> 00:55:06.398 We've also started in faculty meetings,  
NOTE Confidence: 0.8770694525

00:55:06.400 --> 00:55:08.192 discussions of different models  
NOTE Confidence: 0.8770694525

00:55:08.192 --> 00:55:11.176 of leadership and how we how we  
NOTE Confidence: 0.8770694525

00:55:11.176 --> 00:55:13.752 move from a very top down model.  
NOTE Confidence: 0.8770694525

00:55:13.760 --> 00:55:15.872 A very hierarchical model to one  
NOTE Confidence: 0.8770694525

00:55:15.872 --> 00:55:18.079 where the leader and the leaders  
NOTE Confidence: 0.8770694525

00:55:18.080 --> 00:55:19.898 serve the good of the team.

NOTE Confidence: 0.8770694525  
00:55:19.900 --> 00:55:21.360 The good of the community,  
NOTE Confidence: 0.8770694525  
00:55:21.360 --> 00:55:23.180 and they're always thinking about  
NOTE Confidence: 0.8770694525  
00:55:23.180 --> 00:55:26.000 how to steward all of our resources,  
NOTE Confidence: 0.8770694525  
00:55:26.000 --> 00:55:27.560 our human resources,  
NOTE Confidence: 0.8770694525  
00:55:27.560 --> 00:55:29.120 our financial resources,  
NOTE Confidence: 0.8770694525  
00:55:29.120 --> 00:55:31.154 everything to steward it for the  
NOTE Confidence: 0.8770694525  
00:55:31.154 --> 00:55:32.964 future and the next generation  
NOTE Confidence: 0.8770694525  
00:55:32.964 --> 00:55:34.869 that will come after us.  
NOTE Confidence: 0.8770694525  
00:55:34.870 --> 00:55:38.069 So that we can help everyone thrive.  
NOTE Confidence: 0.8770694525  
00:55:38.070 --> 00:55:39.345 We're going to continue to  
NOTE Confidence: 0.8770694525  
00:55:39.345 --> 00:55:40.365 build out that idea,  
NOTE Confidence: 0.8770694525  
00:55:40.370 --> 00:55:42.260 and the faculty and we'll dive  
NOTE Confidence: 0.8770694525  
00:55:42.260 --> 00:55:44.508 deeper in it over the next weeks  
NOTE Confidence: 0.8770694525  
00:55:44.510 --> 00:55:46.475 to think about that particular  
NOTE Confidence: 0.8770694525  
00:55:46.475 --> 00:55:48.850 way of leading what what's the  
NOTE Confidence: 0.8770694525

00:55:48.850 --> 00:55:50.850 most effective ways of leading.  
NOTE Confidence: 0.8770694525

00:55:50.850 --> 00:55:52.994 But I just really want to conclude now  
NOTE Confidence: 0.8770694525

00:55:52.994 --> 00:55:55.146 is saying that you have my commitment.  
NOTE Confidence: 0.8770694525

00:55:55.150 --> 00:55:57.430 And the commitment of that leadership  
NOTE Confidence: 0.8770694525

00:55:57.430 --> 00:55:59.780 team to serve and to steward.  
NOTE Confidence: 0.8770694525

00:55:59.780 --> 00:56:02.131 And the needs of our department as  
NOTE Confidence: 0.8770694525

00:56:02.131 --> 00:56:04.357 we steer through these next weeks  
NOTE Confidence: 0.8770694525

00:56:04.357 --> 00:56:06.350 with Omicron these next months.  
NOTE Confidence: 0.94033789

00:56:06.350 --> 00:56:07.525 We've got a tremendously amount  
NOTE Confidence: 0.94033789

00:56:07.525 --> 00:56:08.880 of good work ahead of us.  
NOTE Confidence: 0.94033789

00:56:08.880 --> 00:56:10.539 We've got a lot of change ahead  
NOTE Confidence: 0.94033789

00:56:10.539 --> 00:56:12.640 of us to make us a thriving,  
NOTE Confidence: 0.94033789

00:56:12.640 --> 00:56:15.976 creative place for the next generation.  
NOTE Confidence: 0.94033789

00:56:15.980 --> 00:56:18.213 And so I really appreciate again the  
NOTE Confidence: 0.94033789

00:56:18.213 --> 00:56:20.175 opportunity to do it together to  
NOTE Confidence: 0.94033789

00:56:20.175 --> 00:56:22.535 work with you and to work for you.

NOTE Confidence: 0.94033789  
00:56:22.540 --> 00:56:24.928 So thank you very much and  
NOTE Confidence: 0.94033789  
00:56:24.928 --> 00:56:26.520 I'll stop sharing and.  
NOTE Confidence: 0.94033789  
00:56:26.520 --> 00:56:27.740 We can have some discussion.  
NOTE Confidence: 0.94033789  
00:56:27.740 --> 00:56:28.280 Thank you.  
NOTE Confidence: 0.938640626  
00:56:39.100 --> 00:56:40.300 Thank you so much, Linda.  
NOTE Confidence: 0.938640626  
00:56:40.300 --> 00:56:42.981 I think there was a couple of  
NOTE Confidence: 0.938640626  
00:56:42.981 --> 00:56:44.930 questions in the chat as well.  
NOTE Confidence: 0.759989720230769  
00:56:50.370 --> 00:56:52.722 I think a question of clarification from  
NOTE Confidence: 0.759989720230769  
00:56:52.722 --> 00:56:54.878 Megan Goslin about those MDI sessions.  
NOTE Confidence: 0.759989720230769  
00:56:54.880 --> 00:56:57.071 If they're a repeat of what has  
NOTE Confidence: 0.759989720230769  
00:56:57.071 --> 00:56:58.450 gone previously, or if they're  
NOTE Confidence: 0.759989720230769  
00:56:58.450 --> 00:56:59.700 they're new sessions coming up,  
NOTE Confidence: 0.759989720230769  
00:56:59.700 --> 00:57:00.918 maybe it's a question for Tara.  
NOTE Confidence: 0.789822068571429  
00:57:02.390 --> 00:57:04.244 They are repeat, but I'm sure there will be  
NOTE Confidence: 0.789822068571429  
00:57:04.244 --> 00:57:05.960 things added from being learned. Terrell,  
NOTE Confidence: 0.761624836666667

00:57:06.090 --> 00:57:09.391 yeah, they they so each pair were  
NOTE Confidence: 0.761624836666667

00:57:09.391 --> 00:57:11.296 offering them two per session  
NOTE Confidence: 0.761624836666667

00:57:11.296 --> 00:57:13.800 so they build on one another.  
NOTE Confidence: 0.761624836666667

00:57:13.800 --> 00:57:14.766 So we have the first one.  
NOTE Confidence: 0.761624836666667

00:57:14.770 --> 00:57:16.816 So the next ones will sort  
NOTE Confidence: 0.761624836666667

00:57:16.816 --> 00:57:19.189 of go a little bit deeper.  
NOTE Confidence: 0.761624836666667

00:57:19.190 --> 00:57:21.100 So there are different content.  
NOTE Confidence: 0.761624836666667

00:57:21.100 --> 00:57:23.032 To answer your question and you  
NOTE Confidence: 0.761624836666667

00:57:23.032 --> 00:57:24.680 should plan on just attending one of  
NOTE Confidence: 0.761624836666667

00:57:24.680 --> 00:57:26.538 each pair so in the fall excuse me,  
NOTE Confidence: 0.761624836666667

00:57:26.540 --> 00:57:28.650 in the winter there's the  
NOTE Confidence: 0.761624836666667

00:57:28.650 --> 00:57:29.916 January February dyad.  
NOTE Confidence: 0.761624836666667

00:57:29.920 --> 00:57:32.307 So just one of them of each  
NOTE Confidence: 0.761624836666667

00:57:32.307 --> 00:57:34.339 would be helpful in the same.  
NOTE Confidence: 0.761624836666667

00:57:34.340 --> 00:57:35.900 In this, in the spring you  
NOTE Confidence: 0.761624836666667

00:57:35.900 --> 00:57:37.499 don't have to attend all four.

NOTE Confidence: 0.761624836666667  
00:57:37.500 --> 00:57:38.460 So I hope that answers.  
NOTE Confidence: 0.832279784285714  
00:57:42.070 --> 00:57:45.955 I see looking for other questions here.  
NOTE Confidence: 0.832279784285714  
00:57:45.960 --> 00:57:48.970 Carol, thank you for answering.  
NOTE Confidence: 0.832279784285714  
00:57:48.970 --> 00:57:52.870 Mendez question? About blinded applications  
NOTE Confidence: 0.90176618  
00:57:58.300 --> 00:58:03.036 that's it. OK, I'm very glad by the way too.  
NOTE Confidence: 0.90176618  
00:58:03.040 --> 00:58:05.680 I would just say that we had some open open  
NOTE Confidence: 0.90176618  
00:58:05.749 --> 00:58:08.150 office hours on the schedule last year.  
NOTE Confidence: 0.90176618  
00:58:08.150 --> 00:58:09.550 I'm glad to continue those  
NOTE Confidence: 0.90176618  
00:58:09.550 --> 00:58:10.950 that they would be helpful.  
NOTE Confidence: 0.90176618  
00:58:10.950 --> 00:58:13.587 Also, glad we will have time in the faculty  
NOTE Confidence: 0.90176618  
00:58:13.587 --> 00:58:15.412 meeting tomorrow for more discussion  
NOTE Confidence: 0.90176618  
00:58:15.412 --> 00:58:17.593 but but I'm glad to have anytime to  
NOTE Confidence: 0.90176618  
00:58:17.593 --> 00:58:19.607 discuss any of these ideas with you.  
NOTE Confidence: 0.72865132125  
00:58:35.010 --> 00:58:36.442 Alright, but about yeah,  
NOTE Confidence: 0.72865132125  
00:58:36.442 --> 00:58:37.874 about peer support services.  
NOTE Confidence: 0.72865132125

00:58:37.880 --> 00:58:39.896 Absolutely. I know Darren had to be  
NOTE Confidence: 0.72865132125

00:58:39.896 --> 00:58:42.180 in a training so that she's not here.  
NOTE Confidence: 0.72865132125

00:58:42.180 --> 00:58:44.470 But Yep, agree Larry. Just  
NOTE Confidence: 0.887315615454546

00:58:44.480 --> 00:58:45.440 a thought. You know,  
NOTE Confidence: 0.887315615454546

00:58:45.440 --> 00:58:47.560 for all of us you know we sometimes  
NOTE Confidence: 0.887315615454546

00:58:47.560 --> 00:58:49.120 forget who's sitting right next  
NOTE Confidence: 0.887315615454546

00:58:49.120 --> 00:58:51.704 to us who's really hurting and and  
NOTE Confidence: 0.887315615454546

00:58:51.704 --> 00:58:54.116 just important and and you know.  
NOTE Confidence: 0.887315615454546

00:58:54.120 --> 00:58:55.980 Very often they're just enough of  
NOTE Confidence: 0.887315615454546

00:58:55.980 --> 00:58:58.080 us around 2:00 to be available,  
NOTE Confidence: 0.887315615454546

00:58:58.080 --> 00:58:59.837 and you know a way to think  
NOTE Confidence: 0.887315615454546

00:58:59.837 --> 00:59:01.020 about that together and to,  
NOTE Confidence: 0.887315615454546

00:59:01.020 --> 00:59:02.938 you know, take care of each each  
NOTE Confidence: 0.887315615454546

00:59:02.938 --> 00:59:05.079 other as we take care of others,  
NOTE Confidence: 0.887315615454546

00:59:05.080 --> 00:59:07.187 and I've just gotten a lot and  
NOTE Confidence: 0.887315615454546

00:59:07.187 --> 00:59:08.757 I've been talking with Dorothy's



NOTE Confidence: 0.887315615454546  
00:59:08.757 --> 00:59:10.545 to be a lot about this.  
NOTE Confidence: 0.887315615454546  
00:59:10.550 --> 00:59:12.643 You know how we can be available  
NOTE Confidence: 0.887315615454546  
00:59:12.643 --> 00:59:14.588 for each other and for our  
NOTE Confidence: 0.887315615454546  
00:59:14.588 --> 00:59:15.896 colleagues who you know,  
NOTE Confidence: 0.887315615454546  
00:59:15.900 --> 00:59:17.298 in the Ed and other places,  
NOTE Confidence: 0.887315615454546  
00:59:17.300 --> 00:59:18.029 are really hurting?  
NOTE Confidence: 0.657622952857143  
00:59:19.520 --> 00:59:21.795 I mean not that you know really,  
NOTE Confidence: 0.657622952857143  
00:59:21.800 --> 00:59:24.080 it gets back to the point of we  
NOTE Confidence: 0.657622952857143  
00:59:24.080 --> 00:59:26.634 have to be intentional about holding  
NOTE Confidence: 0.657622952857143  
00:59:26.634 --> 00:59:28.970 or holding us together. Thank you.  
NOTE Confidence: 0.927070934  
00:59:34.910 --> 00:59:36.250 I have to say personally  
NOTE Confidence: 0.927070934  
00:59:36.250 --> 00:59:38.020 that I am really feeling the  
NOTE Confidence: 0.927070934  
00:59:38.020 --> 00:59:39.508 virtual environment right now,  
NOTE Confidence: 0.927070934  
00:59:39.510 --> 00:59:41.100 'cause otherwise we'd just be  
NOTE Confidence: 0.927070934  
00:59:41.100 --> 00:59:43.290 standing in the room and you know,  
NOTE Confidence: 0.927070934

00:59:43.290 --> 00:59:45.601 talking back and forth and but.  
NOTE Confidence: 0.927070934

00:59:45.601 --> 00:59:47.449 But I'm still glad that you're all here.  
NOTE Confidence: 0.927070934

00:59:47.450 --> 00:59:48.398 Virtually that's great.  
NOTE Confidence: 0.94653646125

00:59:50.860 --> 00:59:52.508 And so many people still on the line  
NOTE Confidence: 0.808448553

00:59:53.230 --> 00:59:56.404 exactly right. Glad to take any  
NOTE Confidence: 0.808448553

00:59:56.404 --> 00:59:58.520 other thoughts on anything.  
NOTE Confidence: 0.808448553

00:59:58.520 --> 01:00:00.708 Surprised you anything you'd  
NOTE Confidence: 0.808448553

01:00:00.708 --> 01:00:03.540 like to have. More explicated  
NOTE Confidence: 0.826528237777778

01:00:14.150 --> 01:00:17.167 OK. So Karen, you announced last week  
NOTE Confidence: 0.826528237777778

01:00:17.167 --> 01:00:20.420 and last week you announced next week.  
NOTE Confidence: 0.763426907692308

01:00:21.390 --> 01:00:23.469 Next week we'll have doctor Jenny Chung  
NOTE Confidence: 0.763426907692308

01:00:23.469 --> 01:00:25.535 will be presenting to us virtually on  
NOTE Confidence: 0.763426907692308

01:00:25.535 --> 01:00:27.950 how social status and non human primates  
NOTE Confidence: 0.763426907692308

01:00:27.950 --> 01:00:30.153 can influence immune function health and  
NOTE Confidence: 0.763426907692308

01:00:30.153 --> 01:00:32.750 well being with findings that are really  
NOTE Confidence: 0.763426907692308

01:00:32.750 --> 01:00:35.235 relevant for for human research as well.

NOTE Confidence: 0.763426907692308

01:00:35.240 --> 01:00:37.290 And then I just like to thank you for really

NOTE Confidence: 0.763426907692308

01:00:37.338 --> 01:00:39.032 kicking off this grand rounds series of

NOTE Confidence: 0.763426907692308

01:00:39.032 --> 01:00:41.018 the New Year and with the sole brewing,

NOTE Confidence: 0.763426907692308

01:00:41.020 --> 01:00:44.250 but hopefully optimistic presentation.

NOTE Confidence: 0.763426907692308

01:00:44.250 --> 01:00:47.400 So thank you very much and I'd like to.

NOTE Confidence: 0.763426907692308

01:00:47.400 --> 01:00:48.940 I'm sure everyone on the call will

NOTE Confidence: 0.763426907692308

01:00:48.940 --> 01:00:50.814 join me in thanking you for giving

NOTE Confidence: 0.763426907692308

01:00:50.814 --> 01:00:52.259 such a compelling talk today.

NOTE Confidence: 0.763426907692308

01:00:52.260 --> 01:00:52.720 Thank you.

NOTE Confidence: 0.736750402857143

01:00:52.900 --> 01:00:55.672 You're welcome. I hope not too

NOTE Confidence: 0.736750402857143

01:00:55.672 --> 01:00:57.460 sobering. Ristic, realistic

NOTE Confidence: 0.558500218

01:00:57.770 --> 01:01:00.230 still, hopeful and optimistic exactly

NOTE Confidence: 0.9579040333333333

01:01:00.260 --> 01:01:01.508 right, exactly right.

NOTE Confidence: 0.95464015

01:01:04.360 --> 01:01:07.450 OK. Thank you, thanks everybody.