

WEBVTT

NOTE duration:"01:25:17"

NOTE recognizability:0.927

NOTE language:en-us

NOTE Confidence: 0.897217678571429

00:00:00.000 --> 00:00:01.866 Okay, hey, everybody.

NOTE Confidence: 0.897217678571429

00:00:01.866 --> 00:00:04.354 Hello people on zoom.

NOTE Confidence: 0.897217678571429

00:00:04.360 --> 00:00:05.904 Hello people here live.

NOTE Confidence: 0.897217678571429

00:00:05.904 --> 00:00:07.834 My name is Anna Reisman.

NOTE Confidence: 0.897217678571429

00:00:07.840 --> 00:00:09.779 I am the director of the Program

NOTE Confidence: 0.897217678571429

00:00:09.779 --> 00:00:11.191 for Humanities and Medicine and

NOTE Confidence: 0.897217678571429

00:00:11.191 --> 00:00:13.279 very glad to be here with you today

NOTE Confidence: 0.897217678571429

00:00:13.280 --> 00:00:14.984 for this talk on urban academical

NOTE Confidence: 0.897217678571429

00:00:14.984 --> 00:00:17.920 medical centers and their neighbors,

NOTE Confidence: 0.897217678571429

00:00:17.920 --> 00:00:21.280 I we have Merlin Chowkunyan,

NOTE Confidence: 0.897217678571429

00:00:21.280 --> 00:00:22.840 who is our keynote speaker.

NOTE Confidence: 0.897217678571429

00:00:22.840 --> 00:00:25.240 We also have moderator Ben Howell,

NOTE Confidence: 0.897217678571429

00:00:25.240 --> 00:00:26.596 and we have three wonderful panelists,

NOTE Confidence: 0.897217678571429

00:00:26.600 --> 00:00:29.680 and I will introduce all of them.
NOTE Confidence: 0.897217678571429

00:00:29.680 --> 00:00:31.080 Which will take me a few minutes.
NOTE Confidence: 0.897217678571429

00:00:31.080 --> 00:00:32.520 So but before I do that,
NOTE Confidence: 0.897217678571429

00:00:32.520 --> 00:00:35.544 I just want to say that Ben Howell is
NOTE Confidence: 0.897217678571429

00:00:35.544 --> 00:00:38.958 really the person who is behind this,
NOTE Confidence: 0.897217678571429

00:00:38.960 --> 00:00:40.310 this whole event.
NOTE Confidence: 0.897217678571429

00:00:40.310 --> 00:00:43.160 He will tell you about his
NOTE Confidence: 0.897217678571429

00:00:43.160 --> 00:00:45.560 longstanding friendship with Merlin,
NOTE Confidence: 0.897217678571429

00:00:45.560 --> 00:00:47.378 although they're just seeing each other
NOTE Confidence: 0.897217678571429

00:00:47.378 --> 00:00:49.680 today for the first time in a long time.
NOTE Confidence: 0.897217678571429

00:00:49.680 --> 00:00:52.249 But he approached me a couple months
NOTE Confidence: 0.897217678571429

00:00:52.249 --> 00:00:54.415 or probably six months ago and
NOTE Confidence: 0.897217678571429

00:00:54.415 --> 00:00:56.732 said can we bring Merlin in and.
NOTE Confidence: 0.897217678571429

00:00:56.740 --> 00:00:59.020 And can we put together a panel so it all,
NOTE Confidence: 0.897217678571429

00:00:59.020 --> 00:00:59.908 it all came together?
NOTE Confidence: 0.897217678571429

00:00:59.908 --> 00:01:03.587 Thanks to Ben. So thank you, okay.

NOTE Confidence: 0.897217678571429

00:01:03.587 --> 00:01:06.029 So Merlin Chakonyan is the Donald

NOTE Confidence: 0.897217678571429

00:01:06.029 --> 00:01:08.381 Jemsen professor of socio Medical

NOTE Confidence: 0.897217678571429

00:01:08.381 --> 00:01:10.497 Sciences at Columbia University.

NOTE Confidence: 0.897217678571429

00:01:10.500 --> 00:01:12.850 He trained in Columbia for

NOTE Confidence: 0.897217678571429

00:01:12.850 --> 00:01:14.260 his bachelor's degree,

NOTE Confidence: 0.897217678571429

00:01:14.260 --> 00:01:16.310 received an MPH from University

NOTE Confidence: 0.897217678571429

00:01:16.310 --> 00:01:17.740 of Pennsylvania and APHD,

NOTE Confidence: 0.897217678571429

00:01:17.740 --> 00:01:19.694 also from University of Pennsylvania.

NOTE Confidence: 0.897217678571429

00:01:19.694 --> 00:01:22.193 He's the author of all health politics

NOTE Confidence: 0.897217678571429

00:01:22.193 --> 00:01:24.418 is local community battles for

NOTE Confidence: 0.897217678571429

00:01:24.418 --> 00:01:26.673 medical care and environmental health.

NOTE Confidence: 0.897217678571429

00:01:26.680 --> 00:01:28.920 And is currently working on a book called

NOTE Confidence: 0.897217678571429

00:01:28.920 --> 00:01:30.996 Who Dies to be published by Norton,

NOTE Confidence: 0.897217678571429

00:01:31.000 --> 00:01:32.998 which reassesses how to think about

NOTE Confidence: 0.897217678571429

00:01:32.998 --> 00:01:34.760 the social determinants of health.

NOTE Confidence: 0.897217678571429

00:01:34.760 --> 00:01:38.540 He's also the Pi on toxic docs.org,
NOTE Confidence: 0.897217678571429

00:01:38.540 --> 00:01:41.615 a NSF funded repository that uses
NOTE Confidence: 0.897217678571429

00:01:41.615 --> 00:01:44.022 novel data science methods to make
NOTE Confidence: 0.897217678571429

00:01:44.022 --> 00:01:46.232 available millions of once secret
NOTE Confidence: 0.897217678571429

00:01:46.232 --> 00:01:48.000 documents on industrial poisons,
NOTE Confidence: 0.897217678571429

00:01:48.000 --> 00:01:50.070 and is currently serving on an
NOTE Confidence: 0.897217678571429

00:01:50.070 --> 00:01:51.450 expert advisory committee for
NOTE Confidence: 0.897217678571429

00:01:51.508 --> 00:01:53.838 the CDC on structural racism.
NOTE Confidence: 0.897217678571429

00:01:53.840 --> 00:01:55.566 So welcome,
NOTE Confidence: 0.897217678571429

00:01:55.566 --> 00:01:56.429 Merlin.
NOTE Confidence: 0.897217678571429

00:01:56.430 --> 00:01:58.380 Moderator Ben Howell is an assistant
NOTE Confidence: 0.897217678571429

00:01:58.380 --> 00:02:00.361 professor of medicine and the Yale
NOTE Confidence: 0.897217678571429

00:02:00.361 --> 00:02:01.931 School of Medicine with faculty
NOTE Confidence: 0.897217678571429

00:02:01.931 --> 00:02:03.485 appointments in the Sesh Center
NOTE Confidence: 0.897217678571429

00:02:03.485 --> 00:02:05.147 for Health and Justice in the
NOTE Confidence: 0.897217678571429

00:02:05.147 --> 00:02:06.550 program and Addiction Medicine.

NOTE Confidence: 0.897217678571429
00:02:06.550 --> 00:02:08.563 He received his medical degree
NOTE Confidence: 0.897217678571429
00:02:08.563 --> 00:02:10.228 from the University of California,
NOTE Confidence: 0.897217678571429
00:02:10.230 --> 00:02:14.310 San Francisco and an MPH from UC Berkeley.
NOTE Confidence: 0.897217678571429
00:02:14.310 --> 00:02:16.085 He completed residency and chief
NOTE Confidence: 0.897217678571429
00:02:16.085 --> 00:02:17.860 residency in the Internal Medicine
NOTE Confidence: 0.897217678571429
00:02:17.915 --> 00:02:19.207 primary care residency here
NOTE Confidence: 0.897217678571429
00:02:19.207 --> 00:02:20.822 at Yale New Haven Hospital,
NOTE Confidence: 0.897217678571429
00:02:20.830 --> 00:02:21.955 and following residency,
NOTE Confidence: 0.897217678571429
00:02:21.955 --> 00:02:24.205 he completed a health services research
NOTE Confidence: 0.897217678571429
00:02:24.205 --> 00:02:26.295 postdoc in the Yale School of Medicines.
NOTE Confidence: 0.897217678571429
00:02:26.300 --> 00:02:28.108 National Clinician Scholars Program,
NOTE Confidence: 0.897217678571429
00:02:28.108 --> 00:02:30.820 which is well represented here today.
NOTE Confidence: 0.897217678571429
00:02:30.820 --> 00:02:31.114 Clinically,
NOTE Confidence: 0.897217678571429
00:02:31.114 --> 00:02:31.408 Dr.
NOTE Confidence: 0.897217678571429
00:02:31.408 --> 00:02:32.878 Howell practices as a general
NOTE Confidence: 0.897217678571429

00:02:32.878 --> 00:02:34.831 internist both in the hospital and in
NOTE Confidence: 0.897217678571429

00:02:34.831 --> 00:02:36.367 outpatient settings with a focus on
NOTE Confidence: 0.897217678571429

00:02:36.420 --> 00:02:39.820 the treatment of substance use disorders.
NOTE Confidence: 0.897217678571429

00:02:39.820 --> 00:02:41.860 His research focus focuses on improving
NOTE Confidence: 0.897217678571429

00:02:41.860 --> 00:02:43.940 the health outcomes of individuals,
NOTE Confidence: 0.897217678571429

00:02:43.940 --> 00:02:46.995 families and communities impacted by
NOTE Confidence: 0.897217678571429

00:02:46.995 --> 00:02:49.420 mass incarceration and our panelists.
NOTE Confidence: 0.897217678571429

00:02:49.420 --> 00:02:53.090 So first, I will introduce Catherine Tucker.
NOTE Confidence: 0.897217678571429

00:02:53.090 --> 00:02:54.780 Who is the clinical program
NOTE Confidence: 0.897217678571429

00:02:54.780 --> 00:02:56.470 director for Heart and Vascular
NOTE Confidence: 0.897217678571429

00:02:56.531 --> 00:02:57.927 Center outpatient programs at
NOTE Confidence: 0.897217678571429

00:02:57.927 --> 00:03:00.021 Yale New Haven Hospital and the
NOTE Confidence: 0.897217678571429

00:03:00.086 --> 00:03:02.441 immediate past president of Southern
NOTE Confidence: 0.897217678571429

00:03:02.441 --> 00:03:04.325 Connecticut Black Nurses Association.
NOTE Confidence: 0.897217678571429

00:03:04.330 --> 00:03:06.486 She serves as the Yale New Haven
NOTE Confidence: 0.897217678571429

00:03:06.486 --> 00:03:08.047 Hospital DEI chair and the

NOTE Confidence: 0.897217678571429
00:03:08.047 --> 00:03:09.769 liaison to the Yale New Haven.
NOTE Confidence: 0.897217678571429
00:03:09.770 --> 00:03:11.890 Hospital president Doctor Keith Churchwell.
NOTE Confidence: 0.927701718235294
00:03:11.890 --> 00:03:13.920 She is currently the chair of the
NOTE Confidence: 0.927701718235294
00:03:13.920 --> 00:03:15.556 Target Blood pressure program and
NOTE Confidence: 0.927701718235294
00:03:15.556 --> 00:03:17.326 Barbershop initiative in New Haven,
NOTE Confidence: 0.927701718235294
00:03:17.330 --> 00:03:19.549 a collaboration with a heart and Vascular
NOTE Confidence: 0.927701718235294
00:03:19.549 --> 00:03:22.090 Center and the American Heart Association.
NOTE Confidence: 0.927701718235294
00:03:22.090 --> 00:03:23.002 Kathy leads A-Team,
NOTE Confidence: 0.927701718235294
00:03:23.002 --> 00:03:24.522 who works to educate communities
NOTE Confidence: 0.927701718235294
00:03:24.522 --> 00:03:25.875 affected by various health
NOTE Confidence: 0.927701718235294
00:03:25.875 --> 00:03:27.605 conditions like high blood pressure,
NOTE Confidence: 0.927701718235294
00:03:27.610 --> 00:03:30.148 diabetes and obesity by providing steps
NOTE Confidence: 0.927701718235294
00:03:30.148 --> 00:03:33.020 to improve health and quality of life.
NOTE Confidence: 0.927701718235294
00:03:33.020 --> 00:03:35.816 And Kathy received her bachelor's
NOTE Confidence: 0.927701718235294
00:03:35.816 --> 00:03:38.192 and master Science of Nursing from
NOTE Confidence: 0.927701718235294

00:03:38.192 --> 00:03:40.814 Quinnipiac and her doctorate of Nursing
NOTE Confidence: 0.927701718235294

00:03:40.814 --> 00:03:43.094 practice from Sacred Heart University.
NOTE Confidence: 0.927701718235294

00:03:43.100 --> 00:03:45.584 She is also a native of West Haven and
NOTE Confidence: 0.927701718235294

00:03:45.584 --> 00:03:47.405 currently serving as the Councilwoman
NOTE Confidence: 0.927701718235294

00:03:47.405 --> 00:03:49.260 for West Haven's 7th district.
NOTE Confidence: 0.927701718235294

00:03:49.260 --> 00:03:51.691 Welcome, Kathy doctor.
NOTE Confidence: 0.927701718235294

00:03:51.691 --> 00:03:53.646 Mark Silvestri is chief medical
NOTE Confidence: 0.927701718235294

00:03:53.646 --> 00:03:56.077 officer at Cornell Scott Hill Center
NOTE Confidence: 0.927701718235294

00:03:56.077 --> 00:03:58.092 Hill Health Center and assistant
NOTE Confidence: 0.927701718235294

00:03:58.092 --> 00:04:00.218 clinical professor in the division
NOTE Confidence: 0.927701718235294

00:04:00.218 --> 00:04:01.926 of Gynical Logic Specialties.
NOTE Confidence: 0.927701718235294

00:04:01.930 --> 00:04:03.850 At the Yale School of Medicine
NOTE Confidence: 0.927701718235294

00:04:03.850 --> 00:04:04.848 Department of OBGYN,
NOTE Confidence: 0.927701718235294

00:04:04.848 --> 00:04:06.638 doctor Silvestri originally came to
NOTE Confidence: 0.927701718235294

00:04:06.638 --> 00:04:08.712 Yale for his residency training and
NOTE Confidence: 0.927701718235294

00:04:08.712 --> 00:04:10.763 has stayed in New Haven ever since.

NOTE Confidence: 0.927701718235294

00:04:10.770 --> 00:04:13.290 He was also a postdoctoral fellow in the

NOTE Confidence: 0.927701718235294

00:04:13.290 --> 00:04:16.330 RWJ Foundation Clinical Scholars Program.

NOTE Confidence: 0.927701718235294

00:04:16.330 --> 00:04:18.244 He served as an administrative fellow

NOTE Confidence: 0.927701718235294

00:04:18.244 --> 00:04:20.206 with leadership of Yale New Haven

NOTE Confidence: 0.927701718235294

00:04:20.206 --> 00:04:22.090 Hospital and then joined the medical

NOTE Confidence: 0.927701718235294

00:04:22.090 --> 00:04:23.768 leadership of Cornell Scott Hill,

NOTE Confidence: 0.927701718235294

00:04:23.770 --> 00:04:24.728 a large,

NOTE Confidence: 0.927701718235294

00:04:24.728 --> 00:04:25.207 multisate,

NOTE Confidence: 0.927701718235294

00:04:25.207 --> 00:04:26.644 multispecialty community health

NOTE Confidence: 0.927701718235294

00:04:26.644 --> 00:04:29.086 system serving low income individuals

NOTE Confidence: 0.927701718235294

00:04:29.086 --> 00:04:30.926 across greater New Haven.

NOTE Confidence: 0.927701718235294

00:04:30.930 --> 00:04:34.766 And our final panelist is Virginia spell,

NOTE Confidence: 0.927701718235294

00:04:34.770 --> 00:04:36.280 who is currently the acting

NOTE Confidence: 0.927701718235294

00:04:36.280 --> 00:04:38.286 President and CEO of the Urban

NOTE Confidence: 0.927701718235294

00:04:38.286 --> 00:04:40.006 League of Southern Connecticut.

NOTE Confidence: 0.927701718235294

00:04:40.010 --> 00:04:41.860 With more than 25 years
NOTE Confidence: 0.927701718235294

00:04:41.860 --> 00:04:42.970 of nonprofit management,
NOTE Confidence: 0.927701718235294

00:04:42.970 --> 00:04:45.712 misses spell is focused on economic
NOTE Confidence: 0.927701718235294

00:04:45.712 --> 00:04:47.083 empowerment activities for
NOTE Confidence: 0.927701718235294

00:04:47.083 --> 00:04:49.138 individuals and families living in
NOTE Confidence: 0.927701718235294

00:04:49.138 --> 00:04:51.058 Fairfield and New Haven counties.
NOTE Confidence: 0.927701718235294

00:04:51.060 --> 00:04:52.536 Virginia spill is a longtime resident
NOTE Confidence: 0.927701718235294

00:04:52.536 --> 00:04:54.658 of New Haven and has worked on the
NOTE Confidence: 0.927701718235294

00:04:54.658 --> 00:04:56.023 community level to address racial
NOTE Confidence: 0.927701718235294

00:04:56.023 --> 00:04:57.940 inequity and racial segregation and housing,
NOTE Confidence: 0.927701718235294

00:04:57.940 --> 00:04:59.134 employment, and healthcare.
NOTE Confidence: 0.927701718235294

00:04:59.134 --> 00:05:01.124 She currently serves as president
NOTE Confidence: 0.927701718235294

00:05:01.124 --> 00:05:03.564 of the West River Neighborhood
NOTE Confidence: 0.927701718235294

00:05:03.564 --> 00:05:04.618 Services Corporation,
NOTE Confidence: 0.927701718235294

00:05:04.620 --> 00:05:06.620 shares the West River Neighborhood
NOTE Confidence: 0.927701718235294

00:05:06.620 --> 00:05:07.820 Revitalization Zone Committee,

NOTE Confidence: 0.927701718235294
00:05:07.820 --> 00:05:09.964 and is the chair of the Board of
NOTE Confidence: 0.927701718235294
00:05:09.964 --> 00:05:11.618 Directors for Continuum of Care.
NOTE Confidence: 0.927701718235294
00:05:11.620 --> 00:05:13.940 She also serves as a stakeholder in the
NOTE Confidence: 0.927701718235294
00:05:13.940 --> 00:05:16.459 Route 34 Corridor redevelopment project.
NOTE Confidence: 0.927701718235294
00:05:16.460 --> 00:05:18.724 Sispel is also an active member of the
NOTE Confidence: 0.927701718235294
00:05:18.724 --> 00:05:20.858 West River Community Resilience team.
NOTE Confidence: 0.927701718235294
00:05:20.860 --> 00:05:24.028 She's also a Co Pi on a multilevel
NOTE Confidence: 0.927701718235294
00:05:24.028 --> 00:05:24.820 multicomponent intervention,
NOTE Confidence: 0.927701718235294
00:05:24.820 --> 00:05:27.425 true Haven trusted residents and
NOTE Confidence: 0.927701718235294
00:05:27.425 --> 00:05:29.509 housing assistance to decrease
NOTE Confidence: 0.927701718235294
00:05:29.509 --> 00:05:31.699 violence exposure in New Haven.
NOTE Confidence: 0.927701718235294
00:05:31.700 --> 00:05:31.980 Welcome,
NOTE Confidence: 0.927701718235294
00:05:31.980 --> 00:05:32.460 Virginia.
NOTE Confidence: 0.93019015
00:05:34.580 --> 00:05:37.486 And I didn't say welcome Mark after
NOTE Confidence: 0.93019015
00:05:37.486 --> 00:05:39.020 I read yours, so welcome Mark.
NOTE Confidence: 0.9357251815

00:05:41.140 --> 00:05:42.638 So the way this is going to
NOTE Confidence: 0.9357251815

00:05:42.638 --> 00:05:44.458 work is I'm going to turn things
NOTE Confidence: 0.9357251815

00:05:44.458 --> 00:05:46.138 over to Ben who will moderate.
NOTE Confidence: 0.9357251815

00:05:46.140 --> 00:05:48.840 He will introduce Merlin briefly
NOTE Confidence: 0.9357251815

00:05:48.840 --> 00:05:51.510 and and then we will hear from
NOTE Confidence: 0.9357251815

00:05:51.510 --> 00:05:53.378 Merlin for about 2025 minutes and
NOTE Confidence: 0.9357251815

00:05:53.378 --> 00:05:55.240 then our panelists will come up and
NOTE Confidence: 0.9357251815

00:05:55.292 --> 00:05:56.977 Ben will moderate the discussion.
NOTE Confidence: 0.9357251815

00:05:56.980 --> 00:05:59.108 We have a SL available for those
NOTE Confidence: 0.9357251815

00:05:59.108 --> 00:06:00.562 people who need interpretation
NOTE Confidence: 0.9357251815

00:06:00.562 --> 00:06:02.937 and closed captioning as well.
NOTE Confidence: 0.9357251815

00:06:02.940 --> 00:06:06.104 And we should have plenty of time
NOTE Confidence: 0.9357251815

00:06:06.104 --> 00:06:08.036 for your questions and comments.
NOTE Confidence: 0.9357251815

00:06:08.036 --> 00:06:09.188 After we are done,
NOTE Confidence: 0.9357251815

00:06:09.190 --> 00:06:09.925 so welcome everybody.
NOTE Confidence: 0.9357251815

00:06:09.925 --> 00:06:11.150 Thank you for being here

NOTE Confidence: 0.92755205

00:06:15.550 --> 00:06:17.550 and I will keep my comments brief and so we

NOTE Confidence: 0.92755205

00:06:17.597 --> 00:06:19.550 can get to the the content of the evening.

NOTE Confidence: 0.92755205

00:06:19.550 --> 00:06:21.430 But as and I said I'm Ben Howell,

NOTE Confidence: 0.92755205

00:06:21.430 --> 00:06:23.806 I'm very excited that we were able to

NOTE Confidence: 0.92755205

00:06:23.806 --> 00:06:26.588 invite Merlin here to give his talk.

NOTE Confidence: 0.92755205

00:06:26.590 --> 00:06:28.750 As Anna hinted, when Merlin and I went

NOTE Confidence: 0.92755205

00:06:28.750 --> 00:06:30.550 to to college together at at Columbia,

NOTE Confidence: 0.92755205

00:06:30.550 --> 00:06:32.440 I should include that in my bio to to

NOTE Confidence: 0.92755205

00:06:32.440 --> 00:06:34.138 make sure there's actually a couple

NOTE Confidence: 0.92755205

00:06:34.138 --> 00:06:36.070 Columbia lions here in the audience.

NOTE Confidence: 0.92755205

00:06:36.070 --> 00:06:38.550 So we are well represented.

NOTE Confidence: 0.92755205

00:06:38.550 --> 00:06:41.390 We were both DJ's at the college radio

NOTE Confidence: 0.92755205

00:06:41.390 --> 00:06:44.285 station so there's a relationship that is

NOTE Confidence: 0.92755205

00:06:44.285 --> 00:06:47.431 spanned over over 20 years, but no one.

NOTE Confidence: 0.92755205

00:06:47.431 --> 00:06:49.166 Merlin published his book All

NOTE Confidence: 0.92755205

00:06:49.166 --> 00:06:50.470 Health Politics is local.
NOTE Confidence: 0.92755205

00:06:50.470 --> 00:06:53.290 I picked it up and a lot of the stories.
NOTE Confidence: 0.92755205

00:06:53.290 --> 00:06:55.322 Really resonated with it.
NOTE Confidence: 0.92755205

00:06:55.322 --> 00:06:58.006 My experience here in New Haven and
NOTE Confidence: 0.92755205

00:06:58.006 --> 00:07:00.128 with the role Yale New Haven has
NOTE Confidence: 0.92755205

00:07:00.128 --> 00:07:02.018 in the community here in probably
NOTE Confidence: 0.92755205

00:07:02.018 --> 00:07:04.449 many of the the tensions that have
NOTE Confidence: 0.92755205

00:07:04.450 --> 00:07:06.412 between the Community and the academic
NOTE Confidence: 0.92755205

00:07:06.412 --> 00:07:08.090 medical senator over the years,
NOTE Confidence: 0.92755205

00:07:08.090 --> 00:07:10.724 it seemed like a fertile opportunity
NOTE Confidence: 0.92755205

00:07:10.724 --> 00:07:13.530 to prompt a discussion for us today.
NOTE Confidence: 0.92755205

00:07:13.530 --> 00:07:15.429 So I'm really glad that we were able to
NOTE Confidence: 0.92755205

00:07:15.429 --> 00:07:17.406 get great panelists who represent many,
NOTE Confidence: 0.92755205

00:07:17.410 --> 00:07:18.016 many years.
NOTE Confidence: 0.92755205

00:07:18.016 --> 00:07:20.137 Of of work and and living here
NOTE Confidence: 0.92755205

00:07:20.137 --> 00:07:22.670 in the community of New Haven to

NOTE Confidence: 0.92755205

00:07:22.670 --> 00:07:24.270 help foster this discussion.

NOTE Confidence: 0.92755205

00:07:24.270 --> 00:07:25.734 Without further ado,

NOTE Confidence: 0.92755205

00:07:25.734 --> 00:07:28.430 I will see the podium to Merlin.

NOTE Confidence: 0.938815971428572

00:07:38.120 --> 00:07:40.115 Hi everyone, it's great to be here.

NOTE Confidence: 0.938815971428572

00:07:40.120 --> 00:07:42.157 I actually did a lot of research

NOTE Confidence: 0.938815971428572

00:07:42.157 --> 00:07:44.520 at Yale at the Sterling Library.

NOTE Confidence: 0.938815971428572

00:07:44.520 --> 00:07:45.801 I don't know where it is in

NOTE Confidence: 0.938815971428572

00:07:45.801 --> 00:07:46.679 relation to where we are,

NOTE Confidence: 0.938815971428572

00:07:46.680 --> 00:07:50.514 but I did a lot of research there and.

NOTE Confidence: 0.938815971428572

00:07:50.520 --> 00:07:51.400 I haven't been back to

NOTE Confidence: 0.938815971428572

00:07:51.400 --> 00:07:52.280 campus in a while though,

NOTE Confidence: 0.938815971428572

00:07:52.280 --> 00:07:54.560 so it's great to be here.

NOTE Confidence: 0.938815971428572

00:07:54.560 --> 00:07:56.712 I first want to say I'm just very

NOTE Confidence: 0.938815971428572

00:07:56.712 --> 00:07:58.596 appreciative of a lot of the labor that

NOTE Confidence: 0.938815971428572

00:07:58.596 --> 00:08:00.558 it takes to put on stuff like this.

NOTE Confidence: 0.938815971428572

00:08:00.560 --> 00:08:03.080 So I want to thank you again,
NOTE Confidence: 0.938815971428572

00:08:03.080 --> 00:08:05.240 Anna for running the series,
NOTE Confidence: 0.938815971428572

00:08:05.240 --> 00:08:06.680 Karen Cole back there for doing
NOTE Confidence: 0.938815971428572

00:08:06.680 --> 00:08:08.849 a lot of love behind the scenes
NOTE Confidence: 0.938815971428572

00:08:08.849 --> 00:08:09.998 scheduling and logistics,
NOTE Confidence: 0.938815971428572

00:08:10.000 --> 00:08:11.344 and of course Ben,
NOTE Confidence: 0.938815971428572

00:08:11.344 --> 00:08:13.360 the moderator and as he mentioned,
NOTE Confidence: 0.938815971428572

00:08:13.360 --> 00:08:16.048 occasional collaborator and as you also
NOTE Confidence: 0.938815971428572

00:08:16.048 --> 00:08:19.719 mentioned a guy I've known for 15 plus years.
NOTE Confidence: 0.938815971428572

00:08:19.720 --> 00:08:21.080 You probably don't remember this.
NOTE Confidence: 0.938815971428572

00:08:21.080 --> 00:08:21.640 In fact,
NOTE Confidence: 0.938815971428572

00:08:21.640 --> 00:08:23.600 I'm 100% certain you don't remember this.
NOTE Confidence: 0.938815971428572

00:08:23.600 --> 00:08:25.480 But you remember this part.
NOTE Confidence: 0.938815971428572

00:08:25.480 --> 00:08:28.402 So after college you worked for
NOTE Confidence: 0.938815971428572

00:08:28.402 --> 00:08:30.943 this dear and departed video
NOTE Confidence: 0.938815971428572

00:08:30.943 --> 00:08:33.440 store called Kim's Mondo Video.

NOTE Confidence: 0.938815971428572
00:08:33.440 --> 00:08:36.440 Other than days when people still
NOTE Confidence: 0.938815971428572
00:08:36.531 --> 00:08:38.400 rented DVD's and videos and stuff.
NOTE Confidence: 0.938815971428572
00:08:38.400 --> 00:08:39.960 And I remember one time,
NOTE Confidence: 0.938815971428572
00:08:39.960 --> 00:08:41.553 so I was still a little younger than that.
NOTE Confidence: 0.938815971428572
00:08:41.560 --> 00:08:42.400 I was still in college.
NOTE Confidence: 0.938815971428572
00:08:42.400 --> 00:08:44.572 I remember one time I really
NOTE Confidence: 0.938815971428572
00:08:44.572 --> 00:08:46.020 wanted to rent Titanic.
NOTE Confidence: 0.938815971428572
00:08:46.020 --> 00:08:47.328 Because I like Titanic,
NOTE Confidence: 0.938815971428572
00:08:47.328 --> 00:08:49.290 I sucker for romance and the
NOTE Confidence: 0.938815971428572
00:08:49.357 --> 00:08:51.169 kinds of emotions it starts out
NOTE Confidence: 0.938815971428572
00:08:51.169 --> 00:08:53.260 I really want to rent Titanic.
NOTE Confidence: 0.938815971428572
00:08:53.260 --> 00:08:56.300 And Ben was at the desk and you know,
NOTE Confidence: 0.938815971428572
00:08:56.300 --> 00:08:59.028 I knew he was a man of avant-garde,
NOTE Confidence: 0.938815971428572
00:08:59.028 --> 00:09:00.980 musical and aesthetic taste.
NOTE Confidence: 0.938815971428572
00:09:00.980 --> 00:09:03.052 So I really worried that he would
NOTE Confidence: 0.938815971428572

00:09:03.052 --> 00:09:05.238 make fun of me for renting Titanic.

NOTE Confidence: 0.938815971428572

00:09:05.238 --> 00:09:07.434 And so I actually thought about

NOTE Confidence: 0.938815971428572

00:09:07.434 --> 00:09:09.339 returning the movie on the shelf

NOTE Confidence: 0.938815971428572

00:09:09.339 --> 00:09:10.814 and coming back later time.

NOTE Confidence: 0.938815971428572

00:09:10.820 --> 00:09:12.416 But I decided not to do it,

NOTE Confidence: 0.938815971428572

00:09:12.420 --> 00:09:14.226 just went rented it and Ben

NOTE Confidence: 0.938815971428572

00:09:14.226 --> 00:09:15.909 did not make fun of me.

NOTE Confidence: 0.938815971428572

00:09:15.910 --> 00:09:18.584 Because he's a stand up great guy,

NOTE Confidence: 0.938815971428572

00:09:18.590 --> 00:09:20.670 and he still is, I'm glad to know.

NOTE Confidence: 0.910285349090909

00:09:22.790 --> 00:09:24.668 I'm also very humbled to be

NOTE Confidence: 0.910285349090909

00:09:24.668 --> 00:09:26.670 present with my Co panelists.

NOTE Confidence: 0.910285349090909

00:09:26.670 --> 00:09:28.902 I actually don't know a lot

NOTE Confidence: 0.910285349090909

00:09:28.902 --> 00:09:30.390 about New Haven history.

NOTE Confidence: 0.910285349090909

00:09:30.390 --> 00:09:32.427 One of the arguments of my book

NOTE Confidence: 0.910285349090909

00:09:32.427 --> 00:09:34.723 is that it's very important to

NOTE Confidence: 0.910285349090909

00:09:34.723 --> 00:09:36.973 learn about us locally specific

NOTE Confidence: 0.910285349090909
00:09:36.973 --> 00:09:39.340 characteristics of very specific places.
NOTE Confidence: 0.910285349090909
00:09:39.340 --> 00:09:40.908 And so I only know about New
NOTE Confidence: 0.910285349090909
00:09:40.908 --> 00:09:42.620 Haven in the broadest sketches.
NOTE Confidence: 0.910285349090909
00:09:42.620 --> 00:09:45.224 And so figuring out how the academic
NOTE Confidence: 0.910285349090909
00:09:45.224 --> 00:09:47.964 Medical Center as an institution has fun,
NOTE Confidence: 0.910285349090909
00:09:47.964 --> 00:09:49.132 how it's functioned here
NOTE Confidence: 0.910285349090909
00:09:49.132 --> 00:09:50.700 for better and for worse,
NOTE Confidence: 0.910285349090909
00:09:50.700 --> 00:09:53.676 is something I'm very much looking
NOTE Confidence: 0.910285349090909
00:09:53.676 --> 00:09:56.929 forward to dialoguing with you 3 today.
NOTE Confidence: 0.910285349090909
00:09:56.929 --> 00:10:00.790 So I'm very honored to be speaking with you.
NOTE Confidence: 0.910285349090909
00:10:00.790 --> 00:10:02.575 But Ben and mentioned that I've written
NOTE Confidence: 0.910285349090909
00:10:02.575 --> 00:10:04.639 this book and so I'll sketch out in 20
NOTE Confidence: 0.910285349090909
00:10:04.639 --> 00:10:06.425 minutes or so some of the things in
NOTE Confidence: 0.910285349090909
00:10:06.425 --> 00:10:08.247 this book that pertain to this larger
NOTE Confidence: 0.910285349090909
00:10:08.247 --> 00:10:10.989 conversation we're going to have today.
NOTE Confidence: 0.910285349090909

00:10:10.990 --> 00:10:13.993 Now this sounds like very crass marketing

NOTE Confidence: 0.910285349090909

00:10:13.993 --> 00:10:16.949 on one level and it certainly is,

NOTE Confidence: 0.910285349090909

00:10:16.950 --> 00:10:19.350 but on another level it isn't.

NOTE Confidence: 0.910285349090909

00:10:19.350 --> 00:10:21.814 I always say whenever I talk about this

NOTE Confidence: 0.910285349090909

00:10:21.814 --> 00:10:24.390 book that all the proceeds of this book,

NOTE Confidence: 0.910285349090909

00:10:24.390 --> 00:10:26.490 whether they're from book purchases

NOTE Confidence: 0.910285349090909

00:10:26.490 --> 00:10:29.339 or from talks I give about it.

NOTE Confidence: 0.910285349090909

00:10:29.340 --> 00:10:32.378 They go to my friend and comrade

NOTE Confidence: 0.910285349090909

00:10:32.378 --> 00:10:34.260 Sarah Nelson's labor union.

NOTE Confidence: 0.910285349090909

00:10:34.260 --> 00:10:36.800 President Nelson leads the

NOTE Confidence: 0.910285349090909

00:10:36.800 --> 00:10:39.340 Association for Flight attendants.

NOTE Confidence: 0.910285349090909

00:10:39.340 --> 00:10:41.500 This is the flight attendants union,

NOTE Confidence: 0.910285349090909

00:10:41.500 --> 00:10:43.774 and specifically my proceeds go to

NOTE Confidence: 0.910285349090909

00:10:43.774 --> 00:10:46.587 a Union Relief Fund that it runs

NOTE Confidence: 0.910285349090909

00:10:46.587 --> 00:10:49.029 for flight attendants who have been

NOTE Confidence: 0.910285349090909

00:10:49.029 --> 00:10:51.337 displaced by extreme weather events,

NOTE Confidence: 0.910285349090909

00:10:51.340 --> 00:10:54.112 many of which occur near airline hubs

NOTE Confidence: 0.910285349090909

00:10:54.112 --> 00:10:57.490 where a lot of flight attendants live.

NOTE Confidence: 0.910285349090909

00:10:57.490 --> 00:10:59.644 President Nelson is somebody who has

NOTE Confidence: 0.910285349090909

00:10:59.644 --> 00:11:02.249 been fighting for a vision of Labor

NOTE Confidence: 0.910285349090909

00:11:02.249 --> 00:11:04.445 organizing that sticks up for workers

NOTE Confidence: 0.910285349090909

00:11:04.445 --> 00:11:06.608 and better wages and contracts,

NOTE Confidence: 0.910285349090909

00:11:06.610 --> 00:11:07.384 of course,

NOTE Confidence: 0.910285349090909

00:11:07.384 --> 00:11:10.093 but it also focuses also on the

NOTE Confidence: 0.910285349090909

00:11:10.093 --> 00:11:12.190 larger communities and societies

NOTE Confidence: 0.910285349090909

00:11:12.190 --> 00:11:14.358 those workers live in.

NOTE Confidence: 0.910285349090909

00:11:14.360 --> 00:11:15.935 And that also includes sticking

NOTE Confidence: 0.910285349090909

00:11:15.935 --> 00:11:16.880 up for people.

NOTE Confidence: 0.910285349090909

00:11:16.880 --> 00:11:19.544 That is most of us who are not

NOTE Confidence: 0.910285349090909

00:11:19.544 --> 00:11:20.960 in unions as well.

NOTE Confidence: 0.910285349090909

00:11:20.960 --> 00:11:22.358 And it's really a model of,

NOTE Confidence: 0.910285349090909

00:11:22.360 --> 00:11:24.340 I think, ambitious,
NOTE Confidence: 0.910285349090909

00:11:24.340 --> 00:11:26.320 crosscutting political organizing
NOTE Confidence: 0.910285349090909

00:11:26.320 --> 00:11:28.276 that we really need right now.
NOTE Confidence: 0.910285349090909

00:11:28.280 --> 00:11:30.548 So I like to just mention President
NOTE Confidence: 0.910285349090909

00:11:30.548 --> 00:11:32.918 Nelson at the start of every talk,
NOTE Confidence: 0.910285349090909

00:11:32.920 --> 00:11:33.730 all right?
NOTE Confidence: 0.910285349090909

00:11:33.730 --> 00:11:34.135 Now,
NOTE Confidence: 0.910285349090909

00:11:34.135 --> 00:11:36.970 some of you might sense this title
NOTE Confidence: 0.910285349090909

00:11:37.051 --> 00:11:40.166 is actually a shameless rip off of
NOTE Confidence: 0.910285349090909

00:11:40.166 --> 00:11:42.851 former House Speaker Tip O'Neill and
NOTE Confidence: 0.910285349090909

00:11:42.851 --> 00:11:46.131 his famous quip that all politics is local.
NOTE Confidence: 0.910285349090909

00:11:46.131 --> 00:11:48.520 So if you're around in the 1980s,
NOTE Confidence: 0.910285349090909

00:11:48.520 --> 00:11:51.320 you know that Tip O'Neill was kind
NOTE Confidence: 0.910285349090909

00:11:51.320 --> 00:11:54.286 of the Nancy Pelosi of his time.
NOTE Confidence: 0.910285349090909

00:11:54.290 --> 00:11:57.006 He was also a very astute analyst
NOTE Confidence: 0.910285349090909

00:11:57.006 --> 00:11:58.170 of American politics,

NOTE Confidence: 0.910285349090909
00:11:58.170 --> 00:11:59.688 and when I was struggling with
NOTE Confidence: 0.910285349090909
00:11:59.688 --> 00:12:01.570 how to mold some of my material,
NOTE Confidence: 0.910285349090909
00:12:01.570 --> 00:12:04.258 I thought about O'Neill and something
NOTE Confidence: 0.910285349090909
00:12:04.258 --> 00:12:07.434 just really clicked by his famous line,
NOTE Confidence: 0.910285349090909
00:12:07.434 --> 00:12:10.250 all politics is local.
NOTE Confidence: 0.910285349090909
00:12:10.250 --> 00:12:12.752 O'Neill meant that the big swings
NOTE Confidence: 0.910285349090909
00:12:12.752 --> 00:12:14.003 in American life,
NOTE Confidence: 0.910285349090909
00:12:14.010 --> 00:12:16.265 whether it's changes in views
NOTE Confidence: 0.910285349090909
00:12:16.265 --> 00:12:17.618 on civil rights.
NOTE Confidence: 0.910285349090909
00:12:17.620 --> 00:12:20.180 Voter and political party realignments,
NOTE Confidence: 0.910285349090909
00:12:20.180 --> 00:12:22.658 even stuff like opposition to abortion,
NOTE Confidence: 0.910285349090909
00:12:22.660 --> 00:12:23.914 all those things.
NOTE Confidence: 0.910285349090909
00:12:23.914 --> 00:12:26.004 They don't fundamentally start with
NOTE Confidence: 0.910285349090909
00:12:26.004 --> 00:12:28.629 the Federal Congress or the Federal
NOTE Confidence: 0.910285349090909
00:12:28.629 --> 00:12:30.774 Supreme Court or national elections.
NOTE Confidence: 0.910285349090909

00:12:30.780 --> 00:12:32.845 They happen rather at the
NOTE Confidence: 0.910285349090909

00:12:32.845 --> 00:12:34.497 block and neighborhood level,
NOTE Confidence: 0.910285349090909

00:12:34.500 --> 00:12:37.055 and then they tend to bubble up.
NOTE Confidence: 0.910285349090909

00:12:37.060 --> 00:12:38.566 So if you really want to
NOTE Confidence: 0.910285349090909

00:12:38.566 --> 00:12:39.570 understand what's going on
NOTE Confidence: 0.926333188181818

00:12:39.628 --> 00:12:41.285 politically, you shouldn't just
NOTE Confidence: 0.926333188181818

00:12:41.285 --> 00:12:43.415 be looking at the national level,
NOTE Confidence: 0.926333188181818

00:12:43.420 --> 00:12:45.040 however important it is.
NOTE Confidence: 0.926333188181818

00:12:45.040 --> 00:12:48.969 You need to also zoom in and get granular.
NOTE Confidence: 0.926333188181818

00:12:48.970 --> 00:12:50.926 And so I took O'neal's insight
NOTE Confidence: 0.926333188181818

00:12:50.926 --> 00:12:53.303 and I slapped one word on it and
NOTE Confidence: 0.926333188181818

00:12:53.303 --> 00:12:55.560 I had a book title and framework.
NOTE Confidence: 0.926333188181818

00:12:55.560 --> 00:12:57.632 Now, his insight struck me as making
NOTE Confidence: 0.926333188181818

00:12:57.632 --> 00:13:00.438 a lot of particular sense for health.
NOTE Confidence: 0.926333188181818

00:13:00.440 --> 00:13:01.935 So most public health research
NOTE Confidence: 0.926333188181818

00:13:01.935 --> 00:13:03.680 of the kind that I do,

NOTE Confidence: 0.926333188181818

00:13:03.680 --> 00:13:05.360 and my colleagues as well,

NOTE Confidence: 0.926333188181818

00:13:05.360 --> 00:13:08.876 we prize this thing called generalizability.

NOTE Confidence: 0.926333188181818

00:13:08.880 --> 00:13:11.968 What we want to do is generate principles

NOTE Confidence: 0.926333188181818

00:13:11.968 --> 00:13:14.411 and elucidate causal relationships that

NOTE Confidence: 0.926333188181818

00:13:14.411 --> 00:13:17.597 are as universally applicable as possible.

NOTE Confidence: 0.926333188181818

00:13:17.600 --> 00:13:19.160 And so in public health work,

NOTE Confidence: 0.926333188181818

00:13:19.160 --> 00:13:21.080 you'll often get findings that say,

NOTE Confidence: 0.926333188181818

00:13:21.080 --> 00:13:25.080 X or Y variable affects Z health outcome.

NOTE Confidence: 0.926333188181818

00:13:25.080 --> 00:13:25.700 That's.

NOTE Confidence: 0.926333188181818

00:13:25.700 --> 00:13:27.560 Extremely useful information,

NOTE Confidence: 0.926333188181818

00:13:27.560 --> 00:13:28.800 for sure.

NOTE Confidence: 0.926333188181818

00:13:28.800 --> 00:13:31.680 But that quest for generalizability

NOTE Confidence: 0.926333188181818

00:13:31.680 --> 00:13:35.243 can also sometimes bleed out the local

NOTE Confidence: 0.926333188181818

00:13:35.243 --> 00:13:38.382 and specific context in which the

NOTE Confidence: 0.926333188181818

00:13:38.382 --> 00:13:40.917 people being studied are embedded.

NOTE Confidence: 0.926333188181818

00:13:40.920 --> 00:13:43.960 The people of New York, of Los Angeles,
NOTE Confidence: 0.926333188181818
00:13:43.960 --> 00:13:47.920 of Rochester, of Cleveland, and of New Haven.
NOTE Confidence: 0.926333188181818
00:13:47.920 --> 00:13:50.904 And yet that contextual stuff, I think,
NOTE Confidence: 0.926333188181818
00:13:50.904 --> 00:13:53.564 and Tip O'Neill certainly thought.
NOTE Confidence: 0.926333188181818
00:13:53.570 --> 00:13:56.530 Was and is hugely important.
NOTE Confidence: 0.926333188181818
00:13:56.530 --> 00:13:58.942 They're just often isn't a strong
NOTE Confidence: 0.926333188181818
00:13:58.942 --> 00:14:01.437 sense of specific setting or a sense
NOTE Confidence: 0.926333188181818
00:14:01.437 --> 00:14:03.884 of specific place in a lot of health
NOTE Confidence: 0.926333188181818
00:14:03.884 --> 00:14:06.686 policy discussion and public health work.
NOTE Confidence: 0.926333188181818
00:14:06.690 --> 00:14:08.902 And so I really wanted to restore
NOTE Confidence: 0.926333188181818
00:14:08.902 --> 00:14:09.850 that element here.
NOTE Confidence: 0.926333188181818
00:14:09.850 --> 00:14:14.330 I wanted to reinject local social topography.
NOTE Confidence: 0.926333188181818
00:14:14.330 --> 00:14:16.370 I want you, in other words,
NOTE Confidence: 0.926333188181818
00:14:16.370 --> 00:14:19.590 to see health policy not just as
NOTE Confidence: 0.926333188181818
00:14:19.590 --> 00:14:21.850 this unmoored statistical aggregate.
NOTE Confidence: 0.926333188181818
00:14:21.850 --> 00:14:24.286 Or just a national story like this,

NOTE Confidence: 0.926333188181818
00:14:24.290 --> 00:14:29.130 but I also want you to look at it like that.
NOTE Confidence: 0.926333188181818
00:14:29.130 --> 00:14:29.467 Okay.
NOTE Confidence: 0.926333188181818
00:14:29.467 --> 00:14:32.163 So I'm going to proceed now to three
NOTE Confidence: 0.926333188181818
00:14:32.163 --> 00:14:34.479 anchoring themes that I think will
NOTE Confidence: 0.926333188181818
00:14:34.479 --> 00:14:36.389 help us understand this historical
NOTE Confidence: 0.926333188181818
00:14:36.461 --> 00:14:39.030 role of the academic Medical Center in
NOTE Confidence: 0.926333188181818
00:14:39.030 --> 00:14:41.410 urban areas. And these are the themes.
NOTE Confidence: 0.926333188181818
00:14:41.410 --> 00:14:44.632 The first is affiliation or how
NOTE Confidence: 0.926333188181818
00:14:44.632 --> 00:14:46.780 academic medical centers increasingly
NOTE Confidence: 0.926333188181818
00:14:46.864 --> 00:14:49.279 become bound up with hospitals.
NOTE Confidence: 0.926333188181818
00:14:49.280 --> 00:14:51.056 And they're almost kind of unavoidable
NOTE Confidence: 0.926333188181818
00:14:51.056 --> 00:14:53.304 if you're in a city like this one
NOTE Confidence: 0.926333188181818
00:14:53.304 --> 00:14:55.040 or New York or Los Angeles or,
NOTE Confidence: 0.926333188181818
00:14:55.040 --> 00:14:56.920 you know, name your city.
NOTE Confidence: 0.926333188181818
00:14:56.920 --> 00:14:59.848 How did this affiliation process between
NOTE Confidence: 0.926333188181818

00:14:59.848 --> 00:15:02.384 academic medical centers and medical
NOTE Confidence: 0.926333188181818

00:15:02.384 --> 00:15:04.720 institutions like hospitals occur?
NOTE Confidence: 0.926333188181818

00:15:04.720 --> 00:15:06.895 Affiliation the second is community
NOTE Confidence: 0.926333188181818

00:15:06.895 --> 00:15:10.698 or how in the face of an institution
NOTE Confidence: 0.926333188181818

00:15:10.698 --> 00:15:13.268 like the Academic Medical Center?
NOTE Confidence: 0.926333188181818

00:15:13.270 --> 00:15:15.234 Academic medical centers have
NOTE Confidence: 0.926333188181818

00:15:15.234 --> 00:15:17.689 sometimes sought to bolster and
NOTE Confidence: 0.926333188181818

00:15:17.689 --> 00:15:19.688 include nonprofessional non physician
NOTE Confidence: 0.926333188181818

00:15:19.688 --> 00:15:23.027 voices of those who live around them,
NOTE Confidence: 0.926333188181818

00:15:23.030 --> 00:15:25.214 the community voice community,
NOTE Confidence: 0.926333188181818

00:15:25.214 --> 00:15:27.944 and the third is borders.
NOTE Confidence: 0.926333188181818

00:15:27.950 --> 00:15:31.574 So this is about the spoken but also
NOTE Confidence: 0.926333188181818

00:15:31.574 --> 00:15:33.655 sometimes unspoken boundaries that
NOTE Confidence: 0.926333188181818

00:15:33.655 --> 00:15:35.831 divide academic medical centers
NOTE Confidence: 0.926333188181818

00:15:35.831 --> 00:15:38.750 and those who live by them.
NOTE Confidence: 0.926333188181818

00:15:38.750 --> 00:15:42.124 And how that very tense and taught

NOTE Confidence: 0.926333188181818
00:15:42.124 --> 00:15:45.470 relationship has been negotiated over time.
NOTE Confidence: 0.926333188181818
00:15:45.470 --> 00:15:45.702 Now,
NOTE Confidence: 0.926333188181818
00:15:45.702 --> 00:15:47.110 before I head into the cases,
NOTE Confidence: 0.926333188181818
00:15:47.110 --> 00:15:50.075 I do want to say that there is sometimes
NOTE Confidence: 0.926333188181818
00:15:50.075 --> 00:15:52.876 a danger of drawing too tidy and neat
NOTE Confidence: 0.926333188181818
00:15:52.876 --> 00:15:55.900 of a parallel to a historical event.
NOTE Confidence: 0.926333188181818
00:15:55.900 --> 00:15:57.377 So a lot of the stories I'm
NOTE Confidence: 0.926333188181818
00:15:57.377 --> 00:15:59.147 going to tell you may remind you
NOTE Confidence: 0.926333188181818
00:15:59.147 --> 00:16:00.492 of something in the present,
NOTE Confidence: 0.926333188181818
00:16:00.500 --> 00:16:02.060 and I think that's useful.
NOTE Confidence: 0.926333188181818
00:16:02.060 --> 00:16:03.977 But I also think it's part of our goal.
NOTE Confidence: 0.926333188181818
00:16:03.980 --> 00:16:05.306 And This is why I'm really
NOTE Confidence: 0.926333188181818
00:16:05.306 --> 00:16:06.190 looking forward to our
NOTE Confidence: 0.935230250909091
00:16:06.242 --> 00:16:08.665 discussion. It's part of our goal also to
NOTE Confidence: 0.935230250909091
00:16:08.665 --> 00:16:11.019 figure out what's different and dare I say,
NOTE Confidence: 0.935230250909091

00:16:11.020 --> 00:16:14.516 also what has perhaps improved in the 40

NOTE Confidence: 0.935230250909091

00:16:14.516 --> 00:16:17.330 years hence stories I'm going to tell

NOTE Confidence: 0.935230250909091

00:16:17.330 --> 00:16:20.947 are all kind of in the 1960s and 1970s.

NOTE Confidence: 0.935230250909091

00:16:20.950 --> 00:16:22.030 All right. So with that note,

NOTE Confidence: 0.935230250909091

00:16:22.030 --> 00:16:24.050 let me start first with

NOTE Confidence: 0.935230250909091

00:16:24.050 --> 00:16:26.070 affiliation in New York City,

NOTE Confidence: 0.935230250909091

00:16:26.070 --> 00:16:28.184 where I just came from last night.

NOTE Confidence: 0.935230250909091

00:16:28.190 --> 00:16:30.806 So I want to take you back to 1961.

NOTE Confidence: 0.935230250909091

00:16:30.806 --> 00:16:33.158 I want you to just imagine you're

NOTE Confidence: 0.935230250909091

00:16:33.158 --> 00:16:34.800 regularly reading like the metro

NOTE Confidence: 0.935230250909091

00:16:34.800 --> 00:16:36.907 section of some New York City paper.

NOTE Confidence: 0.935230250909091

00:16:36.910 --> 00:16:39.382 So New York at the time and still

NOTE Confidence: 0.935230250909091

00:16:39.382 --> 00:16:41.651 now actually has the largest network

NOTE Confidence: 0.935230250909091

00:16:41.651 --> 00:16:44.027 of public hospitals in the country.

NOTE Confidence: 0.935230250909091

00:16:44.030 --> 00:16:46.106 Then it was around 20 hospitals,

NOTE Confidence: 0.935230250909091

00:16:46.110 --> 00:16:48.385 now it's about a dozen or so.

NOTE Confidence: 0.935230250909091
00:16:48.390 --> 00:16:49.900 But they were pretty beleaguered
NOTE Confidence: 0.935230250909091
00:16:49.900 --> 00:16:50.785 by the 1960s.
NOTE Confidence: 0.935230250909091
00:16:50.785 --> 00:16:52.710 And so if you were reading your
NOTE Confidence: 0.935230250909091
00:16:52.710 --> 00:16:54.506 newspaper on kind of a daily basis,
NOTE Confidence: 0.935230250909091
00:16:54.510 --> 00:16:56.480 you would encounter these hospital
NOTE Confidence: 0.935230250909091
00:16:56.480 --> 00:16:58.456 horror stories, dilapidated buildings
NOTE Confidence: 0.935230250909091
00:16:58.456 --> 00:17:00.828 that were falling apart,
NOTE Confidence: 0.935230250909091
00:17:00.830 --> 00:17:02.909 trouble staffing hospitals,
NOTE Confidence: 0.935230250909091
00:17:02.909 --> 00:17:04.988 difficulty attracting residents,
NOTE Confidence: 0.935230250909091
00:17:04.990 --> 00:17:05.653 you name it.
NOTE Confidence: 0.935230250909091
00:17:05.653 --> 00:17:07.514 This was a kind of a regular story
NOTE Confidence: 0.935230250909091
00:17:07.514 --> 00:17:09.540 in the late 1950s, early 1960s,
NOTE Confidence: 0.935230250909091
00:17:09.540 --> 00:17:12.510 about hospitals in New York City.
NOTE Confidence: 0.935230250909091
00:17:12.510 --> 00:17:14.170 And so the city did.
NOTE Confidence: 0.935230250909091
00:17:14.170 --> 00:17:15.058 What cities normally do
NOTE Confidence: 0.935230250909091

00:17:15.058 --> 00:17:16.168 and a thing like this,
NOTE Confidence: 0.935230250909091

00:17:16.170 --> 00:17:18.053 they convened a crisis panel and they
NOTE Confidence: 0.935230250909091

00:17:18.053 --> 00:17:20.285 said what are we going to do about this?
NOTE Confidence: 0.935230250909091

00:17:20.290 --> 00:17:21.934 And their solution to this was
NOTE Confidence: 0.935230250909091

00:17:21.934 --> 00:17:23.570 a kind of shock therapy.
NOTE Confidence: 0.935230250909091

00:17:23.570 --> 00:17:25.532 What they were going to do was they were
NOTE Confidence: 0.935230250909091

00:17:25.532 --> 00:17:27.610 going to take all of these public hospitals,
NOTE Confidence: 0.935230250909091

00:17:27.610 --> 00:17:30.970 almost all of which were purely public,
NOTE Confidence: 0.935230250909091

00:17:30.970 --> 00:17:33.030 city run, government run,
NOTE Confidence: 0.935230250909091

00:17:33.030 --> 00:17:35.090 government funded institutions and
NOTE Confidence: 0.935230250909091

00:17:35.090 --> 00:17:38.029 they were going to affiliate them
NOTE Confidence: 0.935230250909091

00:17:38.029 --> 00:17:40.319 with an academic Medical Center.
NOTE Confidence: 0.935230250909091

00:17:40.320 --> 00:17:42.260 The Columbia's, the Cornell's,
NOTE Confidence: 0.935230250909091

00:17:42.260 --> 00:17:43.715 the Mount Sinai's,
NOTE Confidence: 0.935230250909091

00:17:43.720 --> 00:17:44.508 the Montefiore's,
NOTE Confidence: 0.935230250909091

00:17:44.508 --> 00:17:46.478 you know, you name it.

NOTE Confidence: 0.935230250909091

00:17:46.480 --> 00:17:49.230 So it's essentially a subcontracting

NOTE Confidence: 0.935230250909091

00:17:49.230 --> 00:17:51.430 relationship whereby the academic

NOTE Confidence: 0.935230250909091

00:17:51.430 --> 00:17:53.986 Medical Center would get paid by

NOTE Confidence: 0.935230250909091

00:17:53.986 --> 00:17:56.536 the city to oversee everything from

NOTE Confidence: 0.935230250909091

00:17:56.536 --> 00:17:59.216 residency programs to staffing decisions

NOTE Confidence: 0.935230250909091

00:17:59.216 --> 00:18:01.773 to even infrastructural upkeep of

NOTE Confidence: 0.935230250909091

00:18:01.773 --> 00:18:03.838 buildings and stuff like that.

NOTE Confidence: 0.935230250909091

00:18:03.840 --> 00:18:05.198 And you see from this list here,

NOTE Confidence: 0.935230250909091

00:18:05.200 --> 00:18:06.620 this is from 1965,

NOTE Confidence: 0.935230250909091

00:18:06.620 --> 00:18:08.750 pretty much all of the public

NOTE Confidence: 0.935230250909091

00:18:08.830 --> 00:18:11.889 hospitals within a few years and all

NOTE Confidence: 0.935230250909091

00:18:11.889 --> 00:18:14.204 the fancy institutions got affiliated

NOTE Confidence: 0.935230250909091

00:18:14.204 --> 00:18:16.714 and coupled with one another.

NOTE Confidence: 0.935230250909091

00:18:16.720 --> 00:18:18.456 There's no need to read all of

NOTE Confidence: 0.935230250909091

00:18:18.456 --> 00:18:18.952 these individually,

NOTE Confidence: 0.935230250909091

00:18:18.960 --> 00:18:21.795 but the list just kind of conveys
NOTE Confidence: 0.935230250909091

00:18:21.795 --> 00:18:24.205 just how rapid and comprehensive
NOTE Confidence: 0.935230250909091

00:18:24.205 --> 00:18:26.975 affiliation was in New York.
NOTE Confidence: 0.935230250909091

00:18:26.980 --> 00:18:28.300 Now, as you can imagine,
NOTE Confidence: 0.935230250909091

00:18:28.300 --> 00:18:30.016 this probably did not sit well.
NOTE Confidence: 0.935230250909091

00:18:30.020 --> 00:18:33.100 This did not sit well with the
NOTE Confidence: 0.935230250909091

00:18:33.100 --> 00:18:34.932 previously autonomous public hospitals
NOTE Confidence: 0.935230250909091

00:18:34.932 --> 00:18:37.935 who really saw this as an incursion,
NOTE Confidence: 0.935230250909091

00:18:37.940 --> 00:18:40.784 a disruption of their autonomy on
NOTE Confidence: 0.935230250909091

00:18:40.784 --> 00:18:43.836 their longstanding ties that they had
NOTE Confidence: 0.935230250909091

00:18:43.836 --> 00:18:45.980 developed with their communities.
NOTE Confidence: 0.935230250909091

00:18:45.980 --> 00:18:47.660 So just to take one example,
NOTE Confidence: 0.935230250909091

00:18:47.660 --> 00:18:51.377 at City Hospital in Elmhurst in Queens.
NOTE Confidence: 0.935230250909091

00:18:51.380 --> 00:18:53.642 A group of advocates warned quote
NOTE Confidence: 0.935230250909091

00:18:53.642 --> 00:18:56.034 your family doctor can no longer
NOTE Confidence: 0.935230250909091

00:18:56.034 --> 00:18:58.054 be connected with your hospital.

NOTE Confidence: 0.935230250909091

00:18:58.060 --> 00:19:00.900 Your doctor may not be able to continue

NOTE Confidence: 0.935230250909091

00:19:00.900 --> 00:19:03.697 to maintain high standards of excellence.

NOTE Confidence: 0.935230250909091

00:19:03.700 --> 00:19:05.782 The kind of implication here being

NOTE Confidence: 0.935230250909091

00:19:05.782 --> 00:19:08.161 that Mount Sinai was going to come

NOTE Confidence: 0.935230250909091

00:19:08.161 --> 00:19:10.324 in and disrupt a number of people's

NOTE Confidence: 0.935230250909091

00:19:10.390 --> 00:19:12.220 patient doctor relationships,

NOTE Confidence: 0.935230250909091

00:19:12.220 --> 00:19:14.550 affiliations in many people's eyes

NOTE Confidence: 0.935230250909091

00:19:14.550 --> 00:19:16.880 also were really about something

NOTE Confidence: 0.927896593636364

00:19:16.952 --> 00:19:18.568 else. So just to continue

NOTE Confidence: 0.927896593636364

00:19:18.568 --> 00:19:20.153 reading off of that pamphlet.

NOTE Confidence: 0.927896593636364

00:19:20.160 --> 00:19:23.112 The conversion of public hospitals to

NOTE Confidence: 0.927896593636364

00:19:23.112 --> 00:19:25.360 affiliated facilities would result in,

NOTE Confidence: 0.927896593636364

00:19:25.360 --> 00:19:28.125 quote, a vast laboratory stressing

NOTE Confidence: 0.927896593636364

00:19:28.125 --> 00:19:31.546 research and teaching with its ward

NOTE Confidence: 0.927896593636364

00:19:31.546 --> 00:19:34.356 patients or and without influence

NOTE Confidence: 0.927896593636364

00:19:34.356 --> 00:19:37.120 serving as potential Guinea pigs.
NOTE Confidence: 0.927896593636364

00:19:37.120 --> 00:19:38.360 These were real fears.
NOTE Confidence: 0.927896593636364

00:19:38.360 --> 00:19:40.579 And I'm just sticking with this hospital
NOTE Confidence: 0.927896593636364

00:19:40.579 --> 00:19:42.686 in Queens just a little bit more.
NOTE Confidence: 0.927896593636364

00:19:42.690 --> 00:19:45.609 The County Physicians Guild also weighed in,
NOTE Confidence: 0.927896593636364

00:19:45.610 --> 00:19:48.410 and they characterized affiliation as,
NOTE Confidence: 0.927896593636364

00:19:48.410 --> 00:19:50.117 quote, forced absolutism.
NOTE Confidence: 0.927896593636364

00:19:50.117 --> 00:19:54.100 So those were all the claims about
NOTE Confidence: 0.927896593636364

00:19:54.196 --> 00:19:57.606 the possible horrors of affiliation,
NOTE Confidence: 0.927896593636364

00:19:57.610 --> 00:20:00.496 and some of them became true.
NOTE Confidence: 0.927896593636364

00:20:00.500 --> 00:20:02.420 So throughout the mid 1960s,
NOTE Confidence: 0.927896593636364

00:20:02.420 --> 00:20:04.380 we kept reading that newspaper.
NOTE Confidence: 0.927896593636364

00:20:04.380 --> 00:20:07.285 You would see that the newspaper started
NOTE Confidence: 0.927896593636364

00:20:07.285 --> 00:20:10.080 moving from covering the bad state of
NOTE Confidence: 0.927896593636364

00:20:10.080 --> 00:20:12.288 hospitals just in general to scandals
NOTE Confidence: 0.927896593636364

00:20:12.358 --> 00:20:14.538 around this affiliation program.

NOTE Confidence: 0.927896593636364
00:20:14.540 --> 00:20:17.214 It turned out that many of these
NOTE Confidence: 0.927896593636364
00:20:17.214 --> 00:20:18.835 academic medical centers were
NOTE Confidence: 0.927896593636364
00:20:18.835 --> 00:20:20.875 pocketing the government money and
NOTE Confidence: 0.927896593636364
00:20:20.875 --> 00:20:23.558 actually using it for other purposes
NOTE Confidence: 0.927896593636364
00:20:23.558 --> 00:20:25.998 besides running the public hospital.
NOTE Confidence: 0.927896593636364
00:20:26.000 --> 00:20:27.808 And even more scandalous,
NOTE Confidence: 0.927896593636364
00:20:27.808 --> 00:20:30.068 they were moving their least
NOTE Confidence: 0.927896593636364
00:20:30.068 --> 00:20:32.480 renumeration revenue generating patients,
NOTE Confidence: 0.927896593636364
00:20:32.480 --> 00:20:33.550 the ones that weren't making
NOTE Confidence: 0.927896593636364
00:20:33.550 --> 00:20:35.159 them a lot of money from bills,
NOTE Confidence: 0.927896593636364
00:20:35.160 --> 00:20:36.936 they were kind of moving them
NOTE Confidence: 0.927896593636364
00:20:36.936 --> 00:20:38.120 into the public hospital.
NOTE Confidence: 0.927896593636364
00:20:38.120 --> 00:20:40.305 So this is basically what
NOTE Confidence: 0.927896593636364
00:20:40.305 --> 00:20:42.490 we now call patient dumping.
NOTE Confidence: 0.927896593636364
00:20:42.490 --> 00:20:44.665 So the critique of affiliation
NOTE Confidence: 0.927896593636364

00:20:44.665 --> 00:20:47.218 starts to mount by 1968.
NOTE Confidence: 0.927896593636364

00:20:47.218 --> 00:20:50.338 There's one radical health advocacy
NOTE Confidence: 0.927896593636364

00:20:50.338 --> 00:20:52.881 organization that characterizes the
NOTE Confidence: 0.927896593636364

00:20:52.881 --> 00:20:55.796 affiliation program as exploitative and
NOTE Confidence: 0.927896593636364

00:20:55.796 --> 00:20:59.529 metaphorically it labels it a health empire.
NOTE Confidence: 0.927896593636364

00:20:59.530 --> 00:21:01.054 So the public hospitals,
NOTE Confidence: 0.927896593636364

00:21:01.054 --> 00:21:03.340 which are often utilized by poor
NOTE Confidence: 0.927896593636364

00:21:03.407 --> 00:21:06.158 patients of color, they are the colonies,
NOTE Confidence: 0.927896593636364

00:21:06.158 --> 00:21:08.093 and the private academic medical
NOTE Confidence: 0.927896593636364

00:21:08.093 --> 00:21:09.530 centers are the leeches,
NOTE Confidence: 0.927896593636364

00:21:09.530 --> 00:21:10.430 the colonizers.
NOTE Confidence: 0.927896593636364

00:21:10.430 --> 00:21:13.130 And this analysis was actually later
NOTE Confidence: 0.927896593636364

00:21:13.130 --> 00:21:16.427 expanded into a book that was published by
NOTE Confidence: 0.927896593636364

00:21:16.427 --> 00:21:19.009 Random House called American Health Empire.
NOTE Confidence: 0.927896593636364

00:21:19.010 --> 00:21:23.026 This was coedited by a health activist
NOTE Confidence: 0.927896593636364

00:21:23.026 --> 00:21:26.022 and writer at the time of someone

NOTE Confidence: 0.927896593636364
00:21:26.022 --> 00:21:29.086 by the name of Barbara Ahrenright,
NOTE Confidence: 0.927896593636364
00:21:29.090 --> 00:21:31.740 who plunged later into obscurity.
NOTE Confidence: 0.927896593636364
00:21:31.740 --> 00:21:34.180 So by the 1960s,
NOTE Confidence: 0.927896593636364
00:21:34.180 --> 00:21:35.380 with all of this, you know,
NOTE Confidence: 0.927896593636364
00:21:35.380 --> 00:21:36.660 this kind of mounting fatigue,
NOTE Confidence: 0.927896593636364
00:21:36.660 --> 00:21:38.085 newspaper exposes, etcetera,
NOTE Confidence: 0.927896593636364
00:21:38.085 --> 00:21:42.524 it was actually not very clear at all if
NOTE Confidence: 0.927896593636364
00:21:42.524 --> 00:21:45.099 affiliation would actually even survive.
NOTE Confidence: 0.927896593636364
00:21:45.100 --> 00:21:45.900 But affiliation,
NOTE Confidence: 0.927896593636364
00:21:45.900 --> 00:21:48.028 as we know, did survive,
NOTE Confidence: 0.927896593636364
00:21:48.028 --> 00:21:49.420 very much so.
NOTE Confidence: 0.927896593636364
00:21:49.420 --> 00:21:52.100 And that was because of a very new
NOTE Confidence: 0.927896593636364
00:21:52.100 --> 00:21:54.420 fiscal context that emerged in the mid
NOTE Confidence: 0.927896593636364
00:21:54.420 --> 00:21:57.516 1970s rather suddenly when the entire
NOTE Confidence: 0.927896593636364
00:21:57.516 --> 00:22:00.710 country found itself mired in recession.
NOTE Confidence: 0.927896593636364

00:22:00.710 --> 00:22:02.996 And when cities like New York
NOTE Confidence: 0.927896593636364

00:22:02.996 --> 00:22:04.950 City were hit especially hard.
NOTE Confidence: 0.927896593636364

00:22:04.950 --> 00:22:07.950 So New York City almost famously
NOTE Confidence: 0.927896593636364

00:22:07.950 --> 00:22:10.604 defaulted on its debt in 1975.
NOTE Confidence: 0.927896593636364

00:22:10.604 --> 00:22:12.474 You see this famous headline
NOTE Confidence: 0.927896593636364

00:22:12.474 --> 00:22:14.406 here where the federal government
NOTE Confidence: 0.927896593636364

00:22:14.406 --> 00:22:16.989 refused to bail out New York City.
NOTE Confidence: 0.927896593636364

00:22:16.990 --> 00:22:19.138 And that plunges New York City
NOTE Confidence: 0.927896593636364

00:22:19.138 --> 00:22:21.978 into a very new and very jarring.
NOTE Confidence: 0.927896593636364

00:22:21.980 --> 00:22:22.708 Fiscal climate,
NOTE Confidence: 0.927896593636364

00:22:22.708 --> 00:22:24.528 kind of an austerity climate
NOTE Confidence: 0.927896593636364

00:22:24.528 --> 00:22:26.473 where budgets get very, very,
NOTE Confidence: 0.927896593636364

00:22:26.473 --> 00:22:27.459 very tight,
NOTE Confidence: 0.927896593636364

00:22:27.459 --> 00:22:28.938 budgets get slashed,
NOTE Confidence: 0.927896593636364

00:22:28.940 --> 00:22:30.860 and it was really hard for
NOTE Confidence: 0.927896593636364

00:22:30.860 --> 00:22:33.067 public hospitals to get along by

NOTE Confidence: 0.927896593636364

00:22:33.067 --> 00:22:34.775 themselves in a selfsufficient,

NOTE Confidence: 0.927896593636364

00:22:34.780 --> 00:22:37.170 independent manner with a city

NOTE Confidence: 0.927896593636364

00:22:37.170 --> 00:22:39.560 that is functioning under this

NOTE Confidence: 0.927896593636364

00:22:39.646 --> 00:22:42.534 kind of austerity sort of climate.

NOTE Confidence: 0.927896593636364

00:22:42.534 --> 00:22:44.298 Public hospitals, in short,

NOTE Confidence: 0.927896593636364

00:22:44.298 --> 00:22:46.846 were no longer in a fiscal position

NOTE Confidence: 0.927896593636364

00:22:46.846 --> 00:22:49.652 to sustain themselves without the

NOTE Confidence: 0.927896593636364

00:22:49.652 --> 00:22:52.602 resources that an affiliation provided.

NOTE Confidence: 0.927896593636364

00:22:52.610 --> 00:22:54.647 And so the fiscal climate of the

NOTE Confidence: 0.95109104

00:22:54.650 --> 00:22:58.052 1970s, I think, is the central explanation

NOTE Confidence: 0.95109104

00:22:58.052 --> 00:23:01.329 for the ubiquity of affiliation today,

NOTE Confidence: 0.95109104

00:23:01.330 --> 00:23:03.665 and also the structural dependence

NOTE Confidence: 0.95109104

00:23:03.665 --> 00:23:06.000 that most public hospitals have

NOTE Confidence: 0.95109104

00:23:06.077 --> 00:23:08.653 in some way or the other on

NOTE Confidence: 0.95109104

00:23:08.653 --> 00:23:10.540 academic medical centers in cities.

NOTE Confidence: 0.95109104

00:23:10.540 --> 00:23:12.124 Definitely in New York,
NOTE Confidence: 0.95109104

00:23:12.124 --> 00:23:14.500 but also other cities as well.
NOTE Confidence: 0.95109104

00:23:14.500 --> 00:23:17.580 So, you know, whereas it looked rather
NOTE Confidence: 0.95109104

00:23:17.580 --> 00:23:20.920 uncertain in 1968 or 1969 about
NOTE Confidence: 0.95109104

00:23:20.920 --> 00:23:23.380 whether affiliation would survive,
NOTE Confidence: 0.95109104

00:23:23.380 --> 00:23:24.840 by the late 1970s,
NOTE Confidence: 0.95109104

00:23:24.840 --> 00:23:27.660 it's actually very hard to see any
NOTE Confidence: 0.95109104

00:23:27.660 --> 00:23:30.430 other means of sustaining public
NOTE Confidence: 0.95109104

00:23:30.430 --> 00:23:32.092 hospitals besides affiliation.
NOTE Confidence: 0.95109104

00:23:32.100 --> 00:23:35.508 And I still think that's the case today.
NOTE Confidence: 0.95109104

00:23:35.510 --> 00:23:37.562 There are very few health services
NOTE Confidence: 0.95109104

00:23:37.562 --> 00:23:40.041 now that are purely public that don't
NOTE Confidence: 0.95109104

00:23:40.041 --> 00:23:42.477 have some kind of contact with either
NOTE Confidence: 0.95109104

00:23:42.547 --> 00:23:44.575 an academic Medical Center or some
NOTE Confidence: 0.95109104

00:23:44.575 --> 00:23:46.218 kind of large healthcare network.
NOTE Confidence: 0.95109104

00:23:46.218 --> 00:23:48.102 And whether that's a good thing

NOTE Confidence: 0.95109104
00:23:48.102 --> 00:23:49.349 or a bad thing,
NOTE Confidence: 0.95109104
00:23:49.350 --> 00:23:52.662 I think is something for us to discuss now.
NOTE Confidence: 0.95109104
00:23:52.670 --> 00:23:53.830 I actually happen to think,
NOTE Confidence: 0.95109104
00:23:53.830 --> 00:23:55.402 and I was a little surprised
NOTE Confidence: 0.95109104
00:23:55.402 --> 00:23:56.954 to kind of conclude this,
NOTE Confidence: 0.95109104
00:23:56.954 --> 00:23:59.358 that I actually think New York City
NOTE Confidence: 0.95109104
00:23:59.358 --> 00:24:01.428 affiliation today works pretty well.
NOTE Confidence: 0.95109104
00:24:01.430 --> 00:24:03.710 There are more accountability mechanisms,
NOTE Confidence: 0.95109104
00:24:03.710 --> 00:24:04.662 more audits.
NOTE Confidence: 0.95109104
00:24:04.662 --> 00:24:05.138 Etcetera.
NOTE Confidence: 0.95109104
00:24:05.138 --> 00:24:09.323 To ensure that the sort of abuses I talk
NOTE Confidence: 0.95109104
00:24:09.323 --> 00:24:12.046 about don't don't happen at least as much.
NOTE Confidence: 0.95109104
00:24:12.050 --> 00:24:14.408 But we can talk about whether or not I'm
NOTE Confidence: 0.95109104
00:24:14.408 --> 00:24:16.446 being a little too optimistic there.
NOTE Confidence: 0.95109104
00:24:16.450 --> 00:24:18.802 Okay, let me move on to that
NOTE Confidence: 0.95109104

00:24:18.802 --> 00:24:20.650 second theme of community.
NOTE Confidence: 0.95109104

00:24:20.650 --> 00:24:22.207 I'm just going to admit I made a mistake.
NOTE Confidence: 0.95109104

00:24:22.210 --> 00:24:23.410 This should be in big letters.
NOTE Confidence: 0.95109104

00:24:23.410 --> 00:24:26.126 It should say community, but it doesn't.
NOTE Confidence: 0.95109104

00:24:26.130 --> 00:24:27.906 But in the 1960,
NOTE Confidence: 0.95109104

00:24:27.906 --> 00:24:31.070 there was this new agency called OEO.
NOTE Confidence: 0.95109104

00:24:31.070 --> 00:24:32.070 You know,
NOTE Confidence: 0.95109104

00:24:32.070 --> 00:24:33.814 Oreo without an ROEO,
NOTE Confidence: 0.95109104

00:24:33.814 --> 00:24:36.046 it's called the Office of Economic
NOTE Confidence: 0.95109104

00:24:36.046 --> 00:24:37.570 Opportunity during the Lyndon
NOTE Confidence: 0.95109104

00:24:37.570 --> 00:24:39.010 Johnson administration doled out
NOTE Confidence: 0.95109104

00:24:39.010 --> 00:24:41.470 tons of money to these really
NOTE Confidence: 0.95109104

00:24:41.470 --> 00:24:43.282 interesting Community level projects.
NOTE Confidence: 0.95109104

00:24:43.282 --> 00:24:46.390 It was actually run by Sergeant Shriver,
NOTE Confidence: 0.95109104

00:24:46.390 --> 00:24:49.790 the newscaster Maria Shriver's dad,
NOTE Confidence: 0.95109104

00:24:49.790 --> 00:24:53.228 and it had this rule called

NOTE Confidence: 0.95109104

00:24:53.228 --> 00:24:54.947 maximum feasible participation.

NOTE Confidence: 0.95109104

00:24:54.950 --> 00:24:58.366 So this basically was a mandate that said

NOTE Confidence: 0.95109104

00:24:58.366 --> 00:25:01.168 any community project that gets money.

NOTE Confidence: 0.95109104

00:25:01.170 --> 00:25:03.210 From these new OEO programs,

NOTE Confidence: 0.95109104

00:25:03.210 --> 00:25:04.946 if you get money,

NOTE Confidence: 0.95109104

00:25:04.946 --> 00:25:07.116 you have to have nonprofessional

NOTE Confidence: 0.95109104

00:25:07.116 --> 00:25:10.046 lay participation in how it's run,

NOTE Confidence: 0.95109104

00:25:10.050 --> 00:25:12.192 and usually this would be in the

NOTE Confidence: 0.95109104

00:25:12.192 --> 00:25:14.474 form of kind of a lay Community

NOTE Confidence: 0.95109104

00:25:14.474 --> 00:25:15.766 Board of some sort.

NOTE Confidence: 0.95109104

00:25:15.770 --> 00:25:17.168 But the big question, of course,

NOTE Confidence: 0.95109104

00:25:17.170 --> 00:25:20.817 is how much power do these lay

NOTE Confidence: 0.95109104

00:25:20.817 --> 00:25:22.380 boards really have?

NOTE Confidence: 0.95109104

00:25:22.380 --> 00:25:22.930 Now,

NOTE Confidence: 0.95109104

00:25:22.930 --> 00:25:25.130 what does maximum feasible

NOTE Confidence: 0.95109104

00:25:25.130 --> 00:25:26.780 participation actually mean?
NOTE Confidence: 0.95109104

00:25:26.780 --> 00:25:28.748 This is actually the exact words
NOTE Confidence: 0.95109104

00:25:28.748 --> 00:25:31.227 that were these are the exact words
NOTE Confidence: 0.95109104

00:25:31.227 --> 00:25:33.417 that were in the actual legislation.
NOTE Confidence: 0.95109104

00:25:33.420 --> 00:25:35.576 So in this book to explore this,
NOTE Confidence: 0.95109104

00:25:35.580 --> 00:25:37.890 I follow the trajectory of this
NOTE Confidence: 0.95109104

00:25:37.890 --> 00:25:40.367 community Health Center in the Watts
NOTE Confidence: 0.95109104

00:25:40.367 --> 00:25:42.959 neighborhood of South Central Los Angeles.
NOTE Confidence: 0.95109104

00:25:42.960 --> 00:25:45.264 Where most of Los Angeles's black
NOTE Confidence: 0.95109104

00:25:45.264 --> 00:25:47.718 population lived in the 1960s because
NOTE Confidence: 0.95109104

00:25:47.718 --> 00:25:49.554 of pervasive residential segregation
NOTE Confidence: 0.95109104

00:25:49.554 --> 00:25:52.480 and racism in the housing market,
NOTE Confidence: 0.95109104

00:25:52.480 --> 00:25:56.325 so the red shades here indicate that 90%
NOTE Confidence: 0.95109104

00:25:56.325 --> 00:25:59.948 or more of those census tracts are black,
NOTE Confidence: 0.95109104

00:25:59.948 --> 00:26:00.542 demographically.
NOTE Confidence: 0.95109104

00:26:00.542 --> 00:26:04.106 So this new watts center opens

NOTE Confidence: 0.95109104

00:26:04.106 --> 00:26:05.792 up here in 1967.

NOTE Confidence: 0.95109104

00:26:05.792 --> 00:26:07.040 That's a couple years,

NOTE Confidence: 0.95109104

00:26:07.040 --> 00:26:10.973 two years after the Watts riot of 1965.

NOTE Confidence: 0.95109104

00:26:10.973 --> 00:26:13.931 And it's a direct response to

NOTE Confidence: 0.95109104

00:26:13.931 --> 00:26:16.113 the huge resource deprivation

NOTE Confidence: 0.95109104

00:26:16.113 --> 00:26:19.138 that that Riot had exposed.

NOTE Confidence: 0.95109104

00:26:19.140 --> 00:26:20.964 And what this new center did

NOTE Confidence: 0.95109104

00:26:20.964 --> 00:26:22.180 was actually pretty ambitious.

NOTE Confidence: 0.88821415

00:26:22.180 --> 00:26:26.940 It was like \$2,000,000 in \$2,000,000 worth of

NOTE Confidence: 0.88821415

00:26:26.940 --> 00:26:31.025 money at at that level of currency valuation.

NOTE Confidence: 0.88821415

00:26:31.025 --> 00:26:34.655 It offered inpatient and outpatient services,

NOTE Confidence: 0.88821415

00:26:34.660 --> 00:26:38.708 and it opened to a lot of fanfare.

NOTE Confidence: 0.88821415

00:26:38.710 --> 00:26:41.490 But soon conflicts over governance

NOTE Confidence: 0.88821415

00:26:41.490 --> 00:26:44.270 overshadowed this kind of celebratory

NOTE Confidence: 0.88821415

00:26:44.270 --> 00:26:47.030 initial mood. One reason was

NOTE Confidence: 0.88821415

00:26:47.030 --> 00:26:49.790 that an academic Medical Center,
NOTE Confidence: 0.88821415

00:26:49.790 --> 00:26:52.190 the University of Southern California,
NOTE Confidence: 0.88821415

00:26:52.190 --> 00:26:53.830 the University of Southern California,
NOTE Confidence: 0.88821415

00:26:53.830 --> 00:26:57.484 or USC, was actually the one that was going
NOTE Confidence: 0.88821415

00:26:57.484 --> 00:27:01.146 to receive the OEO federal funds at the top,
NOTE Confidence: 0.88821415

00:27:01.150 --> 00:27:03.264 at the top for overseeing the project.
NOTE Confidence: 0.88821415

00:27:03.270 --> 00:27:04.968 So another thing about OEO was
NOTE Confidence: 0.88821415

00:27:04.968 --> 00:27:06.800 you usually had to funnel the
NOTE Confidence: 0.88821415

00:27:06.800 --> 00:27:08.708 money through some kind of inter.
NOTE Confidence: 0.88821415

00:27:08.710 --> 00:27:10.406 Intermediary middleman before it
NOTE Confidence: 0.88821415

00:27:10.406 --> 00:27:12.950 got down to the actual project,
NOTE Confidence: 0.88821415

00:27:12.950 --> 00:27:15.010 the Watts Health Center.
NOTE Confidence: 0.88821415

00:27:15.010 --> 00:27:18.175 So the intermediary here was USC.
NOTE Confidence: 0.88821415

00:27:18.175 --> 00:27:21.685 That produces no small amount of
NOTE Confidence: 0.88821415

00:27:21.685 --> 00:27:24.610 tension because in the past couple of
NOTE Confidence: 0.88821415

00:27:24.610 --> 00:27:27.307 decades USC have been rapidly expanding

NOTE Confidence: 0.88821415

00:27:27.307 --> 00:27:30.463 several miles directly north of Watts

NOTE Confidence: 0.88821415

00:27:30.470 --> 00:27:33.266 and bulldozing all kinds of houses,

NOTE Confidence: 0.88821415

00:27:33.270 --> 00:27:37.176 actual housing that stood in its way.

NOTE Confidence: 0.88821415

00:27:37.180 --> 00:27:38.680 There was this community organizer

NOTE Confidence: 0.88821415

00:27:38.680 --> 00:27:40.556 that I studied who was hired

NOTE Confidence: 0.88821415

00:27:40.556 --> 00:27:42.136 for this Watts health project.

NOTE Confidence: 0.88821415

00:27:42.140 --> 00:27:44.380 His name was Jim Bates,

NOTE Confidence: 0.88821415

00:27:44.380 --> 00:27:46.892 and for Jim Bates,

NOTE Confidence: 0.88821415

00:27:46.892 --> 00:27:49.404 USC's involvement aroused very

NOTE Confidence: 0.88821415

00:27:49.404 --> 00:27:50.660 justifiable suspicion.

NOTE Confidence: 0.88821415

00:27:50.660 --> 00:27:52.578 Jim Bates was a really fascinating guy.

NOTE Confidence: 0.88821415

00:27:52.580 --> 00:27:55.338 He was a black alumnus of USC.

NOTE Confidence: 0.88821415

00:27:55.340 --> 00:27:57.140 He had played football there a little bit,

NOTE Confidence: 0.88821415

00:27:57.140 --> 00:27:59.192 and then he went into community

NOTE Confidence: 0.88821415

00:27:59.192 --> 00:28:01.600 organizing and got hired by this project.

NOTE Confidence: 0.88821415

00:28:01.600 --> 00:28:04.351 And he wrote this memo where he
NOTE Confidence: 0.88821415

00:28:04.351 --> 00:28:06.551 summarized the sentiments and attitudes
NOTE Confidence: 0.88821415

00:28:06.551 --> 00:28:08.916 of watts residents rather bluntly,
NOTE Confidence: 0.88821415

00:28:08.920 --> 00:28:09.792 as follows.
NOTE Confidence: 0.88821415

00:28:09.792 --> 00:28:12.408 Quote we just don't want the
NOTE Confidence: 0.88821415

00:28:12.408 --> 00:28:14.583 University of Southern California
NOTE Confidence: 0.88821415

00:28:14.583 --> 00:28:17.638 in Watts under any circumstances.
NOTE Confidence: 0.88821415

00:28:17.640 --> 00:28:19.600 close quote,
NOTE Confidence: 0.88821415

00:28:19.600 --> 00:28:22.720 USC felt that suspicion right away.
NOTE Confidence: 0.88821415

00:28:22.720 --> 00:28:25.240 All three of the university's hand
NOTE Confidence: 0.88821415

00:28:25.240 --> 00:28:26.920 chosen administrators for this
NOTE Confidence: 0.88821415

00:28:26.993 --> 00:28:28.998 Watts Health Center were white.
NOTE Confidence: 0.88821415

00:28:29.000 --> 00:28:31.172 With the latter 2 assuming daytoday
NOTE Confidence: 0.88821415

00:28:31.172 --> 00:28:32.964 supervisor roles and you see
NOTE Confidence: 0.88821415

00:28:32.964 --> 00:28:34.917 them up there on the board chart.
NOTE Confidence: 0.88821415

00:28:34.920 --> 00:28:37.024 The other issue, though,

NOTE Confidence: 0.88821415

00:28:37.024 --> 00:28:39.128 wasn't just white administrators

NOTE Confidence: 0.88821415

00:28:39.128 --> 00:28:42.268 versus the mostly black neighborhood.

NOTE Confidence: 0.88821415

00:28:42.270 --> 00:28:43.908 And as the center's paid organizer,

NOTE Confidence: 0.88821415

00:28:43.910 --> 00:28:45.398 this guy, Jim Bates,

NOTE Confidence: 0.88821415

00:28:45.398 --> 00:28:47.630 also had a really thankless task.

NOTE Confidence: 0.88821415

00:28:47.630 --> 00:28:50.304 He had to form a mandated community

NOTE Confidence: 0.88821415

00:28:50.304 --> 00:28:51.068 Health Council.

NOTE Confidence: 0.88821415

00:28:51.070 --> 00:28:52.400 And it's highlighted over there

NOTE Confidence: 0.88821415

00:28:52.400 --> 00:28:54.270 and it says at the very top,

NOTE Confidence: 0.88821415

00:28:54.270 --> 00:28:55.946 neighborhood representation and cooperation.

NOTE Confidence: 0.88821415

00:28:55.946 --> 00:28:58.950 And he had to kind of build

NOTE Confidence: 0.88821415

00:28:58.950 --> 00:29:00.626 something to maximize that.

NOTE Confidence: 0.88821415

00:29:00.630 --> 00:29:02.345 But he really struggled from

NOTE Confidence: 0.88821415

00:29:02.345 --> 00:29:04.770 the outset to put it together.

NOTE Confidence: 0.88821415

00:29:04.770 --> 00:29:06.690 Now, Watts was mostly black,

NOTE Confidence: 0.88821415

00:29:06.690 --> 00:29:09.140 but that racial composition actually
NOTE Confidence: 0.88821415

00:29:09.140 --> 00:29:12.689 masked a lot of difference within watts.
NOTE Confidence: 0.88821415

00:29:12.690 --> 00:29:14.394 And this is actually a thing
NOTE Confidence: 0.88821415

00:29:14.394 --> 00:29:16.282 that I think isn't talked enough
NOTE Confidence: 0.88821415

00:29:16.282 --> 00:29:18.007 about both then and today.
NOTE Confidence: 0.88821415

00:29:18.010 --> 00:29:19.306 When we say Community,
NOTE Confidence: 0.88821415

00:29:19.306 --> 00:29:21.250 what do we mean by that?
NOTE Confidence: 0.88821415

00:29:21.250 --> 00:29:21.854 You know,
NOTE Confidence: 0.88821415

00:29:21.854 --> 00:29:23.364 what are the community's boundaries?
NOTE Confidence: 0.88821415

00:29:23.370 --> 00:29:25.485 Who is in it? Who is not in it?
NOTE Confidence: 0.88821415

00:29:25.490 --> 00:29:27.210 When we say Latinx Community,
NOTE Confidence: 0.88821415

00:29:27.210 --> 00:29:29.130 Asian community, black community,
NOTE Confidence: 0.88821415

00:29:29.130 --> 00:29:31.086 the community, you know who is in it.
NOTE Confidence: 0.88821415

00:29:31.090 --> 00:29:32.842 And when it comes to representation
NOTE Confidence: 0.88821415

00:29:32.842 --> 00:29:34.769 on a body like a community.
NOTE Confidence: 0.88821415

00:29:34.770 --> 00:29:36.295 The Navy Board who actually

NOTE Confidence: 0.88821415

00:29:36.295 --> 00:29:38.210 gets to sit on that body.

NOTE Confidence: 0.88821415

00:29:38.210 --> 00:29:40.212 And so that's what Bates was struggling

NOTE Confidence: 0.88821415

00:29:40.212 --> 00:29:42.169 with when he had to inform this,

NOTE Confidence: 0.88821415

00:29:42.170 --> 00:29:43.558 this Community Health Council.

NOTE Confidence: 0.88821415

00:29:43.558 --> 00:29:45.640 And what he ends up doing

NOTE Confidence: 0.944989317647059

00:29:45.711 --> 00:29:48.007 is he creates this really blunt tool.

NOTE Confidence: 0.944989317647059

00:29:48.010 --> 00:29:50.170 He's really exasperated over how to do this,

NOTE Confidence: 0.944989317647059

00:29:50.170 --> 00:29:52.828 but he creates this thing called

NOTE Confidence: 0.944989317647059

00:29:52.828 --> 00:29:54.600 a membership determining funnel.

NOTE Confidence: 0.944989317647059

00:29:54.600 --> 00:29:56.000 And it's basically a formula.

NOTE Confidence: 0.944989317647059

00:29:56.000 --> 00:29:58.400 It scores perspective Council

NOTE Confidence: 0.944989317647059

00:29:58.400 --> 00:30:00.800 members responses and interviews,

NOTE Confidence: 0.944989317647059

00:30:00.800 --> 00:30:02.480 and then he whittles them down

NOTE Confidence: 0.944989317647059

00:30:02.480 --> 00:30:04.160 by where they lived in watts,

NOTE Confidence: 0.944989317647059

00:30:04.160 --> 00:30:05.668 their age, their gender,

NOTE Confidence: 0.944989317647059

00:30:05.668 --> 00:30:07.932 how much education they had, etcetera.
NOTE Confidence: 0.944989317647059

00:30:07.932 --> 00:30:10.908 And he thought this was basically a crude
NOTE Confidence: 0.944989317647059

00:30:10.908 --> 00:30:13.578 but kind of ultimately necessary step
NOTE Confidence: 0.944989317647059

00:30:13.578 --> 00:30:16.352 towards creating an actual board that
NOTE Confidence: 0.944989317647059

00:30:16.352 --> 00:30:18.717 was at least somewhat representative.
NOTE Confidence: 0.944989317647059

00:30:18.720 --> 00:30:21.216 And I always take a look at this
NOTE Confidence: 0.944989317647059

00:30:21.216 --> 00:30:22.639 membership determining funnel thing,
NOTE Confidence: 0.944989317647059

00:30:22.640 --> 00:30:23.968 because it reminds me,
NOTE Confidence: 0.944989317647059

00:30:23.968 --> 00:30:26.583 actually of how hard it is to
NOTE Confidence: 0.944989317647059

00:30:26.583 --> 00:30:28.779 define and operationalize and
NOTE Confidence: 0.944989317647059

00:30:28.779 --> 00:30:30.975 implement something like community
NOTE Confidence: 0.944989317647059

00:30:30.975 --> 00:30:33.159 participation in real world practice.
NOTE Confidence: 0.944989317647059

00:30:33.160 --> 00:30:35.484 Here he was kind of trying to
NOTE Confidence: 0.944989317647059

00:30:35.484 --> 00:30:37.920 create as much variation and
NOTE Confidence: 0.944989317647059

00:30:37.920 --> 00:30:39.960 representativeness as possible.
NOTE Confidence: 0.944989317647059

00:30:39.960 --> 00:30:42.508 And to Bates and the center's credit.

NOTE Confidence: 0.944989317647059

00:30:42.510 --> 00:30:44.214 After these growing pains,

NOTE Confidence: 0.944989317647059

00:30:44.214 --> 00:30:46.770 this watts Health Center actually saw

NOTE Confidence: 0.944989317647059

00:30:46.843 --> 00:30:49.308 many decades of considerable success,

NOTE Confidence: 0.944989317647059

00:30:49.310 --> 00:30:52.556 and it also started to function

NOTE Confidence: 0.944989317647059

00:30:52.556 --> 00:30:54.720 eventually autonomously after USC

NOTE Confidence: 0.944989317647059

00:30:54.813 --> 00:30:57.442 phased itself out from the project,

NOTE Confidence: 0.944989317647059

00:30:57.442 --> 00:31:00.270 and it still exists today the center.

NOTE Confidence: 0.944989317647059

00:31:00.270 --> 00:31:02.237 I think one of the reasons for

NOTE Confidence: 0.944989317647059

00:31:02.237 --> 00:31:04.765 this was that there was this other

NOTE Confidence: 0.944989317647059

00:31:04.765 --> 00:31:06.780 fellow black physician named Rodney

NOTE Confidence: 0.944989317647059

00:31:06.780 --> 00:31:09.370 Powell who replaced some of those

NOTE Confidence: 0.944989317647059

00:31:09.370 --> 00:31:12.280 white USC physicians on the project.

NOTE Confidence: 0.944989317647059

00:31:12.280 --> 00:31:14.975 And he was somebody who I think

NOTE Confidence: 0.944989317647059

00:31:14.975 --> 00:31:16.681 really understood very sensitively

NOTE Confidence: 0.944989317647059

00:31:16.681 --> 00:31:19.036 the fraught dynamics and basically

NOTE Confidence: 0.944989317647059

00:31:19.036 --> 00:31:22.316 work to clarify how much power this
NOTE Confidence: 0.944989317647059

00:31:22.316 --> 00:31:24.642 Community council had and he basically
NOTE Confidence: 0.944989317647059

00:31:24.642 --> 00:31:27.397 proposed that it operate as a board of
NOTE Confidence: 0.944989317647059

00:31:27.397 --> 00:31:29.479 directors rather than get involved in
NOTE Confidence: 0.944989317647059

00:31:29.479 --> 00:31:32.389 every kind of little micro level decision.
NOTE Confidence: 0.944989317647059

00:31:32.390 --> 00:31:34.172 And I've always thought that Rodney
NOTE Confidence: 0.944989317647059

00:31:34.172 --> 00:31:35.942 Powell and that other fellow I
NOTE Confidence: 0.944989317647059

00:31:35.942 --> 00:31:37.508 was talking to about Jim Bates,
NOTE Confidence: 0.944989317647059

00:31:37.510 --> 00:31:39.854 they really exemplify too,
NOTE Confidence: 0.944989317647059

00:31:39.854 --> 00:31:42.784 just how important good interpersonal
NOTE Confidence: 0.944989317647059

00:31:42.784 --> 00:31:45.126 skills are when actually enacting
NOTE Confidence: 0.944989317647059

00:31:45.126 --> 00:31:47.486 something like community health or
NOTE Confidence: 0.944989317647059

00:31:47.486 --> 00:31:49.871 better relations between academic medical
NOTE Confidence: 0.944989317647059

00:31:49.871 --> 00:31:52.214 centers and projects like this one,
NOTE Confidence: 0.944989317647059

00:31:52.214 --> 00:31:54.350 and then the community at large.
NOTE Confidence: 0.944989317647059

00:31:54.350 --> 00:31:58.688 All right, my last case is about borders.

NOTE Confidence: 0.944989317647059

00:31:58.690 --> 00:32:00.934 So just imagine a black background

NOTE Confidence: 0.944989317647059

00:32:00.934 --> 00:32:03.090 and then it says borders.

NOTE Confidence: 0.944989317647059

00:32:03.090 --> 00:32:04.970 But I'll talk, you know,

NOTE Confidence: 0.944989317647059

00:32:04.970 --> 00:32:08.127 borders brings me to one of the

NOTE Confidence: 0.944989317647059

00:32:08.127 --> 00:32:10.488 less uplifting stories in my book.

NOTE Confidence: 0.944989317647059

00:32:10.490 --> 00:32:12.842 So I studied this area on the east

NOTE Confidence: 0.944989317647059

00:32:12.842 --> 00:32:16.010 side of Cleveland, which, like Watts,

NOTE Confidence: 0.944989317647059

00:32:16.010 --> 00:32:19.010 was also profoundly segregated and

NOTE Confidence: 0.944989317647059

00:32:19.010 --> 00:32:22.299 under resourced in the 1950s and 1960s.

NOTE Confidence: 0.944989317647059

00:32:22.300 --> 00:32:24.275 And I focused in particular

NOTE Confidence: 0.944989317647059

00:32:24.275 --> 00:32:25.855 on the Cleveland Clinic.

NOTE Confidence: 0.944989317647059

00:32:25.860 --> 00:32:28.900 So this is a map here that shows,

NOTE Confidence: 0.944989317647059

00:32:28.900 --> 00:32:29.247 yeah,

NOTE Confidence: 0.944989317647059

00:32:29.247 --> 00:32:31.676 the map here shows where the Cleveland

NOTE Confidence: 0.944989317647059

00:32:31.676 --> 00:32:34.210 Clinic is situated smack dab in the

NOTE Confidence: 0.944989317647059

00:32:34.210 --> 00:32:36.321 middle of this East Cleveland section.
NOTE Confidence: 0.944989317647059

00:32:36.321 --> 00:32:36.662 Now,
NOTE Confidence: 0.944989317647059

00:32:36.662 --> 00:32:39.823 I don't think I need to tell anybody here
NOTE Confidence: 0.944989317647059

00:32:39.823 --> 00:32:42.350 at a medical school that the Cleveland
NOTE Confidence: 0.944989317647059

00:32:42.350 --> 00:32:44.718 Clinic is not some quaint clinic.
NOTE Confidence: 0.944989317647059

00:32:44.720 --> 00:32:46.993 From the 1920s to the 1960s,
NOTE Confidence: 0.944989317647059

00:32:46.993 --> 00:32:48.725 the Cleveland Clinic developed
NOTE Confidence: 0.944989317647059

00:32:48.725 --> 00:32:51.469 into one of the most prestigious
NOTE Confidence: 0.944989317647059

00:32:51.469 --> 00:32:54.475 elite medical centers in the world.
NOTE Confidence: 0.944989317647059

00:32:54.480 --> 00:32:57.637 2/3 of its clientele came from outside
NOTE Confidence: 0.944989317647059

00:32:57.637 --> 00:33:00.878 the county where Cleveland was located.
NOTE Confidence: 0.944989317647059

00:33:00.880 --> 00:33:03.960 And yet it was a profound contradiction
NOTE Confidence: 0.944989317647059

00:33:03.960 --> 00:33:06.912 because it was located in this
NOTE Confidence: 0.944989317647059

00:33:06.912 --> 00:33:09.482 neighborhood whose residents had pretty
NOTE Confidence: 0.944989317647059

00:33:09.482 --> 00:33:12.798 much no access to any of its fruits
NOTE Confidence: 0.936899133333333

00:33:12.800 --> 00:33:15.908 and. To add insult to injury,

NOTE Confidence: 0.936899133333333

00:33:15.910 --> 00:33:17.974 not only did the Cleveland Clinic

NOTE Confidence: 0.936899133333333

00:33:17.974 --> 00:33:20.785 not do anything for its low income

NOTE Confidence: 0.936899133333333

00:33:20.785 --> 00:33:22.150 African American neighbors,

NOTE Confidence: 0.936899133333333

00:33:22.150 --> 00:33:23.626 it also constantly expanded.

NOTE Confidence: 0.936899133333333

00:33:23.626 --> 00:33:26.503 So these are two aerial shots that I

NOTE Confidence: 0.936899133333333

00:33:26.503 --> 00:33:28.596 wanted to show you of the expansion

NOTE Confidence: 0.936899133333333

00:33:28.596 --> 00:33:30.549 over just a couple of decades.

NOTE Confidence: 0.936899133333333

00:33:30.550 --> 00:33:32.384 So on the left is the 1930s

NOTE Confidence: 0.936899133333333

00:33:32.384 --> 00:33:34.870 and on the right is the 1950s.

NOTE Confidence: 0.936899133333333

00:33:34.870 --> 00:33:38.150 And you can see on the left in the 1930s.

NOTE Confidence: 0.936899133333333

00:33:38.150 --> 00:33:40.772 There are homes there and then

NOTE Confidence: 0.936899133333333

00:33:40.772 --> 00:33:43.789 those homes are gone on the right.

NOTE Confidence: 0.936899133333333

00:33:43.790 --> 00:33:46.230 Side note, little side note,

NOTE Confidence: 0.936899133333333

00:33:46.230 --> 00:33:48.210 the Cleveland Clinic would actually

NOTE Confidence: 0.936899133333333

00:33:48.210 --> 00:33:50.989 not let me publish these in my book.

NOTE Confidence: 0.936899133333333

00:33:50.990 --> 00:33:53.374 And so I encourage you to take pictures
NOTE Confidence: 0.9368991333333333

00:33:53.374 --> 00:33:55.586 of these and post them on Twitter,
NOTE Confidence: 0.9368991333333333

00:33:55.590 --> 00:33:57.910 Instagram, TikTok, Reddit, Pinterest,
NOTE Confidence: 0.9368991333333333

00:33:57.910 --> 00:34:02.390 and whatever else kids are using these days.
NOTE Confidence: 0.9368991333333333

00:34:02.390 --> 00:34:04.990 This here is a map that kind of,
NOTE Confidence: 0.9368991333333333

00:34:04.990 --> 00:34:06.705 you know, here, a little longer pose.
NOTE Confidence: 0.9368991333333333

00:34:06.710 --> 00:34:09.020 All right.
NOTE Confidence: 0.9368991333333333

00:34:09.020 --> 00:34:12.196 This here is a picture of a plan
NOTE Confidence: 0.9368991333333333

00:34:12.196 --> 00:34:15.218 for a 30 block expansion where the
NOTE Confidence: 0.9368991333333333

00:34:15.218 --> 00:34:17.348 Cleveland Clinic would have been
NOTE Confidence: 0.9368991333333333

00:34:17.348 --> 00:34:19.782 the driving force behind this kind
NOTE Confidence: 0.9368991333333333

00:34:19.782 --> 00:34:22.056 of new science and Medical Center.
NOTE Confidence: 0.9368991333333333

00:34:22.060 --> 00:34:24.140 But as in Los Angeles,
NOTE Confidence: 0.9368991333333333

00:34:24.140 --> 00:34:26.360 there was actually a riot in
NOTE Confidence: 0.9368991333333333

00:34:26.360 --> 00:34:27.690 Cleveland in 1966,
NOTE Confidence: 0.9368991333333333

00:34:27.690 --> 00:34:30.640 and that dramatically changed everything.

NOTE Confidence: 0.9368991333333333
00:34:30.640 --> 00:34:32.308 The Cleveland Clinic executives
NOTE Confidence: 0.9368991333333333
00:34:32.308 --> 00:34:34.393 actually really started to panic.
NOTE Confidence: 0.9368991333333333
00:34:34.400 --> 00:34:36.434 They worried that people would actually
NOTE Confidence: 0.9368991333333333
00:34:36.434 --> 00:34:38.559 come and torch the clinic next.
NOTE Confidence: 0.9368991333333333
00:34:38.560 --> 00:34:41.074 They actually thought about picking up
NOTE Confidence: 0.9368991333333333
00:34:41.074 --> 00:34:43.400 and just leaving Cleveland entirely.
NOTE Confidence: 0.9368991333333333
00:34:43.400 --> 00:34:45.185 They pondered over whether or
NOTE Confidence: 0.9368991333333333
00:34:45.185 --> 00:34:47.912 not they should set up their own
NOTE Confidence: 0.9368991333333333
00:34:47.912 --> 00:34:50.077 private paramilitary force in case
NOTE Confidence: 0.9368991333333333
00:34:50.077 --> 00:34:52.480 the National Guard was not enough.
NOTE Confidence: 0.9368991333333333
00:34:52.480 --> 00:34:53.653 And they wondered,
NOTE Confidence: 0.9368991333333333
00:34:53.653 --> 00:34:56.390 in their words whether they should start
NOTE Confidence: 0.9368991333333333
00:34:56.458 --> 00:34:59.110 training what they called squad leaders.
NOTE Confidence: 0.9368991333333333
00:34:59.110 --> 00:35:02.386 Who would be composed of men with
NOTE Confidence: 0.9368991333333333
00:35:02.386 --> 00:35:04.354 previous combat experience and whether
NOTE Confidence: 0.9368991333333333

00:35:04.354 --> 00:35:06.328 or not these men should be issued
NOTE Confidence: 0.9368991333333333

00:35:06.328 --> 00:35:08.308 what they called ultimate weapons,
NOTE Confidence: 0.9368991333333333

00:35:08.310 --> 00:35:10.710 which would be include firearms,
NOTE Confidence: 0.9368991333333333

00:35:10.710 --> 00:35:12.183 pistols and rifles.
NOTE Confidence: 0.9368991333333333

00:35:12.183 --> 00:35:15.620 For anyone who managed to enter a
NOTE Confidence: 0.9368991333333333

00:35:15.719 --> 00:35:18.566 clinic building this kind of fear,
NOTE Confidence: 0.9368991333333333

00:35:18.566 --> 00:35:20.386 the depth of this fear,
NOTE Confidence: 0.9368991333333333

00:35:20.390 --> 00:35:24.116 a very racialized, very racist fear.
NOTE Confidence: 0.9368991333333333

00:35:24.120 --> 00:35:26.625 I think really reflected widespread
NOTE Confidence: 0.9368991333333333

00:35:26.625 --> 00:35:28.128 acknowledgement about medical
NOTE Confidence: 0.9368991333333333

00:35:28.128 --> 00:35:30.360 exclusion in this neighborhood,
NOTE Confidence: 0.9368991333333333

00:35:30.360 --> 00:35:33.356 not just among those who were excluded,
NOTE Confidence: 0.9368991333333333

00:35:33.360 --> 00:35:36.600 but also among the excluders.
NOTE Confidence: 0.9368991333333333

00:35:36.600 --> 00:35:38.574 And it actually ended up forcing
NOTE Confidence: 0.9368991333333333

00:35:38.574 --> 00:35:40.800 the clinic to make a concession.
NOTE Confidence: 0.9368991333333333

00:35:40.800 --> 00:35:43.440 So what it did was it promised it

NOTE Confidence: 0.9368991333333333
00:35:43.440 --> 00:35:46.019 was going to build a primary care
NOTE Confidence: 0.9368991333333333
00:35:46.019 --> 00:35:48.940 clinic on this east side of Cleveland.
NOTE Confidence: 0.9368991333333333
00:35:48.940 --> 00:35:50.640 But the facility actually didn't
NOTE Confidence: 0.9368991333333333
00:35:50.640 --> 00:35:52.932 get finished until the mid 1970s,
NOTE Confidence: 0.9368991333333333
00:35:52.932 --> 00:35:55.300 almost a decade later.
NOTE Confidence: 0.9368991333333333
00:35:55.300 --> 00:35:56.362 And for me,
NOTE Confidence: 0.9368991333333333
00:35:56.362 --> 00:35:59.540 that clinic was always kind of 1/2 victory.
NOTE Confidence: 0.9368991333333333
00:35:59.540 --> 00:36:02.258 By the mid 1970s, a lot of the energy,
NOTE Confidence: 0.9368991333333333
00:36:02.260 --> 00:36:04.250 the political energy that had
NOTE Confidence: 0.9368991333333333
00:36:04.250 --> 00:36:06.739 been unleashed by the riot kind
NOTE Confidence: 0.9368991333333333
00:36:06.739 --> 00:36:08.017 of had disappeared.
NOTE Confidence: 0.9368991333333333
00:36:08.020 --> 00:36:09.712 And so the clinic was actually
NOTE Confidence: 0.9368991333333333
00:36:09.712 --> 00:36:11.698 back to its old tricks by the
NOTE Confidence: 0.9368991333333333
00:36:11.700 --> 00:36:15.200 1980s and once again expanding.
NOTE Confidence: 0.9368991333333333
00:36:15.200 --> 00:36:17.517 And when it came to actual resources,
NOTE Confidence: 0.9368991333333333

00:36:17.520 --> 00:36:19.200 the Cleveland Clinic really kicked
NOTE Confidence: 0.9368991333333333

00:36:19.200 --> 00:36:21.480 in a pretty modest sum of money.
NOTE Confidence: 0.9368991333333333

00:36:21.480 --> 00:36:24.584 It was about \$200,000 for two years,
NOTE Confidence: 0.9368991333333333

00:36:24.584 --> 00:36:26.960 but it was actually the county,
NOTE Confidence: 0.9368991333333333

00:36:26.960 --> 00:36:27.720 the government,
NOTE Confidence: 0.9368991333333333

00:36:27.720 --> 00:36:30.380 that ended up putting in most of
NOTE Confidence: 0.9368991333333333

00:36:30.380 --> 00:36:32.880 the work and the money for this.
NOTE Confidence: 0.9368991333333333

00:36:32.880 --> 00:36:33.526 You know,
NOTE Confidence: 0.9368991333333333

00:36:33.526 --> 00:36:35.141 often times when an academic
NOTE Confidence: 0.9368991333333333

00:36:35.141 --> 00:36:36.110 Medical Center is
NOTE Confidence: 0.9034413133333333

00:36:36.171 --> 00:36:38.475 put on the defensive in a heated moment,
NOTE Confidence: 0.9034413133333333

00:36:38.480 --> 00:36:41.976 it'll make all these kinds of lofty promises.
NOTE Confidence: 0.9034413133333333

00:36:41.980 --> 00:36:43.660 But then when the moment is over,
NOTE Confidence: 0.9034413133333333

00:36:43.660 --> 00:36:46.887 the commitments are often much more muted
NOTE Confidence: 0.9034413133333333

00:36:46.887 --> 00:36:50.380 and modest than what they initially were.
NOTE Confidence: 0.9034413133333333

00:36:50.380 --> 00:36:52.300 And so when you look at the picture

NOTE Confidence: 0.903441313333333

00:36:52.300 --> 00:36:54.156 of the clinic today, you know,

NOTE Confidence: 0.903441313333333

00:36:54.156 --> 00:36:55.884 it may have some more modest

NOTE Confidence: 0.903441313333333

00:36:55.884 --> 00:36:58.029 things that it does to reach out

NOTE Confidence: 0.903441313333333

00:36:58.029 --> 00:36:59.429 to its neighborhoods, neighbors.

NOTE Confidence: 0.903441313333333

00:36:59.429 --> 00:37:02.363 But the question I think still

NOTE Confidence: 0.903441313333333

00:37:02.363 --> 00:37:05.098 remains is this still an island

NOTE Confidence: 0.903441313333333

00:37:05.098 --> 00:37:07.856 in a sea of deprivation with a

NOTE Confidence: 0.903441313333333

00:37:07.948 --> 00:37:10.348 just a few nodes of contact?

NOTE Confidence: 0.903441313333333

00:37:10.350 --> 00:37:12.910 I think when many people think of

NOTE Confidence: 0.903441313333333

00:37:12.910 --> 00:37:15.510 an elite academic Medical Center

NOTE Confidence: 0.903441313333333

00:37:15.510 --> 00:37:17.590 with strained community ties,

NOTE Confidence: 0.903441313333333

00:37:17.590 --> 00:37:20.822 they tend to think of stuff like this

NOTE Confidence: 0.903441313333333

00:37:20.822 --> 00:37:23.611 stuff similar to what I've recounted

NOTE Confidence: 0.903441313333333

00:37:23.611 --> 00:37:25.986 here with the Cleveland Clinic.

NOTE Confidence: 0.903441313333333

00:37:25.990 --> 00:37:27.496 Let me close by reflecting in

NOTE Confidence: 0.903441313333333

00:37:27.496 --> 00:37:29.110 just my final couple of minutes,
NOTE Confidence: 0.9034413133333333

00:37:29.110 --> 00:37:31.132 and I'm really looking forward to
NOTE Confidence: 0.9034413133333333

00:37:31.132 --> 00:37:32.912 talking with everybody on just kind
NOTE Confidence: 0.9034413133333333

00:37:32.912 --> 00:37:35.070 of what do we take away from this?
NOTE Confidence: 0.9034413133333333

00:37:35.070 --> 00:37:36.194 Well, first,
NOTE Confidence: 0.9034413133333333

00:37:36.194 --> 00:37:39.566 the experiences that I've described today.
NOTE Confidence: 0.9034413133333333

00:37:39.570 --> 00:37:41.370 These kind of three cases,
NOTE Confidence: 0.9034413133333333

00:37:41.370 --> 00:37:44.530 I think at the very least they did
NOTE Confidence: 0.9034413133333333

00:37:44.530 --> 00:37:47.688 inaugurate very substantial zeitgeist change.
NOTE Confidence: 0.9034413133333333

00:37:47.690 --> 00:37:52.247 So today there exists, at least minimally,
NOTE Confidence: 0.9034413133333333

00:37:52.250 --> 00:37:54.590 some rhetorical commitment on the
NOTE Confidence: 0.9034413133333333

00:37:54.590 --> 00:37:56.930 part of academic medical centers.
NOTE Confidence: 0.9034413133333333

00:37:56.930 --> 00:37:59.130 To the residents around them,
NOTE Confidence: 0.9034413133333333

00:37:59.130 --> 00:38:01.620 though you know how much that
NOTE Confidence: 0.9034413133333333

00:38:01.620 --> 00:38:02.865 rhetoric actually moves.
NOTE Confidence: 0.9034413133333333

00:38:02.870 --> 00:38:05.162 Beyond public relations, genuflection,

NOTE Confidence: 0.903441313333333

00:38:05.162 --> 00:38:07.249 of course, varies a lot,

NOTE Confidence: 0.903441313333333

00:38:07.249 --> 00:38:09.127 and that's something I'm really interested

NOTE Confidence: 0.903441313333333

00:38:09.127 --> 00:38:11.146 in getting into in our discussion.

NOTE Confidence: 0.903441313333333

00:38:11.150 --> 00:38:13.628 Second, a lot of these programs,

NOTE Confidence: 0.903441313333333

00:38:13.630 --> 00:38:15.625 like the Community Health Center in Watts,

NOTE Confidence: 0.903441313333333

00:38:15.630 --> 00:38:16.990 which again still exists,

NOTE Confidence: 0.903441313333333

00:38:16.990 --> 00:38:19.510 and the ones here in New Haven,

NOTE Confidence: 0.903441313333333

00:38:19.510 --> 00:38:21.028 New Haven is a place with,

NOTE Confidence: 0.903441313333333

00:38:21.030 --> 00:38:21.804 you know,

NOTE Confidence: 0.903441313333333

00:38:21.804 --> 00:38:24.126 some really good community health centers.

NOTE Confidence: 0.903441313333333

00:38:24.130 --> 00:38:27.091 They were and are actually very serious

NOTE Confidence: 0.903441313333333

00:38:27.091 --> 00:38:29.850 sources of not just medical care,

NOTE Confidence: 0.903441313333333

00:38:29.850 --> 00:38:31.830 but also training and jobs for

NOTE Confidence: 0.903441313333333

00:38:31.830 --> 00:38:33.912 people who live around them by

NOTE Confidence: 0.903441313333333

00:38:33.912 --> 00:38:35.647 virtue of their very existence.

NOTE Confidence: 0.903441313333333

00:38:35.650 --> 00:38:37.768 And that's no small feat either.
NOTE Confidence: 0.9034413133333333

00:38:37.770 --> 00:38:40.782 They are part of a nationwide
NOTE Confidence: 0.9034413133333333

00:38:40.782 --> 00:38:42.790 investment in longterm infrastructural
NOTE Confidence: 0.9034413133333333

00:38:42.872 --> 00:38:45.200 improvement to alleviate stark
NOTE Confidence: 0.9034413133333333

00:38:45.200 --> 00:38:47.528 maldistribution in medical care.
NOTE Confidence: 0.9034413133333333

00:38:47.530 --> 00:38:49.930 I think we have to acknowledge
NOTE Confidence: 0.9034413133333333

00:38:49.930 --> 00:38:51.570 and celebrate that third.
NOTE Confidence: 0.9034413133333333

00:38:51.570 --> 00:38:54.650 I think an unresolved question is how
NOTE Confidence: 0.9034413133333333

00:38:54.650 --> 00:38:57.579 much academic medical centers ought to
NOTE Confidence: 0.9034413133333333

00:38:57.579 --> 00:39:00.537 be involved in these Community projects.
NOTE Confidence: 0.9034413133333333

00:39:00.540 --> 00:39:03.697 So there's a wide spectrum of involvement,
NOTE Confidence: 0.9034413133333333

00:39:03.700 --> 00:39:04.594 community projects,
NOTE Confidence: 0.9034413133333333

00:39:04.594 --> 00:39:07.276 health projects that have no academic
NOTE Confidence: 0.9034413133333333

00:39:07.276 --> 00:39:09.207 medical centers involved with them
NOTE Confidence: 0.9034413133333333

00:39:09.207 --> 00:39:11.151 and ones that are basically run
NOTE Confidence: 0.9034413133333333

00:39:11.151 --> 00:39:13.260 by the Academic Medical Center.

NOTE Confidence: 0.903441313333333

00:39:13.260 --> 00:39:17.047 And you know, I think instinctively because.

NOTE Confidence: 0.903441313333333

00:39:17.050 --> 00:39:19.682 People have heard and maybe seen things

NOTE Confidence: 0.903441313333333

00:39:19.682 --> 00:39:21.602 like the Cleveland Clinic's expansion

NOTE Confidence: 0.903441313333333

00:39:21.602 --> 00:39:24.122 in the in the mid 20th century.

NOTE Confidence: 0.903441313333333

00:39:24.130 --> 00:39:27.000 I think a lot of academic Medical

NOTE Confidence: 0.903441313333333

00:39:27.000 --> 00:39:29.380 Center involvement tends to

NOTE Confidence: 0.903441313333333

00:39:29.380 --> 00:39:31.165 elicit skepticism initially,

NOTE Confidence: 0.903441313333333

00:39:31.170 --> 00:39:32.606 understandably, and often rightfully.

NOTE Confidence: 0.903441313333333

00:39:32.606 --> 00:39:35.590 But I wonder if there's a way we can

NOTE Confidence: 0.903441313333333

00:39:35.590 --> 00:39:37.382 think about that a bit more rather

NOTE Confidence: 0.903441313333333

00:39:37.447 --> 00:39:39.327 than just dismissing it outright.

NOTE Confidence: 0.903441313333333

00:39:39.330 --> 00:39:40.458 And then fourth,

NOTE Confidence: 0.903441313333333

00:39:40.458 --> 00:39:43.090 I think it's worth probing what community

NOTE Confidence: 0.903441313333333

00:39:43.156 --> 00:39:45.746 participation should actually look like.

NOTE Confidence: 0.903441313333333

00:39:45.750 --> 00:39:46.930 This is a demand,

NOTE Confidence: 0.903441313333333

00:39:46.930 --> 00:39:48.110 both then and now,
NOTE Confidence: 0.9034413133333333

00:39:48.110 --> 00:39:48.916 that morally,
NOTE Confidence: 0.9034413133333333

00:39:48.916 --> 00:39:49.319 again,
NOTE Confidence: 0.9034413133333333

00:39:49.319 --> 00:39:52.140 is very intuitive and very easy to
NOTE Confidence: 0.9034413133333333

00:39:52.222 --> 00:39:53.030 get behind.
NOTE Confidence: 0.9034413133333333

00:39:53.030 --> 00:39:54.974 But actually enacting
NOTE Confidence: 0.9034413133333333

00:39:54.974 --> 00:39:56.270 community participation,
NOTE Confidence: 0.9034413133333333

00:39:56.270 --> 00:39:58.590 defining what a community is,
NOTE Confidence: 0.9519942333333333

00:39:58.590 --> 00:40:01.050 and actually acknowledging how much power
NOTE Confidence: 0.9519942333333333

00:40:01.050 --> 00:40:03.589 that community does or doesn't have,
NOTE Confidence: 0.9519942333333333

00:40:03.590 --> 00:40:06.686 those are much often harder questions
NOTE Confidence: 0.9519942333333333

00:40:06.686 --> 00:40:09.240 that are sometimes glossed over.
NOTE Confidence: 0.9519942333333333

00:40:09.240 --> 00:40:10.062 And then finally,
NOTE Confidence: 0.9519942333333333

00:40:10.062 --> 00:40:12.360 I think we have to take stock of
NOTE Confidence: 0.9519942333333333

00:40:12.360 --> 00:40:14.250 a very new landscape that's very
NOTE Confidence: 0.9519942333333333

00:40:14.250 --> 00:40:16.052 different from the 1960s and 1970s.

NOTE Confidence: 0.9519942333333333
00:40:16.052 --> 00:40:19.108 So as most of you in the room know on
NOTE Confidence: 0.9519942333333333
00:40:19.108 --> 00:40:21.432 a health being at a medical school,
NOTE Confidence: 0.9519942333333333
00:40:21.440 --> 00:40:22.544 Health Sciences campus,
NOTE Confidence: 0.9519942333333333
00:40:22.544 --> 00:40:24.752 we're seeing a lot of mergers,
NOTE Confidence: 0.9519942333333333
00:40:24.760 --> 00:40:27.272 acquisitions and consolidations in
NOTE Confidence: 0.9519942333333333
00:40:27.272 --> 00:40:29.156 the healthcare space.
NOTE Confidence: 0.9519942333333333
00:40:29.160 --> 00:40:31.473 These guys a couple years ago they tried to
NOTE Confidence: 0.9519942333333333
00:40:31.473 --> 00:40:33.560 do something together and they ultimately
NOTE Confidence: 0.9519942333333333
00:40:33.560 --> 00:40:36.000 pulled the plug on their initiative,
NOTE Confidence: 0.9519942333333333
00:40:36.000 --> 00:40:37.784 but two of them.
NOTE Confidence: 0.9519942333333333
00:40:37.784 --> 00:40:41.046 Amazon and JPMorgan are actually going in
NOTE Confidence: 0.9519942333333333
00:40:41.046 --> 00:40:44.034 alone with their own healthcare venture,
NOTE Confidence: 0.9519942333333333
00:40:44.040 --> 00:40:46.581 and it all makes the the local
NOTE Confidence: 0.9519942333333333
00:40:46.581 --> 00:40:48.150 community battles around academic
NOTE Confidence: 0.9519942333333333
00:40:48.150 --> 00:40:50.634 medical centers that I wrote about.
NOTE Confidence: 0.9519942333333333

00:40:50.640 --> 00:40:52.440 You know about one hospital here,
NOTE Confidence: 0.9519942333333333

00:40:52.440 --> 00:40:53.865 one controversy there,
NOTE Confidence: 0.9519942333333333

00:40:53.865 --> 00:40:56.240 one community Health Center there,
NOTE Confidence: 0.9519942333333333

00:40:56.240 --> 00:40:57.257 even one city.
NOTE Confidence: 0.9519942333333333

00:40:57.257 --> 00:40:59.630 It all kind of seems a little
NOTE Confidence: 0.9519942333333333

00:40:59.715 --> 00:41:02.217 quaint relative to the changes that
NOTE Confidence: 0.9519942333333333

00:41:02.217 --> 00:41:04.889 might be coming on the horizon.
NOTE Confidence: 0.9519942333333333

00:41:04.890 --> 00:41:06.965 Whatever we think of the
NOTE Confidence: 0.9519942333333333

00:41:06.965 --> 00:41:08.210 academic Medical Center,
NOTE Confidence: 0.9519942333333333

00:41:08.210 --> 00:41:10.415 we also may be heading towards a
NOTE Confidence: 0.9519942333333333

00:41:10.415 --> 00:41:12.218 world where the Academic Medical
NOTE Confidence: 0.9519942333333333

00:41:12.218 --> 00:41:14.582 Center is actually less central than
NOTE Confidence: 0.9519942333333333

00:41:14.582 --> 00:41:17.407 it has been in the past half century.
NOTE Confidence: 0.9519942333333333

00:41:17.410 --> 00:41:19.610 There are a lot of new actors in this space,
NOTE Confidence: 0.9519942333333333

00:41:19.610 --> 00:41:21.969 and it leaves a lot of questions.
NOTE Confidence: 0.9519942333333333

00:41:21.970 --> 00:41:24.170 And with that, I'm looking for this panel.

NOTE Confidence: 0.9519942333333333
00:41:24.170 --> 00:41:24.427 Ben,
NOTE Confidence: 0.9519942333333333
00:41:24.427 --> 00:41:26.483 should I just sit there and everyone else?
NOTE Confidence: 0.9519942333333333
00:41:26.490 --> 00:41:26.770 Yeah.
NOTE Confidence: 0.941930779166667
00:41:31.410 --> 00:41:32.952 Yeah, actually, I'll ask our three
NOTE Confidence: 0.941930779166667
00:41:32.952 --> 00:41:34.776 panelists to come up as well. Dr.
NOTE Confidence: 0.941930779166667
00:41:34.776 --> 00:41:36.606 Tucker, Dr. Silvestri and misspell
NOTE Confidence: 0.93019015
00:41:38.170 --> 00:41:38.650 come up as well.
NOTE Confidence: 0.93019015
00:41:41.530 --> 00:41:44.490 I'm gonna take down the Basil's picture
NOTE Confidence: 0.92683568
00:41:47.410 --> 00:41:48.088 to move on.
NOTE Confidence: 0.94025355
00:41:50.410 --> 00:41:52.790 So we only unfortunately have one microphone.
NOTE Confidence: 0.94025355
00:41:52.790 --> 00:41:55.450 I obviously have a microphone up here,
NOTE Confidence: 0.94025355
00:41:55.450 --> 00:41:57.543 so you guys will have to share
NOTE Confidence: 0.94025355
00:41:57.543 --> 00:41:59.379 the microphone in your comments.
NOTE Confidence: 0.94025355
00:41:59.380 --> 00:42:02.682 When we the plan will be to have each
NOTE Confidence: 0.94025355
00:42:02.682 --> 00:42:05.880 of our panelists have 5 to 8 minutes to
NOTE Confidence: 0.94025355

00:42:05.880 --> 00:42:07.978 discuss some I will prime with a question.

NOTE Confidence: 0.94025355

00:42:07.980 --> 00:42:10.703 And then you can also reflect on

NOTE Confidence: 0.94025355

00:42:10.703 --> 00:42:13.620 what you heard from Merlin already.

NOTE Confidence: 0.94025355

00:42:13.620 --> 00:42:15.156 And after each of the three of you

NOTE Confidence: 0.94025355

00:42:15.156 --> 00:42:16.259 will potentially have a discussion.

NOTE Confidence: 0.94025355

00:42:16.260 --> 00:42:18.520 And then really open it up to the

NOTE Confidence: 0.94025355

00:42:18.520 --> 00:42:21.283 group as well as to people on the chat

NOTE Confidence: 0.94025355

00:42:21.283 --> 00:42:24.710 if they send in questions as well.

NOTE Confidence: 0.94025355

00:42:24.710 --> 00:42:26.070 First, I really want to obviously,

NOTE Confidence: 0.94025355

00:42:26.070 --> 00:42:28.149 Marilyn, you mentioned that New Haven and

NOTE Confidence: 0.94025355

00:42:28.149 --> 00:42:30.559 the specifics of Yale New Haven are not

NOTE Confidence: 0.94025355

00:42:30.559 --> 00:42:32.230 something you are intimately aware of.

NOTE Confidence: 0.94025355

00:42:32.230 --> 00:42:33.415 But rest assured,

NOTE Confidence: 0.94025355

00:42:33.415 --> 00:42:36.180 many of the things that you discussed

NOTE Confidence: 0.94025355

00:42:36.256 --> 00:42:38.790 as sort of do sort of permeate the

NOTE Confidence: 0.94025355

00:42:38.790 --> 00:42:41.190 history of this of our community.

NOTE Confidence: 0.94025355

00:42:41.190 --> 00:42:44.605 We are a highly segregated community.

NOTE Confidence: 0.94025355

00:42:44.605 --> 00:42:47.605 We are a majority minority city in a

NOTE Confidence: 0.94025355

00:42:47.605 --> 00:42:50.139 larger county that is majority white.

NOTE Confidence: 0.94025355

00:42:50.140 --> 00:42:51.718 Yale Mchaven serves as the Health

NOTE Confidence: 0.94025355

00:42:51.718 --> 00:42:53.619 Center for for both those community,

NOTE Confidence: 0.94025355

00:42:53.620 --> 00:42:55.595 both New Haven specifically and

NOTE Confidence: 0.94025355

00:42:55.595 --> 00:42:58.595 all the the suburbs and and most

NOTE Confidence: 0.94025355

00:42:58.595 --> 00:43:00.017 of southern Connecticut.

NOTE Confidence: 0.94025355

00:43:00.020 --> 00:43:01.875 We are sort of a community also

NOTE Confidence: 0.94025355

00:43:01.875 --> 00:43:03.986 affected by urban renewal and the

NOTE Confidence: 0.94025355

00:43:03.986 --> 00:43:05.658 deindustrialization of the midcentury.

NOTE Confidence: 0.94025355

00:43:05.660 --> 00:43:07.364 And so we had many of the issues

NOTE Confidence: 0.94025355

00:43:07.364 --> 00:43:08.300 that were affected,

NOTE Confidence: 0.94025355

00:43:08.300 --> 00:43:11.540 Cleveland and Los Angeles as well.

NOTE Confidence: 0.94025355

00:43:11.540 --> 00:43:12.707 I don't know,

NOTE Confidence: 0.94025355

00:43:12.707 --> 00:43:14.263 I'm just really excited
NOTE Confidence: 0.94025355

00:43:14.263 --> 00:43:15.430 about this conversation.
NOTE Confidence: 0.94025355

00:43:15.430 --> 00:43:17.754 I do want to acknowledge that the
NOTE Confidence: 0.94025355

00:43:17.754 --> 00:43:20.326 only human does has an obligation to
NOTE Confidence: 0.94025355

00:43:20.326 --> 00:43:22.296 report their Community health benefit
NOTE Confidence: 0.94025355

00:43:22.296 --> 00:43:25.077 and they do have a a triaminal report
NOTE Confidence: 0.94025355

00:43:25.077 --> 00:43:26.889 that they generate every three years.
NOTE Confidence: 0.94025355

00:43:26.889 --> 00:43:29.318 And you can look it up online and sort
NOTE Confidence: 0.94025355

00:43:29.318 --> 00:43:31.052 of see how they they report themselves,
NOTE Confidence: 0.94025355

00:43:31.052 --> 00:43:32.148 what are they doing,
NOTE Confidence: 0.94025355

00:43:32.150 --> 00:43:35.104 what they are doing for the community.
NOTE Confidence: 0.94025355

00:43:35.110 --> 00:43:37.462 They also report to the IRS how much
NOTE Confidence: 0.94025355

00:43:37.462 --> 00:43:40.498 of a community benefit in in monetary.
NOTE Confidence: 0.94025355

00:43:40.500 --> 00:43:42.579 Sense how much they they give back to me.
NOTE Confidence: 0.94025355

00:43:42.580 --> 00:43:45.658 I think it's on the order of \$500 million,
NOTE Confidence: 0.94025355

00:43:45.660 --> 00:43:48.006 although almost 400 million of that

NOTE Confidence: 0.94025355

00:43:48.006 --> 00:43:49.872 is related to under compensated

NOTE Confidence: 0.94025355

00:43:49.872 --> 00:43:51.602 or uncompensated care that the

NOTE Confidence: 0.94025355

00:43:51.602 --> 00:43:52.294 hospital provides.

NOTE Confidence: 0.94025355

00:43:52.300 --> 00:43:54.295 So you can have a question about

NOTE Confidence: 0.94025355

00:43:54.295 --> 00:43:55.942 does that actually reflect the

NOTE Confidence: 0.94025355

00:43:55.942 --> 00:43:57.777 community benefit of the hospital.

NOTE Confidence: 0.94025355

00:43:57.780 --> 00:44:00.468 They're also the second largest employer

NOTE Confidence: 0.94025355

00:44:00.468 --> 00:44:03.499 in the city after the university.

NOTE Confidence: 0.94025355

00:44:03.500 --> 00:44:04.740 So with all those things,

NOTE Confidence: 0.94025355

00:44:04.740 --> 00:44:06.660 I do want to pivot to our discussion,

NOTE Confidence: 0.94025355

00:44:06.660 --> 00:44:10.392 I want to start with misspell as our.

NOTE Confidence: 0.94025355

00:44:10.392 --> 00:44:10.858 What's

NOTE Confidence: 0.9301902

00:44:13.700 --> 00:44:15.540 that? Oh, sorry for the camera.

NOTE Confidence: 0.9301902

00:44:15.540 --> 00:44:17.828 We got to get okay. We can reflect.

NOTE Confidence: 0.9301902

00:44:17.828 --> 00:44:19.540 We got mark in the picture now,

NOTE Confidence: 0.9301902

00:44:19.540 --> 00:44:21.900 so we can start.
NOTE Confidence: 0.9301902

00:44:21.900 --> 00:44:23.935 So although I do want to say that
NOTE Confidence: 0.9301902

00:44:23.935 --> 00:44:25.786 obviously I invited the three of you
NOTE Confidence: 0.9301902

00:44:25.786 --> 00:44:27.376 here because of your respective roles
NOTE Confidence: 0.9301902

00:44:27.429 --> 00:44:29.097 of Virginia role in the Community,
NOTE Confidence: 0.9301902

00:44:29.100 --> 00:44:31.116 Kathy, role in the hospital and mark
NOTE Confidence: 0.9301902

00:44:31.116 --> 00:44:32.724 your role the Community Health Center.
NOTE Confidence: 0.9301902

00:44:32.724 --> 00:44:34.890 But I want to acknowledge that all the three
NOTE Confidence: 0.9301902

00:44:34.890 --> 00:44:36.650 of you have many roles that you fulfill.
NOTE Confidence: 0.9301902

00:44:36.650 --> 00:44:38.316 And also that no person as Merlin
NOTE Confidence: 0.9301902

00:44:38.316 --> 00:44:40.770 mentioned can sort of speak for
NOTE Confidence: 0.9301902

00:44:40.770 --> 00:44:42.205 you know all the entity that all,
NOTE Confidence: 0.9301902

00:44:42.210 --> 00:44:44.366 the whole entity that they are representing.
NOTE Confidence: 0.9301902

00:44:44.370 --> 00:44:47.450 So with that caveat we will dive in.
NOTE Confidence: 0.9301902

00:44:47.450 --> 00:44:49.730 So I do want to start with Virginia.
NOTE Confidence: 0.9301902

00:44:49.730 --> 00:44:52.656 I generally want to hear your thoughts

NOTE Confidence: 0.9301902

00:44:52.656 --> 00:44:55.667 reflecting on what Merlin said and really.

NOTE Confidence: 0.9301902

00:44:55.670 --> 00:44:56.960 One question that always comes up

NOTE Confidence: 0.9301902

00:44:56.960 --> 00:44:58.787 sort of you are a New Haven resident,

NOTE Confidence: 0.9301902

00:44:58.790 --> 00:44:59.990 you live here in West River.

NOTE Confidence: 0.9301902

00:44:59.990 --> 00:45:01.170 I'm sure you have gotten

NOTE Confidence: 0.9301902

00:45:01.170 --> 00:45:02.350 healthcare here at Yelm Haven.

NOTE Confidence: 0.9301902

00:45:02.350 --> 00:45:04.261 I'm sure your neighbors and your family

NOTE Confidence: 0.9301902

00:45:04.261 --> 00:45:06.442 members have gotten healthcare at Yelm Haven.

NOTE Confidence: 0.9301902

00:45:06.442 --> 00:45:08.777 What is the perception of you and your

NOTE Confidence: 0.9301902

00:45:08.777 --> 00:45:10.730 neighbors of the care that they get

NOTE Confidence: 0.9301902

00:45:10.730 --> 00:45:12.947 or how responsive the hospital is?

NOTE Confidence: 0.9301902

00:45:12.950 --> 00:45:16.388 It's the needs of your community.

NOTE Confidence: 0.9301902

00:45:16.390 --> 00:45:18.550 I mean, we can, we can expand on that.

NOTE Confidence: 0.9301902

00:45:18.550 --> 00:45:19.142 But Virginia,

NOTE Confidence: 0.9301902

00:45:19.142 --> 00:45:20.030 if you could,

NOTE Confidence: 0.9301902

00:45:20.030 --> 00:45:22.710 at least 5 to 8 minutes to discuss that.
NOTE Confidence: 0.9301902

00:45:23.970 --> 00:45:24.770 So of course no
NOTE Confidence: 0.950317

00:45:24.770 --> 00:45:25.930 community is a monolith
NOTE Confidence: 0.936899133333334

00:45:28.090 --> 00:45:31.735 and I can't speak for all of the residents
NOTE Confidence: 0.936899133333334

00:45:31.735 --> 00:45:34.730 in New Haven or even in West River Dwight,
NOTE Confidence: 0.936899133333334

00:45:34.730 --> 00:45:36.734 which is one of 10 communities
NOTE Confidence: 0.936899133333334

00:45:36.734 --> 00:45:38.889 in the city of New Haven.
NOTE Confidence: 0.936899133333334

00:45:38.890 --> 00:45:43.050 I think we've, we've always had a very
NOTE Confidence: 0.936899133333334

00:45:43.050 --> 00:45:46.632 tenuous kind of relationship with with
NOTE Confidence: 0.936899133333334

00:45:46.632 --> 00:45:52.630 the hospital and I think at the greatest.
NOTE Confidence: 0.936899133333334

00:45:52.630 --> 00:45:54.110 From a high level,
NOTE Confidence: 0.936899133333334

00:45:54.110 --> 00:45:56.330 I would assume that most folks
NOTE Confidence: 0.936899133333334

00:45:56.410 --> 00:45:58.830 are happy with their healthcare.
NOTE Confidence: 0.936899133333334

00:45:58.830 --> 00:46:01.548 I don't think anybody is unhappy
NOTE Confidence: 0.936899133333334

00:46:01.548 --> 00:46:03.930 with the service provided by
NOTE Confidence: 0.936899133333334

00:46:03.930 --> 00:46:05.870 Yellow Haven Health systems.

NOTE Confidence: 0.936899133333334

00:46:05.870 --> 00:46:08.228 There's been some changes with St.

NOTE Confidence: 0.936899133333334

00:46:08.230 --> 00:46:09.688 Rachel's campus, which I know we'll

NOTE Confidence: 0.936899133333334

00:46:09.688 --> 00:46:11.470 we'll we'll talk a little bit about.

NOTE Confidence: 0.936899133333334

00:46:11.470 --> 00:46:14.030 But for the most part,

NOTE Confidence: 0.936899133333334

00:46:14.030 --> 00:46:16.361 good care is provided by the health

NOTE Confidence: 0.936899133333334

00:46:16.361 --> 00:46:18.999 system in New Haven and I think most.

NOTE Confidence: 0.936899133333334

00:46:19.000 --> 00:46:21.100 Residents in the city would agree that

NOTE Confidence: 0.936899133333334

00:46:21.100 --> 00:46:23.200 that that we we receive good healthcare.

NOTE Confidence: 0.950317

00:46:24.200 --> 00:46:26.181 What about how responsive the the hospital

NOTE Confidence: 0.950317

00:46:26.181 --> 00:46:28.191 is to other communities beyond the

NOTE Confidence: 0.950317

00:46:28.191 --> 00:46:30.393 individual care that the people receive?

NOTE Confidence: 0.787259348

00:46:34.080 --> 00:46:35.800 Well, you've really started something. So

NOTE Confidence: 0.9301902

00:46:38.160 --> 00:46:41.250 how residents in the city think

NOTE Confidence: 0.9301902

00:46:41.250 --> 00:46:44.004 about healthcare very broadly may

NOTE Confidence: 0.9301902

00:46:44.004 --> 00:46:47.490 be very different because you have.

NOTE Confidence: 0.9301902

00:46:47.490 --> 00:46:49.545 Communities that are significantly impacted

NOTE Confidence: 0.9301902

00:46:49.545 --> 00:46:52.130 by the change that happened with St.

NOTE Confidence: 0.9301902

00:46:52.130 --> 00:46:53.970 Ray fields, the change that's

NOTE Confidence: 0.9301902

00:46:53.970 --> 00:46:55.810 happened with you know removing

NOTE Confidence: 0.9301902

00:46:55.879 --> 00:46:57.979 the primary care service from the

NOTE Confidence: 0.9301902

00:46:57.979 --> 00:46:59.809 hospital and and sending it to.

NOTE Confidence: 0.940253528

00:47:03.410 --> 00:47:04.610 So my husband said 150.

NOTE Confidence: 0.940253528

00:47:04.610 --> 00:47:06.248 I was thinking about the healthcare center,

NOTE Confidence: 0.940253528

00:47:06.250 --> 00:47:08.005 so Cliff Cornell,

NOTE Confidence: 0.940253528

00:47:08.005 --> 00:47:10.930 Scott and and Fairhaven Clinic.

NOTE Confidence: 0.940253528

00:47:10.930 --> 00:47:14.525 So there there is definitely a

NOTE Confidence: 0.940253528

00:47:14.525 --> 00:47:16.910 strong feeling about whether or not.

NOTE Confidence: 0.940253528

00:47:16.910 --> 00:47:18.794 Community is represented when

NOTE Confidence: 0.940253528

00:47:18.794 --> 00:47:21.620 decisions like that are made about

NOTE Confidence: 0.940253528

00:47:21.698 --> 00:47:23.948 our healthcare and the greater

NOTE Confidence: 0.940253528

00:47:23.948 --> 00:47:26.190 impact that traveling to long

NOTE Confidence: 0.940253528

00:47:26.190 --> 00:47:28.660 north or traveling to a healthcare

NOTE Confidence: 0.940253528

00:47:28.660 --> 00:47:30.470 system outside of the hospital

NOTE Confidence: 0.940253528

00:47:30.470 --> 00:47:31.870 may have impacted families.

NOTE Confidence: 0.943431515789473

00:47:33.430 --> 00:47:34.966 Well, we can fill in some of the

NOTE Confidence: 0.943431515789473

00:47:34.966 --> 00:47:36.861 details for folks who don't know what

NOTE Confidence: 0.943431515789473

00:47:36.861 --> 00:47:38.029 specifically you're talking about,

NOTE Confidence: 0.943431515789473

00:47:38.030 --> 00:47:40.340 but you're referring to two things.

NOTE Confidence: 0.943431515789473

00:47:40.340 --> 00:47:42.964 #1, the Yamla Haven is now the only

NOTE Confidence: 0.943431515789473

00:47:42.964 --> 00:47:44.980 hospital in in our community where

NOTE Confidence: 0.943431515789473

00:47:44.980 --> 00:47:47.083 prior there were two hospitals, St.

NOTE Confidence: 0.943431515789473

00:47:47.083 --> 00:47:49.198 Rayfield's, the hospital Saint Rayfield's

NOTE Confidence: 0.943431515789473

00:47:49.198 --> 00:47:52.011 and and in Yamla Haven and now they

NOTE Confidence: 0.943431515789473

00:47:52.011 --> 00:47:53.433 are due to financial problems frankly

NOTE Confidence: 0.943431515789473

00:47:53.433 --> 00:47:55.057 at the hospital Saint Rayfield's.

NOTE Confidence: 0.943431515789473

00:47:55.060 --> 00:47:56.316 Yamla Haven purchased St.

NOTE Confidence: 0.943431515789473

00:47:56.316 --> 00:47:58.200 Rayfield's and so now there's only

NOTE Confidence: 0.943431515789473

00:47:58.255 --> 00:48:00.073 one hospital and two campuses and

NOTE Confidence: 0.943431515789473

00:48:00.073 --> 00:48:01.676 there we're still living through

NOTE Confidence: 0.943431515789473

00:48:01.676 --> 00:48:02.979 that legacy of that change.

NOTE Confidence: 0.943431515789473

00:48:02.979 --> 00:48:04.257 The second one is that when

NOTE Confidence: 0.943431515789473

00:48:04.257 --> 00:48:05.469 you don't even bought St.

NOTE Confidence: 0.943431515789473

00:48:05.470 --> 00:48:05.786 Rafael's,

NOTE Confidence: 0.943431515789473

00:48:05.786 --> 00:48:07.998 they moved some of the primary care

NOTE Confidence: 0.943431515789473

00:48:07.998 --> 00:48:09.972 services they provided there to a

NOTE Confidence: 0.943431515789473

00:48:09.972 --> 00:48:11.256 different location that instead

NOTE Confidence: 0.943431515789473

00:48:11.256 --> 00:48:13.268 of being in the community was

NOTE Confidence: 0.943431515789473

00:48:13.268 --> 00:48:14.903 arguably outside of the community.

NOTE Confidence: 0.943431515789473

00:48:14.910 --> 00:48:16.802 And that is something again and

NOTE Confidence: 0.943431515789473

00:48:16.802 --> 00:48:18.554 actually a good pivot to our

NOTE Confidence: 0.943431515789473

00:48:18.554 --> 00:48:19.742 representative from Cornell, Scott.

NOTE Confidence: 0.943431515789473

00:48:19.742 --> 00:48:21.614 Some of those primary care service

NOTE Confidence: 0.943431515789473
00:48:21.614 --> 00:48:23.510 previously offered by the hospital are
NOTE Confidence: 0.943431515789473
00:48:23.510 --> 00:48:25.624 now offered by the Community health centers.
NOTE Confidence: 0.943431515789473
00:48:25.630 --> 00:48:27.934 So with that we'll pivot to
NOTE Confidence: 0.943431515789473
00:48:27.934 --> 00:48:29.943 doctor Silvestri to Mark so.
NOTE Confidence: 0.943431515789473
00:48:29.943 --> 00:48:32.308 Cornell Scott is living the
NOTE Confidence: 0.943431515789473
00:48:32.308 --> 00:48:35.466 legacy of the OEO and then those
NOTE Confidence: 0.943431515789473
00:48:35.466 --> 00:48:37.998 innovations in the 60s and 70s.
NOTE Confidence: 0.943431515789473
00:48:38.000 --> 00:48:39.852 Still the the Community Health
NOTE Confidence: 0.943431515789473
00:48:39.852 --> 00:48:41.517 Center movement that started then
NOTE Confidence: 0.943431515789473
00:48:41.520 --> 00:48:43.228 and was funded as part of the
NOTE Confidence: 0.943431515789473
00:48:43.228 --> 00:48:44.967 Great Society is is is persisting
NOTE Confidence: 0.943431515789473
00:48:44.967 --> 00:48:46.239 now as Marilyn mentioned.
NOTE Confidence: 0.843586699130435
00:48:48.360 --> 00:48:50.079 So how how is I mean there are and
NOTE Confidence: 0.843586699130435
00:48:50.079 --> 00:48:52.001 that you I would love you to expand on
NOTE Confidence: 0.843586699130435
00:48:52.001 --> 00:48:53.807 what that means for Cornell. Scott.
NOTE Confidence: 0.843586699130435

00:48:53.807 --> 00:48:56.489 As far as their maximum feasible
NOTE Confidence: 0.843586699130435

00:48:56.489 --> 00:48:58.650 participation of the community,
NOTE Confidence: 0.843586699130435

00:48:58.650 --> 00:49:00.774 how Cornell Scott responds to community
NOTE Confidence: 0.843586699130435

00:49:00.774 --> 00:49:02.585 needs and also how they potentially fill
NOTE Confidence: 0.843586699130435

00:49:02.585 --> 00:49:04.860 in some of the gaps where potentially
NOTE Confidence: 0.843586699130435

00:49:04.860 --> 00:49:06.160 other healthcare systems aren't
NOTE Confidence: 0.843586699130435

00:49:06.160 --> 00:49:07.978 providing the care that the community
NOTE Confidence: 0.843586699130435

00:49:07.978 --> 00:49:09.609 needs and and can expand on that,
NOTE Confidence: 0.9321332125

00:49:11.010 --> 00:49:14.820 sure. Thanks Merlin for a very
NOTE Confidence: 0.9321332125

00:49:14.820 --> 00:49:17.410 engaging and entertaining also talk.
NOTE Confidence: 0.93836664875

00:49:20.930 --> 00:49:22.286 Sometimes I wish I had lectures
NOTE Confidence: 0.93836664875

00:49:22.286 --> 00:49:23.820 as engaging as you back when I
NOTE Confidence: 0.93836664875

00:49:23.820 --> 00:49:28.689 was in school, but I think so.
NOTE Confidence: 0.93836664875

00:49:28.690 --> 00:49:31.055 It's it's part of the nature and the DNA
NOTE Confidence: 0.93836664875

00:49:31.055 --> 00:49:32.525 of how federally qualified health centers,
NOTE Confidence: 0.93836664875

00:49:32.530 --> 00:49:34.430 or community health centers as

NOTE Confidence: 0.93836664875

00:49:34.430 --> 00:49:35.570 they're colloquially known,

NOTE Confidence: 0.93836664875

00:49:35.570 --> 00:49:38.828 were originally set up and established

NOTE Confidence: 0.93836664875

00:49:38.828 --> 00:49:43.961 and by law are governed that we are

NOTE Confidence: 0.93836664875

00:49:43.961 --> 00:49:46.547 kind of inextricably bound to our.

NOTE Confidence: 0.93836664875

00:49:46.550 --> 00:49:50.150 Community, our Board of directors is

NOTE Confidence: 0.93836664875

00:49:50.150 --> 00:49:53.550 comprised of at least 50% patients

NOTE Confidence: 0.93836664875

00:49:53.550 --> 00:49:55.688 and members of the Community

NOTE Confidence: 0.93836664875

00:49:55.688 --> 00:49:58.389 and that's by by federal law.

NOTE Confidence: 0.93836664875

00:49:58.389 --> 00:49:59.748 But you know,

NOTE Confidence: 0.93836664875

00:49:59.750 --> 00:50:02.497 I think it's probably even more

NOTE Confidence: 0.93836664875

00:50:02.497 --> 00:50:03.742 importantly been part of just

NOTE Confidence: 0.93836664875

00:50:03.742 --> 00:50:05.306 the DNA of who the organizations

NOTE Confidence: 0.93836664875

00:50:05.306 --> 00:50:06.830 are from the very beginning now.

NOTE Confidence: 0.93836664875

00:50:06.830 --> 00:50:08.909 I mean Cornell Scott Hill Health Center,

NOTE Confidence: 0.93836664875

00:50:08.910 --> 00:50:10.410 which was originally Hill Health

NOTE Confidence: 0.93836664875

00:50:10.410 --> 00:50:11.910 Center and then subsequently named
NOTE Confidence: 0.93836664875

00:50:11.956 --> 00:50:13.386 after our founder Cornell Scott,
NOTE Confidence: 0.93836664875

00:50:13.390 --> 00:50:15.670 the Cornell Scott Hill Health Center.
NOTE Confidence: 0.93836664875

00:50:15.670 --> 00:50:19.510 Was originally formed by a partnership
NOTE Confidence: 0.93836664875

00:50:19.510 --> 00:50:21.702 between members of the Hill
NOTE Confidence: 0.93836664875

00:50:21.702 --> 00:50:24.030 community and members of the school.
NOTE Confidence: 0.93836664875

00:50:24.030 --> 00:50:26.456 But the you know that that
NOTE Confidence: 0.93836664875

00:50:26.456 --> 00:50:29.430 it's we're independently,
NOTE Confidence: 0.93836664875

00:50:29.430 --> 00:50:30.550 we're an independent nonprofit
NOTE Confidence: 0.93836664875

00:50:30.550 --> 00:50:31.710 and apparently governed by that
NOTE Confidence: 0.93836664875

00:50:31.710 --> 00:50:33.550 board of Directors that remains
NOTE Confidence: 0.93836664875

00:50:33.550 --> 00:50:34.552 majority community members.
NOTE Confidence: 0.93836664875

00:50:34.552 --> 00:50:37.240 And so I think there are a number
NOTE Confidence: 0.93836664875

00:50:37.240 --> 00:50:39.228 of elements of what we do that
NOTE Confidence: 0.93836664875

00:50:39.228 --> 00:50:40.797 allow us to to remain plugged
NOTE Confidence: 0.93836664875

00:50:40.797 --> 00:50:42.680 in with the Community and to try

NOTE Confidence: 0.93836664875

00:50:42.743 --> 00:50:44.465 to be responsive to those needs.

NOTE Confidence: 0.93836664875

00:50:44.470 --> 00:50:46.550 And it it's tied into just the nature.

NOTE Confidence: 0.93836664875

00:50:46.550 --> 00:50:48.934 I think even of well it starts with

NOTE Confidence: 0.93836664875

00:50:48.934 --> 00:50:51.905 a I think that we have a community

NOTE Confidence: 0.93836664875

00:50:51.910 --> 00:50:54.066 outreach and marketing team and you know,

NOTE Confidence: 0.93836664875

00:50:54.070 --> 00:50:56.536 their job obviously is to let the

NOTE Confidence: 0.93836664875

00:50:56.536 --> 00:50:57.883 Community know about what we're

NOTE Confidence: 0.93836664875

00:50:57.883 --> 00:50:58.948 doing in the services available,

NOTE Confidence: 0.93836664875

00:50:58.950 --> 00:51:00.756 but it's also to get feedback from

NOTE Confidence: 0.93836664875

00:51:00.756 --> 00:51:02.429 the community and bring them to us.

NOTE Confidence: 0.93836664875

00:51:02.430 --> 00:51:04.494 So I mean they're doing obviously

NOTE Confidence: 0.93836664875

00:51:04.494 --> 00:51:05.870 marketing and outreach events,

NOTE Confidence: 0.93836664875

00:51:05.870 --> 00:51:07.600 but they're also doing mobile

NOTE Confidence: 0.93836664875

00:51:07.600 --> 00:51:08.642 vaccination or or health clinics.

NOTE Confidence: 0.93836664875

00:51:08.642 --> 00:51:10.320 And so all the time they're bringing

NOTE Confidence: 0.93836664875

00:51:10.320 --> 00:51:11.864 back feedback to us, you know.

NOTE Confidence: 0.93836664875

00:51:11.864 --> 00:51:13.760 For those of you know Carla Estelle Bragg,

NOTE Confidence: 0.93836664875

00:51:13.760 --> 00:51:14.699 our director mark,

NOTE Confidence: 0.93836664875

00:51:14.699 --> 00:51:16.890 they say it's taking four months to

NOTE Confidence: 0.93836664875

00:51:16.949 --> 00:51:18.917 get a new primary care appointment

NOTE Confidence: 0.93836664875

00:51:18.920 --> 00:51:19.586 that's too long.

NOTE Confidence: 0.93836664875

00:51:19.586 --> 00:51:20.918 What can we do about that,

NOTE Confidence: 0.93836664875

00:51:20.920 --> 00:51:23.521 you know and so we kind of get this

NOTE Confidence: 0.93836664875

00:51:23.521 --> 00:51:25.880 real time ongoing feedback that I

NOTE Confidence: 0.93836664875

00:51:25.880 --> 00:51:27.350 mean we want to be responsive to and

NOTE Confidence: 0.93836664875

00:51:27.350 --> 00:51:29.278 guys what we do then we have medical

NOTE Confidence: 0.93836664875

00:51:29.278 --> 00:51:30.838 services that are in the Community,

NOTE Confidence: 0.93836664875

00:51:30.840 --> 00:51:32.352 not just our mobile health events but

NOTE Confidence: 0.93836664875

00:51:32.352 --> 00:51:33.652 our school based health centers where

NOTE Confidence: 0.93836664875

00:51:33.652 --> 00:51:35.456 we're in you know over a dozen schools

NOTE Confidence: 0.93836664875

00:51:35.456 --> 00:51:36.800 we're interacting with principals,

NOTE Confidence: 0.93836664875
00:51:36.800 --> 00:51:38.220 with superintendents,
NOTE Confidence: 0.93836664875
00:51:38.220 --> 00:51:40.489 with parents and others there.
NOTE Confidence: 0.93836664875
00:51:40.489 --> 00:51:41.904 Our homeless healthcare team that's
NOTE Confidence: 0.93836664875
00:51:41.904 --> 00:51:45.270 in the shelters on the streets,
NOTE Confidence: 0.93836664875
00:51:45.270 --> 00:51:47.450 interacting with harm or dust
NOTE Confidence: 0.93836664875
00:51:47.450 --> 00:51:48.590 reduction task forces,
NOTE Confidence: 0.93836664875
00:51:48.590 --> 00:51:50.774 trying to be responsive to the
NOTE Confidence: 0.93836664875
00:51:50.774 --> 00:51:52.230 needs of particular communities.
NOTE Confidence: 0.93836664875
00:51:52.230 --> 00:51:54.520 So the I think there are a number
NOTE Confidence: 0.93836664875
00:51:54.520 --> 00:51:56.507 of ways that we try to obtain
NOTE Confidence: 0.93836664875
00:51:56.507 --> 00:51:57.892 information and make sure that
NOTE Confidence: 0.93836664875
00:51:57.892 --> 00:51:59.581 we know how the Community is
NOTE Confidence: 0.93836664875
00:51:59.581 --> 00:52:01.126 feeling so we can be responsive.
NOTE Confidence: 0.93836664875
00:52:01.126 --> 00:52:02.526 That's that's why we exist.
NOTE Confidence: 0.93836664875
00:52:02.526 --> 00:52:05.150 If we if we cease to do that,
NOTE Confidence: 0.93836664875

00:52:05.150 --> 00:52:06.630 we sort of lost,
NOTE Confidence: 0.933544666666667

00:52:07.390 --> 00:52:08.029 lost our way.
NOTE Confidence: 0.922201602777778

00:52:09.070 --> 00:52:10.582 So that to to push us a little
NOTE Confidence: 0.922201602777778

00:52:10.582 --> 00:52:12.068 bit on this relationship with
NOTE Confidence: 0.922201602777778

00:52:12.068 --> 00:52:13.823 the the Community Health Center,
NOTE Confidence: 0.922201602777778

00:52:13.830 --> 00:52:15.654 Cornell Scott and Yell New Haven is kind
NOTE Confidence: 0.922201602777778

00:52:15.654 --> 00:52:17.547 of like a triangle the the community,
NOTE Confidence: 0.922201602777778

00:52:17.550 --> 00:52:20.326 the hill Cornell Scott and then yell New
NOTE Confidence: 0.922201602777778

00:52:20.326 --> 00:52:22.670 Haven Hospital which is down the street.
NOTE Confidence: 0.922201602777778

00:52:22.670 --> 00:52:24.225 I'm sure that relationship between
NOTE Confidence: 0.922201602777778

00:52:24.225 --> 00:52:25.950 Cornell Scott and the hospital
NOTE Confidence: 0.922201602777778

00:52:25.950 --> 00:52:29.238 has evolved over the years.
NOTE Confidence: 0.922201602777778

00:52:29.240 --> 00:52:30.318 Can you speak to that a little?
NOTE Confidence: 0.922201602777778

00:52:30.320 --> 00:52:32.070 What are some of the tensions that
NOTE Confidence: 0.922201602777778

00:52:32.070 --> 00:52:34.016 you guys have when trying to both
NOTE Confidence: 0.922201602777778

00:52:34.016 --> 00:52:35.436 obviously serve the the same,

NOTE Confidence: 0.922201602777778

00:52:35.440 --> 00:52:36.421 the same community?

NOTE Confidence: 0.922201602777778

00:52:36.421 --> 00:52:38.710 What are ways that I can potentially

NOTE Confidence: 0.922201602777778

00:52:38.777 --> 00:52:40.840 improve that relationship going forward?

NOTE Confidence: 0.92423132

00:52:41.600 --> 00:52:43.035 Sure. And I know there are many

NOTE Confidence: 0.92423132

00:52:43.035 --> 00:52:44.330 in this room that have been

NOTE Confidence: 0.92423132

00:52:44.330 --> 00:52:45.800 here a lot longer than I have.

NOTE Confidence: 0.92423132

00:52:45.800 --> 00:52:49.000 I've lived in New Haven for 14 years,

NOTE Confidence: 0.92423132

00:52:49.000 --> 00:52:51.095 but I do I personally feel

NOTE Confidence: 0.92423132

00:52:51.095 --> 00:52:52.970 like I've seen an evolution

NOTE Confidence: 0.92423132

00:52:52.970 --> 00:52:54.640 even over even over that time.

NOTE Confidence: 0.92767435

00:52:56.320 --> 00:52:57.400 I would, I mean,

NOTE Confidence: 0.9402536

00:52:57.400 --> 00:52:59.938 I would say that. My impression,

NOTE Confidence: 0.9402536

00:52:59.940 --> 00:53:02.380 at least if you go back 15 years or so,

NOTE Confidence: 0.9402536

00:53:02.380 --> 00:53:04.580 was that it'd be the relationship

NOTE Confidence: 0.9402536

00:53:04.580 --> 00:53:06.980 was a little bit like 2 neighbors who

NOTE Confidence: 0.9402536

00:53:06.980 --> 00:53:08.498 live next to each other peaceably.
NOTE Confidence: 0.9402536

00:53:08.500 --> 00:53:10.299 Not, not a lot of hostility necessarily,
NOTE Confidence: 0.9402536

00:53:10.300 --> 00:53:11.348 but they don't necessarily
NOTE Confidence: 0.9402536

00:53:11.348 --> 00:53:12.658 interact or talk that much.
NOTE Confidence: 0.9402536

00:53:12.660 --> 00:53:14.784 I mean, you know,
NOTE Confidence: 0.9402536

00:53:14.784 --> 00:53:16.880 peaceable coexistence maybe or I
NOTE Confidence: 0.9402536

00:53:16.880 --> 00:53:18.660 think in in more recent years we've
NOTE Confidence: 0.950317

00:53:21.020 --> 00:53:24.168 developed, I think it was a much
NOTE Confidence: 0.950317

00:53:24.168 --> 00:53:26.036 more functional partnership where
NOTE Confidence: 0.950317

00:53:26.036 --> 00:53:28.020 both organizations are leveraging.
NOTE Confidence: 0.950317

00:53:28.020 --> 00:53:34.020 The the strengths and the strength of
NOTE Confidence: 0.950317

00:53:34.020 --> 00:53:36.557 one another and and appreciating you
NOTE Confidence: 0.950317

00:53:36.557 --> 00:53:37.790 know what we need to bring to the table
NOTE Confidence: 0.950317

00:53:37.828 --> 00:53:38.976 and can bring to the Community also.
NOTE Confidence: 0.950317

00:53:38.980 --> 00:53:42.272 So I think in that regard I mean
NOTE Confidence: 0.950317

00:53:42.272 --> 00:53:43.776 and there's there been a few changes

NOTE Confidence: 0.950317

00:53:43.780 --> 00:53:45.817 that I think have led to that.

NOTE Confidence: 0.950317

00:53:45.820 --> 00:53:48.016 There's been, there been a lot more kind of

NOTE Confidence: 0.941294776666667

00:53:51.340 --> 00:53:54.268 transfers of folks between the organizations.

NOTE Confidence: 0.941294776666667

00:53:54.270 --> 00:53:55.847 You know, people who've come from the

NOTE Confidence: 0.941294776666667

00:53:55.847 --> 00:53:57.149 hospital or medical school to Cornell

NOTE Confidence: 0.941294776666667

00:53:57.149 --> 00:54:00.154 Scott or vice versa are sharing

NOTE Confidence: 0.941294776666667

00:54:00.154 --> 00:54:01.664 of an electronic health record,

NOTE Confidence: 0.941294776666667

00:54:01.670 --> 00:54:03.927 which kind of runs everything of how we do.

NOTE Confidence: 0.941294776666667

00:54:03.927 --> 00:54:06.943 That leads to a lot more visibility and

NOTE Confidence: 0.941294776666667

00:54:06.943 --> 00:54:09.148 transparency between the organizations.

NOTE Confidence: 0.941294776666667

00:54:09.150 --> 00:54:11.486 And then this partnership,

NOTE Confidence: 0.941294776666667

00:54:11.486 --> 00:54:13.446 ultimately the Primary care consortium

NOTE Confidence: 0.941294776666667

00:54:13.446 --> 00:54:15.990 with us adopting the primary

NOTE Confidence: 0.941294776666667

00:54:15.990 --> 00:54:18.390 care clinics from the hospital,

NOTE Confidence: 0.941294776666667

00:54:18.390 --> 00:54:20.172 we're at a place now and we can go

NOTE Confidence: 0.941294776666667

00:54:20.172 --> 00:54:21.947 into more details where I really think
NOTE Confidence: 0.941294776666667

00:54:21.947 --> 00:54:24.230 that we are able to take advantage of.
NOTE Confidence: 0.941294776666667

00:54:24.230 --> 00:54:26.309 Some of the resources of the Academic
NOTE Confidence: 0.941294776666667

00:54:26.309 --> 00:54:28.324 Medical Center and they're able to
NOTE Confidence: 0.941294776666667

00:54:28.324 --> 00:54:29.950 recognize and appreciate and let
NOTE Confidence: 0.941294776666667

00:54:29.950 --> 00:54:31.750 us do kind of what we do best.
NOTE Confidence: 0.941294776666667

00:54:31.750 --> 00:54:34.670 So I think there's still opportunities
NOTE Confidence: 0.941294776666667

00:54:34.670 --> 00:54:38.208 for for for work and.
NOTE Confidence: 0.941294776666667

00:54:38.210 --> 00:54:39.130 And if you want me to go into
NOTE Confidence: 0.93773775

00:54:39.130 --> 00:54:40.684 those now, no, no I think we
NOTE Confidence: 0.93773775

00:54:40.684 --> 00:54:42.165 should give give a doctor Tucker
NOTE Confidence: 0.93773775

00:54:42.165 --> 00:54:44.118 Kathy some time to talk as well.
NOTE Confidence: 0.93773775

00:54:44.118 --> 00:54:46.570 But that thank you for those comments.
NOTE Confidence: 0.93773775

00:54:46.570 --> 00:54:48.131 So. So Kathy you have worked at
NOTE Confidence: 0.93773775

00:54:48.131 --> 00:54:49.705 Yale New Haven for a long time
NOTE Confidence: 0.93773775

00:54:49.705 --> 00:54:50.983 and actually lived in in the

NOTE Confidence: 0.93773775

00:54:51.039 --> 00:54:52.689 greater New Haven for even longer.

NOTE Confidence: 0.93773775

00:54:52.690 --> 00:54:54.167 So you said both as a role

NOTE Confidence: 0.93773775

00:54:54.167 --> 00:54:55.408 in the hospital and a role,

NOTE Confidence: 0.93773775

00:54:55.410 --> 00:54:58.290 an important role in the Community.

NOTE Confidence: 0.93773775

00:54:58.290 --> 00:55:00.732 From your perspective how has that

NOTE Confidence: 0.93773775

00:55:00.732 --> 00:55:02.784 relationship between Yale New Haven

NOTE Confidence: 0.93773775

00:55:02.784 --> 00:55:05.290 and the Greater New Haven area evolved?

NOTE Confidence: 0.93773775

00:55:05.290 --> 00:55:07.670 And also I'd love to sort of because I think.

NOTE Confidence: 0.93773775

00:55:07.670 --> 00:55:09.713 Sometimes we people have a closed

NOTE Confidence: 0.93773775

00:55:09.713 --> 00:55:11.134 minded view of sort of the pressures

NOTE Confidence: 0.93773775

00:55:11.134 --> 00:55:12.578 at the hospital feels and I'm sure

NOTE Confidence: 0.93773775

00:55:12.578 --> 00:55:14.255 that you can speak to some of the

NOTE Confidence: 0.93773775

00:55:14.255 --> 00:55:15.430 pressures that the hospital feels

NOTE Confidence: 0.93773775

00:55:15.430 --> 00:55:16.624 about like they maybe they would

NOTE Confidence: 0.93773775

00:55:16.624 --> 00:55:18.269 love to do all these great things,

NOTE Confidence: 0.93773775

00:55:18.270 --> 00:55:19.980 but they're both financial and other
NOTE Confidence: 0.93773775

00:55:19.980 --> 00:55:21.948 pressures that limit what what they can do.
NOTE Confidence: 0.93773775

00:55:21.950 --> 00:55:23.926 So I'd love to to expand on
NOTE Confidence: 0.93773775

00:55:23.926 --> 00:55:25.382 those type of things if you can.
NOTE Confidence: 0.92213948

00:55:25.470 --> 00:55:29.322 Yeah, yes, I am a 27 year
NOTE Confidence: 0.92213948

00:55:29.322 --> 00:55:30.706 employee of the hospital.
NOTE Confidence: 0.92213948

00:55:30.710 --> 00:55:31.704 So I've been here, I grew up,
NOTE Confidence: 0.92213948

00:55:31.710 --> 00:55:33.590 all my nursing career has
NOTE Confidence: 0.92213948

00:55:33.590 --> 00:55:35.470 been here at the hospital.
NOTE Confidence: 0.92213948

00:55:35.470 --> 00:55:37.350 And I've seen the tensions over the years.
NOTE Confidence: 0.92213948

00:55:37.350 --> 00:55:39.212 I've seen the fights and the battles
NOTE Confidence: 0.92213948

00:55:39.212 --> 00:55:40.963 over the years between the community
NOTE Confidence: 0.92213948

00:55:40.963 --> 00:55:42.751 and the hospital and have learned
NOTE Confidence: 0.92213948

00:55:42.751 --> 00:55:44.434 a little bit about, you know,
NOTE Confidence: 0.92213948

00:55:44.434 --> 00:55:46.750 what it feels like to be on both sides of,
NOTE Confidence: 0.92213948

00:55:46.750 --> 00:55:49.830 you know, of that experience.

NOTE Confidence: 0.92213948

00:55:49.830 --> 00:55:51.614 I do happen to know because we're the

NOTE Confidence: 0.92213948

00:55:51.614 --> 00:55:53.388 ones that are charged with fixing it.

NOTE Confidence: 0.92213948

00:55:53.390 --> 00:55:55.560 You know, when when things go go

NOTE Confidence: 0.92213948

00:55:55.560 --> 00:55:57.829 wrong or they're not going very well,

NOTE Confidence: 0.92213948

00:55:57.830 --> 00:56:01.106 you know, so that it lands in our laps.

NOTE Confidence: 0.92213948

00:56:01.110 --> 00:56:02.722 But it's a real important thing

NOTE Confidence: 0.92213948

00:56:02.722 --> 00:56:04.930 to know that I think that the.

NOTE Confidence: 0.92213948

00:56:04.930 --> 00:56:06.505 The message really from the

NOTE Confidence: 0.92213948

00:56:06.505 --> 00:56:08.143 hospitals that they hear us,

NOTE Confidence: 0.92213948

00:56:08.143 --> 00:56:11.290 but it's a hospital first and a lot

NOTE Confidence: 0.92213948

00:56:11.290 --> 00:56:13.956 of times their position seems to

NOTE Confidence: 0.92213948

00:56:13.956 --> 00:56:16.036 not necessarily connect with the

NOTE Confidence: 0.92213948

00:56:16.036 --> 00:56:17.848 messages that are going on outside,

NOTE Confidence: 0.92213948

00:56:17.850 --> 00:56:19.803 but there's real work going on on the inside.

NOTE Confidence: 0.92213948

00:56:19.810 --> 00:56:21.050 And I know that personally

NOTE Confidence: 0.92213948

00:56:21.050 --> 00:56:22.356 because we've all been, you know,
NOTE Confidence: 0.92213948

00:56:22.356 --> 00:56:23.540 the people that kind of are
NOTE Confidence: 0.92213948

00:56:23.540 --> 00:56:24.965 trying to do the work.
NOTE Confidence: 0.92213948

00:56:24.970 --> 00:56:27.393 And I can just kind of Fast forward
NOTE Confidence: 0.92213948

00:56:27.393 --> 00:56:29.749 to now to say this is what I can tell
NOTE Confidence: 0.92213948

00:56:29.749 --> 00:56:31.793 you is happening now in the hospital.
NOTE Confidence: 0.92213948

00:56:31.800 --> 00:56:33.366 There has been the establishment of
NOTE Confidence: 0.92213948

00:56:33.366 --> 00:56:35.638 what is now the office of HealthEquity,
NOTE Confidence: 0.92213948

00:56:35.640 --> 00:56:35.857 right?
NOTE Confidence: 0.92213948

00:56:35.857 --> 00:56:37.593 Just based on all of the things that
NOTE Confidence: 0.92213948

00:56:37.593 --> 00:56:39.277 we know about health disparities and
NOTE Confidence: 0.92213948

00:56:39.277 --> 00:56:41.179 what we're showing up like in the
NOTE Confidence: 0.92213948

00:56:41.179 --> 00:56:42.698 Community or not showing up like in
NOTE Confidence: 0.92213948

00:56:42.698 --> 00:56:45.120 the Community and what we should do about it.
NOTE Confidence: 0.92213948

00:56:45.120 --> 00:56:47.185 There's a real effort to try to
NOTE Confidence: 0.92213948

00:56:47.185 --> 00:56:49.296 shift the culture of the organization

NOTE Confidence: 0.92213948

00:56:49.296 --> 00:56:51.612 internally and really just focus on

NOTE Confidence: 0.92213948

00:56:51.612 --> 00:56:53.626 teaching the employees in the hospital

NOTE Confidence: 0.92213948

00:56:53.626 --> 00:56:55.548 what they can do about addressing

NOTE Confidence: 0.92213948

00:56:55.548 --> 00:56:57.636 the social needs of the Community,

NOTE Confidence: 0.92213948

00:56:57.640 --> 00:56:58.844 social determinants of health.

NOTE Confidence: 0.92213948

00:56:58.844 --> 00:57:00.349 And things of that nature.

NOTE Confidence: 0.92213948

00:57:00.350 --> 00:57:02.384 So there's a lot of work going on there.

NOTE Confidence: 0.92213948

00:57:02.390 --> 00:57:03.990 There's been the establishment

NOTE Confidence: 0.92213948

00:57:03.990 --> 00:57:05.590 of relationships with community

NOTE Confidence: 0.92213948

00:57:05.590 --> 00:57:06.390 based organizations.

NOTE Confidence: 0.92213948

00:57:06.390 --> 00:57:08.385 So now we're asking patients about their

NOTE Confidence: 0.92213948

00:57:08.385 --> 00:57:09.928 financial needs and their transportation

NOTE Confidence: 0.92213948

00:57:09.928 --> 00:57:12.147 needs and their housing needs and such.

NOTE Confidence: 0.92213948

00:57:12.150 --> 00:57:14.214 There's an actual a mechanism that we can

NOTE Confidence: 0.92213948

00:57:14.214 --> 00:57:16.470 now use to connect people into the care.

NOTE Confidence: 0.92213948

00:57:16.470 --> 00:57:18.670 So it was one thing to ask the question and

NOTE Confidence: 0.92213948

00:57:18.727 --> 00:57:20.824 then not be able to do anything about it,

NOTE Confidence: 0.92213948

00:57:20.830 --> 00:57:22.747 but there's been a lot of effort on the

NOTE Confidence: 0.92213948

00:57:22.747 --> 00:57:24.469 part of the organization to really,

NOTE Confidence: 0.92213948

00:57:24.470 --> 00:57:26.300 you know, build those bridges.

NOTE Confidence: 0.92213948

00:57:26.300 --> 00:57:26.900 And then,

NOTE Confidence: 0.92213948

00:57:26.900 --> 00:57:27.500 you know,

NOTE Confidence: 0.92213948

00:57:27.500 --> 00:57:29.760 give US resources to kind of connect

NOTE Confidence: 0.92213948

00:57:29.760 --> 00:57:32.106 people into those resources to really

NOTE Confidence: 0.92213948

00:57:32.106 --> 00:57:34.229 help some of the other work is around

NOTE Confidence: 0.92213948

00:57:34.229 --> 00:57:35.819 the Community health needs assessment.

NOTE Confidence: 0.92213948

00:57:35.820 --> 00:57:36.940 And it was really interesting for

NOTE Confidence: 0.92213948

00:57:36.940 --> 00:57:38.900 me to hear part of the discussion

NOTE Confidence: 0.92213948

00:57:38.900 --> 00:57:40.340 talking about what is community,

NOTE Confidence: 0.92213948

00:57:40.340 --> 00:57:41.936 because that's been the age-old question.

NOTE Confidence: 0.92213948

00:57:41.940 --> 00:57:42.780 What is community?

NOTE Confidence: 0.92213948

00:57:42.780 --> 00:57:44.044 What does that look like?

NOTE Confidence: 0.92213948

00:57:44.044 --> 00:57:45.900 Who is the community and

NOTE Confidence: 0.92213948

00:57:45.900 --> 00:57:47.686 what we decided to do.

NOTE Confidence: 0.92213948

00:57:47.686 --> 00:57:49.442 And I do a lot of work as the

NOTE Confidence: 0.92213948

00:57:49.442 --> 00:57:50.698 liaison to Doctor Church.

NOTE Confidence: 0.92213948

00:57:50.700 --> 00:57:51.068 Well,

NOTE Confidence: 0.92213948

00:57:51.068 --> 00:57:53.276 now this is a recent appointment.

NOTE Confidence: 0.896603016666667

00:57:53.280 --> 00:57:55.026 But the work with the office

NOTE Confidence: 0.896603016666667

00:57:55.026 --> 00:57:56.468 of HealthEquity was really to

NOTE Confidence: 0.896603016666667

00:57:56.468 --> 00:57:57.994 kind of like to find out what,

NOTE Confidence: 0.896603016666667

00:57:58.000 --> 00:57:59.864 what do we mean by community and to

NOTE Confidence: 0.896603016666667

00:57:59.864 --> 00:58:01.948 do some work trying to kind of unpack

NOTE Confidence: 0.896603016666667

00:58:01.948 --> 00:58:03.741 the results of the Community health

NOTE Confidence: 0.896603016666667

00:58:03.741 --> 00:58:05.476 needs assessment and then reimagine

NOTE Confidence: 0.896603016666667

00:58:05.476 --> 00:58:08.000 what it can look like going forward.

NOTE Confidence: 0.896603016666667

00:58:08.000 --> 00:58:10.914 So a lot of what, you know,
NOTE Confidence: 0.896603016666667

00:58:10.914 --> 00:58:14.199 we did this past cycle was to really
NOTE Confidence: 0.896603016666667

00:58:14.200 --> 00:58:16.804 kind of like lean into the employees
NOTE Confidence: 0.896603016666667

00:58:16.804 --> 00:58:19.290 of the hospital who are residents.
NOTE Confidence: 0.896603016666667

00:58:19.290 --> 00:58:22.088 Of the community and use those folks
NOTE Confidence: 0.896603016666667

00:58:22.090 --> 00:58:24.136 and their opinion and their feedback
NOTE Confidence: 0.896603016666667

00:58:24.136 --> 00:58:26.569 about what could be done as a hospital
NOTE Confidence: 0.896603016666667

00:58:26.569 --> 00:58:28.087 better for them in the community.
NOTE Confidence: 0.896603016666667

00:58:28.090 --> 00:58:31.076 So that's kind of where we started, you know,
NOTE Confidence: 0.896603016666667

00:58:31.076 --> 00:58:32.567 trying to make some shifts and we're,
NOTE Confidence: 0.896603016666667

00:58:32.570 --> 00:58:33.491 you know, again,
NOTE Confidence: 0.896603016666667

00:58:33.491 --> 00:58:35.640 doing a lot of work going forward
NOTE Confidence: 0.896603016666667

00:58:35.703 --> 00:58:37.720 about the next cycle of the
NOTE Confidence: 0.896603016666667

00:58:37.720 --> 00:58:39.088 community health needs assessment.
NOTE Confidence: 0.896603016666667

00:58:39.090 --> 00:58:39.290 So
NOTE Confidence: 0.825025236153846

00:58:39.290 --> 00:58:40.438 yeah, that's why I have a I

NOTE Confidence: 0.825025236153846
00:58:40.438 --> 00:58:41.688 could ask a lot of questions,
NOTE Confidence: 0.825025236153846
00:58:41.690 --> 00:58:43.496 but I do want to let.
NOTE Confidence: 0.825025236153846
00:58:43.500 --> 00:58:45.036 Merlin sort of respond or interject
NOTE Confidence: 0.825025236153846
00:58:45.036 --> 00:58:46.611 on what he's heard and then
NOTE Confidence: 0.825025236153846
00:58:46.611 --> 00:58:48.093 after that maybe we if anyone
NOTE Confidence: 0.825025236153846
00:58:48.093 --> 00:58:49.281 has something they'd like to
NOTE Confidence: 0.825025236153846
00:58:49.281 --> 00:58:50.779 respond or we could open it up
NOTE Confidence: 0.825025236153846
00:58:50.780 --> 00:58:52.376 to the group after after Merlin
NOTE Confidence: 0.904609791111111
00:58:53.820 --> 00:58:57.268 no I've basically been just digest Oh yeah
NOTE Confidence: 0.904609791111111
00:58:57.268 --> 00:59:00.900 sorry yeah yeah they gave me my own yeah
NOTE Confidence: 0.918745038181818
00:59:03.540 --> 00:59:06.417 no, I've basically been kind of just
NOTE Confidence: 0.918745038181818
00:59:06.417 --> 00:59:10.230 digesting and and thinking but.
NOTE Confidence: 0.918745038181818
00:59:10.230 --> 00:59:11.517 Some, some takeaways.
NOTE Confidence: 0.918745038181818
00:59:11.517 --> 00:59:15.030 One is I'm very interested in hearing about.
NOTE Confidence: 0.918745038181818
00:59:15.030 --> 00:59:17.270 I mean often times like for me as
NOTE Confidence: 0.918745038181818

00:59:17.270 --> 00:59:19.213 somebody who I don't call myself
NOTE Confidence: 0.918745038181818

00:59:19.213 --> 00:59:21.187 a community based research at all,
NOTE Confidence: 0.918745038181818

00:59:21.190 --> 00:59:23.602 I'm not I I I look at paper all
NOTE Confidence: 0.918745038181818

00:59:23.602 --> 00:59:25.663 day and usually paper written
NOTE Confidence: 0.918745038181818

00:59:25.663 --> 00:59:27.992 by people who are deceased.
NOTE Confidence: 0.918745038181818

00:59:27.992 --> 00:59:31.639 So I for me community always has
NOTE Confidence: 0.918745038181818

00:59:31.639 --> 00:59:33.902 kind of an abstraction to it.
NOTE Confidence: 0.918745038181818

00:59:33.902 --> 00:59:36.050 And so it's been fascinating to
NOTE Confidence: 0.918745038181818

00:59:36.120 --> 00:59:37.560 hear from all three of you how
NOTE Confidence: 0.918745038181818

00:59:37.560 --> 00:59:38.918 you have enacted it.
NOTE Confidence: 0.918745038181818

00:59:38.918 --> 00:59:40.650 On the ground in some
NOTE Confidence: 0.849210332

00:59:40.650 --> 00:59:42.490 ways, in what actual mechanisms
NOTE Confidence: 0.941930833333333

00:59:42.930 --> 00:59:45.006 you have used to actually turn
NOTE Confidence: 0.9352219

00:59:47.810 --> 00:59:51.970 a moral kind of demand for community
NOTE Confidence: 0.9352219

00:59:51.970 --> 00:59:55.684 participation and avoidance of.
NOTE Confidence: 0.9352219

00:59:55.684 --> 00:59:58.169 Insular administrative decisions that have

NOTE Confidence: 0.9352219

00:59:58.169 --> 01:00:00.689 huge consequences for people's lives.

NOTE Confidence: 0.9352219

01:00:00.690 --> 01:00:03.246 How you've actually sought to thought

NOTE Confidence: 0.9352219

01:00:03.246 --> 01:00:05.754 to do that, I think there is kind of

NOTE Confidence: 0.9352219

01:00:05.754 --> 01:00:07.648 a foot to the pedal aspect to it.

NOTE Confidence: 0.9352219

01:00:07.650 --> 01:00:09.834 At some point you have to stop debating

NOTE Confidence: 0.9352219

01:00:09.834 --> 01:00:11.630 what community is and who is really

NOTE Confidence: 0.9352219

01:00:11.630 --> 01:00:13.230 the community and just try things.

NOTE Confidence: 0.9352219

01:00:13.230 --> 01:00:16.114 And I'd be interested to know more

NOTE Confidence: 0.9352219

01:00:16.114 --> 01:00:18.471 about what those mechanisms of

NOTE Confidence: 0.9352219

01:00:18.471 --> 01:00:21.510 community are like for example, Mark,

NOTE Confidence: 0.9352219

01:00:21.510 --> 01:00:24.510 how do you choose the 50% of the people

NOTE Confidence: 0.9352219

01:00:24.510 --> 01:00:26.667 who are on the board and that sort of thing,

NOTE Confidence: 0.9352219

01:00:26.670 --> 01:00:28.404 what kind of what kinds of

NOTE Confidence: 0.9352219

01:00:28.404 --> 01:00:30.149 frictions is that that bring up?

NOTE Confidence: 0.9352219

01:00:30.150 --> 01:00:32.628 But I'm fascinating to hear about that.

NOTE Confidence: 0.9352219

01:00:32.630 --> 01:00:34.598 The second thing I'd like to
NOTE Confidence: 0.9352219

01:00:34.598 --> 01:00:36.909 ask all of you actually is,
NOTE Confidence: 0.9352219

01:00:36.910 --> 01:00:38.668 I'm sure everybody in this room
NOTE Confidence: 0.9352219

01:00:38.668 --> 01:00:40.240 and everyone at this panel.
NOTE Confidence: 0.9352219

01:00:40.240 --> 01:00:43.645 Has felt the impact that 2020
NOTE Confidence: 0.9352219

01:00:43.645 --> 01:00:47.275 has had on the healthcare space,
NOTE Confidence: 0.9352219

01:00:47.280 --> 01:00:49.920 not just around issues of racism
NOTE Confidence: 0.9352219

01:00:49.920 --> 01:00:52.587 but I think larger issues about
NOTE Confidence: 0.9352219

01:00:52.587 --> 01:00:54.832 the distribution of resources and
NOTE Confidence: 0.9352219

01:00:54.832 --> 01:00:57.440 fairness and how we do public health.
NOTE Confidence: 0.9352219

01:00:57.440 --> 01:01:00.510 One of the things that I felt
NOTE Confidence: 0.9352219

01:01:00.510 --> 01:01:04.080 often is in the healthcare space.
NOTE Confidence: 0.9352219

01:01:04.080 --> 01:01:06.276 You know if you're the diagram
NOTE Confidence: 0.9352219

01:01:06.276 --> 01:01:07.740 like kind of the.
NOTE Confidence: 0.9352219

01:01:07.740 --> 01:01:10.740 The responsiveness of of big
NOTE Confidence: 0.9352219

01:01:10.740 --> 01:01:13.740 institutions in particular to disruption

NOTE Confidence: 0.9352219

01:01:13.829 --> 01:01:16.699 to social dislocations like that,

NOTE Confidence: 0.9352219

01:01:16.700 --> 01:01:19.080 it's like a big spike for a few years and

NOTE Confidence: 0.9352219

01:01:19.140 --> 01:01:21.580 then you get back into the doldrum period.

NOTE Confidence: 0.9352219

01:01:21.580 --> 01:01:22.740 And so I wondered,

NOTE Confidence: 0.9352219

01:01:22.740 --> 01:01:25.619 as people have been in this game a long time,

NOTE Confidence: 0.9352219

01:01:25.620 --> 01:01:27.726 how do you keep up that?

NOTE Confidence: 0.9352219

01:01:27.730 --> 01:01:30.418 Those that pressure and that interest when

NOTE Confidence: 0.9352219

01:01:30.418 --> 01:01:33.293 the when the broader public interest has

NOTE Confidence: 0.9352219

01:01:33.293 --> 01:01:36.330 receded after you know the 2020 moment.

NOTE Confidence: 0.9352219

01:01:36.330 --> 01:01:39.066 But my guess is that the office of

NOTE Confidence: 0.9352219

01:01:39.066 --> 01:01:41.301 HealthEquity that you mentioned is a

NOTE Confidence: 0.9352219

01:01:41.301 --> 01:01:43.146 direct consequence of 2020 because

NOTE Confidence: 0.9352219

01:01:43.146 --> 01:01:44.768 we got a new one too.

NOTE Confidence: 0.9352219

01:01:44.770 --> 01:01:46.970 And the question is you know is this

NOTE Confidence: 0.9352219

01:01:46.970 --> 01:01:49.774 going to be a real office or one that

NOTE Confidence: 0.9352219

01:01:49.774 --> 01:01:51.330 ultimately only exists on paper.

NOTE Confidence: 0.9352219

01:01:51.330 --> 01:01:54.294 And I think it all comes down to if if.

NOTE Confidence: 0.9352219

01:01:54.294 --> 01:01:54.636 If.

NOTE Confidence: 0.9352219

01:01:54.636 --> 01:01:57.030 That kind of social foment and the

NOTE Confidence: 0.9352219

01:01:57.115 --> 01:01:59.270 pressure can be maintained and

NOTE Confidence: 0.9352219

01:01:59.270 --> 01:02:00.994 I wonder about that.

NOTE Confidence: 0.9352219

01:02:01.000 --> 01:02:02.519 So those are kind of two reactions

NOTE Confidence: 0.938995675

01:02:02.640 --> 01:02:04.240 actually, mark, if you want to take that.

NOTE Confidence: 0.938995675

01:02:04.240 --> 01:02:06.095 The first question about the

NOTE Confidence: 0.938995675

01:02:06.095 --> 01:02:08.309 responsiveness or how do you how

NOTE Confidence: 0.938995675

01:02:08.309 --> 01:02:10.360 or if you know how Cornell Scott

NOTE Confidence: 0.938995675

01:02:10.360 --> 01:02:11.998 identifies the individuals to be on

NOTE Confidence: 0.938995675

01:02:11.998 --> 01:02:14.040 on the board and does that create,

NOTE Confidence: 0.938995675

01:02:14.040 --> 01:02:16.126 has there been tension with what the

NOTE Confidence: 0.938995675

01:02:16.126 --> 01:02:18.518 how they want the institution to move?

NOTE Confidence: 0.9402536

01:02:19.960 --> 01:02:22.992 Yeah. I'm not sure the answer to that

NOTE Confidence: 0.9402536

01:02:22.992 --> 01:02:24.440 question is probably super interesting.

NOTE Confidence: 0.9402536

01:02:24.440 --> 01:02:28.708 I mean candidates are identified by by any,

NOTE Confidence: 0.9402536

01:02:28.708 --> 01:02:31.278 by anybody in the organization,

NOTE Confidence: 0.9402536

01:02:31.280 --> 01:02:33.760 some anybody who's a patient

NOTE Confidence: 0.9402536

01:02:33.760 --> 01:02:35.968 and just as any board member

NOTE Confidence: 0.9402536

01:02:35.968 --> 01:02:37.434 of any organization would do,

NOTE Confidence: 0.9402536

01:02:37.434 --> 01:02:38.528 they kind of go through an

NOTE Confidence: 0.9402536

01:02:38.528 --> 01:02:39.696 interview and a vetting process.

NOTE Confidence: 0.9402536

01:02:39.696 --> 01:02:41.040 Obviously then the qualifications

NOTE Confidence: 0.9402536

01:02:41.040 --> 01:02:43.279 are more than just being a patient.

NOTE Confidence: 0.9402536

01:02:43.280 --> 01:02:44.746 You need to be able to serve as

NOTE Confidence: 0.9402536

01:02:44.746 --> 01:02:46.097 a board member and commit to that

NOTE Confidence: 0.9402536

01:02:46.097 --> 01:02:47.516 and what it would take and then.

NOTE Confidence: 0.9402536

01:02:47.520 --> 01:02:49.396 An interview by the the Board and

NOTE Confidence: 0.9402536

01:02:49.396 --> 01:02:50.733 the Governance Committee obviously

NOTE Confidence: 0.9402536

01:02:50.733 --> 01:02:54.146 it which is over 50% patients also.
NOTE Confidence: 0.9402536

01:02:54.146 --> 01:02:57.215 So it's it's sort of like any board it's
NOTE Confidence: 0.9402536

01:02:57.215 --> 01:03:00.860 just a requirement of of being a patient.
NOTE Confidence: 0.9402536

01:03:00.860 --> 01:03:02.400 So I don't know
NOTE Confidence: 0.938017288888889

01:03:03.000 --> 01:03:04.038 well now we get to the
NOTE Confidence: 0.938017288888889

01:03:04.038 --> 01:03:04.640 more juicy question. I'm
NOTE Confidence: 0.942575923076923

01:03:04.640 --> 01:03:06.050 sure others may have other opinions
NOTE Confidence: 0.942575923076923

01:03:06.050 --> 01:03:07.188 but that's that's actually the
NOTE Confidence: 0.942575923076923

01:03:07.188 --> 01:03:08.301 extent that I know of it because
NOTE Confidence: 0.942575923076923

01:03:08.301 --> 01:03:09.758 I'm I don't sit on the board myself
NOTE Confidence: 0.90323516

01:03:09.800 --> 01:03:11.312 sure actually I'd love to hear
NOTE Confidence: 0.90323516

01:03:11.312 --> 01:03:12.721 from Kathy in Virginia about
NOTE Confidence: 0.90323516

01:03:12.721 --> 01:03:14.129 Merlin's larger question about.
NOTE Confidence: 0.90323516

01:03:14.130 --> 01:03:16.392 The change in the hospital potentially
NOTE Confidence: 0.90323516

01:03:16.392 --> 01:03:18.629 partly in response to sort of
NOTE Confidence: 0.90323516

01:03:18.629 --> 01:03:20.570 social foment and how the does,

NOTE Confidence: 0.90323516

01:03:20.570 --> 01:03:22.334 I mean, I imagine the hospital

NOTE Confidence: 0.90323516

01:03:22.334 --> 01:03:24.020 wants to keep a commitment going

NOTE Confidence: 0.90323516

01:03:24.072 --> 01:03:25.806 forward but the pressure lets off.

NOTE Confidence: 0.90323516

01:03:25.810 --> 01:03:26.590 Does that stay.

NOTE Confidence: 0.90323516

01:03:26.590 --> 01:03:28.150 So what's your sense from the

NOTE Confidence: 0.90323516

01:03:28.150 --> 01:03:29.608 inside how that that happened?

NOTE Confidence: 0.90190152

01:03:29.930 --> 01:03:34.130 Yeah no, I I acutely feel the commitment

NOTE Confidence: 0.90190152

01:03:34.130 --> 01:03:37.329 by the hospital to operate differently.

NOTE Confidence: 0.90190152

01:03:37.329 --> 01:03:40.767 I think that the pandemic exposed.

NOTE Confidence: 0.90190152

01:03:40.770 --> 01:03:42.460 You know so much about where there were

NOTE Confidence: 0.90190152

01:03:42.460 --> 01:03:44.460 gaps in the care and the relationship

NOTE Confidence: 0.90190152

01:03:44.460 --> 01:03:46.344 between the community and where things

NOTE Confidence: 0.90190152

01:03:46.393 --> 01:03:48.042 could and should be done differently.

NOTE Confidence: 0.90190152

01:03:48.042 --> 01:03:50.874 And we saw the commitment during

NOTE Confidence: 0.90190152

01:03:50.874 --> 01:03:53.138 the pandemic to, you know,

NOTE Confidence: 0.90190152

01:03:53.138 --> 01:03:55.682 standing up testing centers and communities

NOTE Confidence: 0.90190152

01:03:55.682 --> 01:03:57.958 of color and you know, you know,

NOTE Confidence: 0.90190152

01:03:57.958 --> 01:03:59.128 when the vaccines were available,

NOTE Confidence: 0.90190152

01:03:59.130 --> 01:04:00.750 vaccinating people in the in communities

NOTE Confidence: 0.90190152

01:04:00.750 --> 01:04:02.350 have called, they did the work.

NOTE Confidence: 0.90190152

01:04:02.350 --> 01:04:03.410 They were really there.

NOTE Confidence: 0.90190152

01:04:03.410 --> 01:04:07.460 And I always say that the time to show up.

NOTE Confidence: 0.90190152

01:04:07.460 --> 01:04:09.260 Is when there's nothing going on.

NOTE Confidence: 0.90190152

01:04:09.260 --> 01:04:10.860 Because when the pandemic hit,

NOTE Confidence: 0.90190152

01:04:10.860 --> 01:04:12.380 if you weren't already there,

NOTE Confidence: 0.90190152

01:04:12.380 --> 01:04:13.860 you missed the bus.

NOTE Confidence: 0.90190152

01:04:13.860 --> 01:04:15.749 All right, so the hospital was already that.

NOTE Confidence: 0.90190152

01:04:15.749 --> 01:04:17.364 We already had relationships which

NOTE Confidence: 0.90190152

01:04:17.364 --> 01:04:19.415 made it easier for us to do that.

NOTE Confidence: 0.90190152

01:04:19.420 --> 01:04:20.112 Could it be better?

NOTE Confidence: 0.90190152

01:04:20.112 --> 01:04:21.828 Of course, it could be nobody's.

NOTE Confidence: 0.90190152

01:04:21.828 --> 01:04:22.854 We're not perfect.

NOTE Confidence: 0.90190152

01:04:22.860 --> 01:04:24.453 And I'm not sitting here saying that we are,

NOTE Confidence: 0.90190152

01:04:24.460 --> 01:04:26.324 there are opportunities to do things better.

NOTE Confidence: 0.90190152

01:04:26.324 --> 01:04:28.508 But I will say that they stood

NOTE Confidence: 0.90190152

01:04:28.508 --> 01:04:29.860 up in that moment,

NOTE Confidence: 0.90190152

01:04:29.860 --> 01:04:32.778 and I do feel the the connection.

NOTE Confidence: 0.90190152

01:04:32.778 --> 01:04:35.292 To the Community now very differently

NOTE Confidence: 0.90190152

01:04:35.292 --> 01:04:38.685 as a result of the work that had been

NOTE Confidence: 0.90190152

01:04:38.685 --> 01:04:41.267 done during that that period of time.

NOTE Confidence: 0.90190152

01:04:41.270 --> 01:04:43.462 But the office of HealthEquity is a

NOTE Confidence: 0.90190152

01:04:43.462 --> 01:04:46.246 system wide office of HealthEquity and it

NOTE Confidence: 0.90190152

01:04:46.246 --> 01:04:48.822 is you know being developed as we speak.

NOTE Confidence: 0.90190152

01:04:48.830 --> 01:04:49.910 And I'm actually here now

NOTE Confidence: 0.90190152

01:04:49.910 --> 01:04:51.270 in place of Doctor Lou Park,

NOTE Confidence: 0.90190152

01:04:51.270 --> 01:04:53.208 who's the medical director for the

NOTE Confidence: 0.90190152

01:04:53.208 --> 01:04:55.190 office of HealthEquity and Darcy Cobbs.
NOTE Confidence: 0.90190152

01:04:55.190 --> 01:04:57.678 Lomax was the director.
NOTE Confidence: 0.90190152

01:04:57.680 --> 01:04:59.336 And there's a whole team that
NOTE Confidence: 0.90190152

01:04:59.336 --> 01:05:00.440 they're assembling right now.
NOTE Confidence: 0.90190152

01:05:00.440 --> 01:05:01.800 So this thing is expanding.
NOTE Confidence: 0.90190152

01:05:01.800 --> 01:05:02.972 It's not getting smaller,
NOTE Confidence: 0.90190152

01:05:02.972 --> 01:05:05.120 it's getting bigger and it's moving faster.
NOTE Confidence: 0.90190152

01:05:05.120 --> 01:05:06.996 And there is a focus really on,
NOTE Confidence: 0.90190152

01:05:07.000 --> 01:05:07.536 you know,
NOTE Confidence: 0.90190152

01:05:07.536 --> 01:05:09.680 taking a look at our the health disparities,
NOTE Confidence: 0.90190152

01:05:09.680 --> 01:05:10.150 you know,
NOTE Confidence: 0.90190152

01:05:10.150 --> 01:05:11.795 that we have the ability to influence
NOTE Confidence: 0.90190152

01:05:11.795 --> 01:05:13.680 and impact and really going forward with
NOTE Confidence: 0.90190152

01:05:13.680 --> 01:05:15.718 making changes in how we deliver the care.
NOTE Confidence: 0.90190152

01:05:15.720 --> 01:05:16.959 So I don't see it as a,
NOTE Confidence: 0.90190152

01:05:16.960 --> 01:05:20.160 you know, a flash in a pan.

NOTE Confidence: 0.90190152

01:05:20.160 --> 01:05:22.080 I don't see it that way.

NOTE Confidence: 0.90190152

01:05:22.080 --> 01:05:23.800 That's not been the experience that I felt.

NOTE Confidence: 0.90190152

01:05:23.800 --> 01:05:24.916 I've seen flashes in the pan

NOTE Confidence: 0.90190152

01:05:24.916 --> 01:05:26.200 and this isn't that so.

NOTE Confidence: 0.774821676666667

01:05:27.630 --> 01:05:28.866 Actually a good pivot to Virginia.

NOTE Confidence: 0.774821676666667

01:05:28.870 --> 01:05:29.948 So you have been living in the

NOTE Confidence: 0.774821676666667

01:05:29.948 --> 01:05:30.789 community for a long time.

NOTE Confidence: 0.774821676666667

01:05:30.790 --> 01:05:33.982 You've seen efforts maybe in the past

NOTE Confidence: 0.774821676666667

01:05:33.982 --> 01:05:36.988 that maybe have not not persisted.

NOTE Confidence: 0.774821676666667

01:05:36.990 --> 01:05:38.585 What leverage do you feel

NOTE Confidence: 0.774821676666667

01:05:38.585 --> 01:05:40.510 like you have to impact the,

NOTE Confidence: 0.774821676666667

01:05:40.510 --> 01:05:42.904 do you feel like actually you respond?

NOTE Confidence: 0.774821676666667

01:05:42.910 --> 01:05:44.214 But I want to hear about your sense

NOTE Confidence: 0.774821676666667

01:05:44.214 --> 01:05:45.619 of how the leverage of the Community

NOTE Confidence: 0.774821676666667

01:05:45.619 --> 01:05:48.074 to keep the pressure on or New Haven

NOTE Confidence: 0.774821676666667

01:05:48.074 --> 01:05:49.652 in general to keep the pressure on for
NOTE Confidence: 0.774821676666667

01:05:49.652 --> 01:05:50.984 the hospital to be more responsive.
NOTE Confidence: 0.947220569230769

01:05:51.190 --> 01:05:53.871 So I would contend that the pressure
NOTE Confidence: 0.947220569230769

01:05:53.871 --> 01:05:56.649 on the hospital started before COVID.
NOTE Confidence: 0.947220569230769

01:05:56.650 --> 01:05:59.093 And I think their response to COVID
NOTE Confidence: 0.947220569230769

01:05:59.093 --> 01:06:01.843 was a result of the decision they
NOTE Confidence: 0.947220569230769

01:06:01.843 --> 01:06:04.285 made about moving the primary care.
NOTE Confidence: 0.947220569230769

01:06:04.290 --> 01:06:07.404 So the community was up in arms about that.
NOTE Confidence: 0.947220569230769

01:06:07.410 --> 01:06:09.078 And I think the hospital learned
NOTE Confidence: 0.947220569230769

01:06:09.078 --> 01:06:10.926 the lesson that they had not
NOTE Confidence: 0.947220569230769

01:06:10.926 --> 01:06:12.290 properly engaged the community,
NOTE Confidence: 0.947220569230769

01:06:12.290 --> 01:06:14.131 that it was a decision that was
NOTE Confidence: 0.947220569230769

01:06:14.131 --> 01:06:16.104 made behind closed doors without any
NOTE Confidence: 0.947220569230769

01:06:16.104 --> 01:06:17.608 conversation with the community.
NOTE Confidence: 0.947220569230769

01:06:17.610 --> 01:06:19.402 And it did not roll out the way
NOTE Confidence: 0.947220569230769

01:06:19.402 --> 01:06:20.768 the hospital thought it would,

NOTE Confidence: 0.947220569230769
01:06:20.770 --> 01:06:23.986 as it probably has had has over decades
NOTE Confidence: 0.947220569230769
01:06:23.986 --> 01:06:26.967 as we've seen the hospital expand.
NOTE Confidence: 0.947220569230769
01:06:26.970 --> 01:06:29.644 Into the the greater New Haven community.
NOTE Confidence: 0.947220569230769
01:06:29.650 --> 01:06:32.080 So the lesson was learned there
NOTE Confidence: 0.947220569230769
01:06:32.080 --> 01:06:34.632 that the community wants to be
NOTE Confidence: 0.947220569230769
01:06:34.632 --> 01:06:36.767 informed and engaged around decisions
NOTE Confidence: 0.947220569230769
01:06:36.767 --> 01:06:39.210 not just around our healthcare,
NOTE Confidence: 0.947220569230769
01:06:39.210 --> 01:06:40.878 but how the hospital is going
NOTE Confidence: 0.947220569230769
01:06:40.878 --> 01:06:42.330 to move through the city,
NOTE Confidence: 0.947220569230769
01:06:42.330 --> 01:06:44.178 how they're going to move into the
NOTE Confidence: 0.947220569230769
01:06:44.178 --> 01:06:45.833 community and what are the resource
NOTE Confidence: 0.947220569230769
01:06:45.833 --> 01:06:47.716 and what are the Community needs that
NOTE Confidence: 0.947220569230769
01:06:47.772 --> 01:06:50.249 we need the hospital to be responsive.
NOTE Confidence: 0.947220569230769
01:06:50.250 --> 01:06:52.826 Too, and I think because of the
NOTE Confidence: 0.947220569230769
01:06:52.826 --> 01:06:53.930 primary care situation,
NOTE Confidence: 0.947220569230769

01:06:53.930 --> 01:06:56.180 the hospital was well prepared
NOTE Confidence: 0.947220569230769

01:06:56.180 --> 01:06:57.530 when COVID hit.
NOTE Confidence: 0.947220569230769

01:06:57.530 --> 01:07:01.968 So we saw testing centers and vaccinations.
NOTE Confidence: 0.947220569230769

01:07:01.970 --> 01:07:05.858 We saw that system fall into
NOTE Confidence: 0.947220569230769

01:07:05.858 --> 01:07:08.450 place effortlessly because they,
NOTE Confidence: 0.947220569230769

01:07:08.450 --> 01:07:09.968 I believe they learn their lesson.
NOTE Confidence: 0.947220569230769

01:07:09.970 --> 01:07:11.638 I believe they understood what the
NOTE Confidence: 0.947220569230769

01:07:11.638 --> 01:07:13.830 need was going to be and what the
NOTE Confidence: 0.947220569230769

01:07:13.830 --> 01:07:15.489 response from the Community was going to be.
NOTE Confidence: 0.9301902

01:07:17.800 --> 01:07:19.040 I'm actually, I mean again
NOTE Confidence: 0.9301902

01:07:19.040 --> 01:07:20.120 I have followup questions,
NOTE Confidence: 0.927445636363636

01:07:20.120 --> 01:07:23.080 but I do want to open it up to the group.
NOTE Confidence: 0.927445636363636

01:07:23.080 --> 01:07:24.920 And also I know there was a question
NOTE Confidence: 0.927445636363636

01:07:24.920 --> 01:07:26.100 already online make sure we'll
NOTE Confidence: 0.927445636363636

01:07:26.100 --> 01:07:27.675 start with a question in the room.
NOTE Confidence: 0.927445636363636

01:07:27.680 --> 01:07:29.260 I'll have to repeat the question,

NOTE Confidence: 0.927445636363636

01:07:29.260 --> 01:07:32.240 but so keep it brief. I guess

NOTE Confidence: 0.9402536

01:07:32.240 --> 01:07:34.160 my question is

NOTE Confidence: 0.8830676

01:07:38.360 --> 01:07:39.878 thank you for your your talk.

NOTE Confidence: 0.8830676

01:07:39.880 --> 01:07:43.275 It really did kind of add some

NOTE Confidence: 0.8830676

01:07:43.275 --> 01:07:47.380 perspective to what the experience.

NOTE Confidence: 0.8830676

01:07:47.380 --> 01:07:49.940 I am a New Haven resident who was

NOTE Confidence: 0.8830676

01:07:49.940 --> 01:07:51.739 also employed by the hospital.

NOTE Confidence: 0.8830676

01:07:51.740 --> 01:07:57.676 I wonder if in your in your research you

NOTE Confidence: 0.8830676

01:07:57.676 --> 01:08:00.700 have looked at the relationship between

NOTE Confidence: 0.8830676

01:08:00.700 --> 01:08:04.672 the Medical Center and the academic

NOTE Confidence: 0.8830676

01:08:04.672 --> 01:08:07.830 institution and how that plays because

NOTE Confidence: 0.8830676

01:08:07.830 --> 01:08:12.380 this is very much a green person dance

NOTE Confidence: 0.8830676

01:08:12.380 --> 01:08:16.628 and the hospital and the community.

NOTE Confidence: 0.8830676

01:08:16.630 --> 01:08:19.462 University is, you know,

NOTE Confidence: 0.8830676

01:08:19.462 --> 01:08:22.334 separate but equally something you know,

NOTE Confidence: 0.8830676

01:08:22.334 --> 01:08:22.830 it's a.
NOTE Confidence: 0.8830676

01:08:22.830 --> 01:08:24.766 It's an interesting dynamic,
NOTE Confidence: 0.8830676

01:08:24.766 --> 01:08:28.230 and I wonder how that plays into the
NOTE Confidence: 0.9321366625

01:08:30.310 --> 01:08:32.735 the success of the relationship
NOTE Confidence: 0.9321366625

01:08:32.735 --> 01:08:34.870 between unity and Health Center.
NOTE Confidence: 0.9150951

01:08:37.820 --> 01:08:39.005 So I I will repeat the IT
NOTE Confidence: 0.9150951

01:08:39.005 --> 01:08:39.910 looks like the the ASL
NOTE Confidence: 0.9148577

01:08:39.953 --> 01:08:41.297 interpreter was able to hear it.
NOTE Confidence: 0.9148577

01:08:41.300 --> 01:08:42.452 So maybe the the people on
NOTE Confidence: 0.9148577

01:08:42.452 --> 01:08:43.380 the webinar could hear it.
NOTE Confidence: 0.9148577

01:08:43.380 --> 01:08:45.980 But I will just repeat the question briefly.
NOTE Confidence: 0.9148577

01:08:45.980 --> 01:08:48.535 The question was really focusing on in
NOTE Confidence: 0.9148577

01:08:48.535 --> 01:08:50.388 your research in Merlin specifically.
NOTE Confidence: 0.9148577

01:08:50.388 --> 01:08:51.828 So we talked about the
NOTE Confidence: 0.9148577

01:08:51.828 --> 01:08:52.692 academic mental center,
NOTE Confidence: 0.9148577

01:08:52.700 --> 01:08:55.346 but it's the Medical Center and the

NOTE Confidence: 0.9148577

01:08:55.346 --> 01:08:57.034 academic institution which both have

NOTE Confidence: 0.9148577

01:08:57.034 --> 01:08:59.306 their own I mean to to to improvise.

NOTE Confidence: 0.9148577

01:08:59.306 --> 01:09:02.530 Have their own sort of needs and demands.

NOTE Confidence: 0.9148577

01:09:02.530 --> 01:09:04.754 Did you look at that access as

NOTE Confidence: 0.9148577

01:09:04.754 --> 01:09:06.301 well between the university

NOTE Confidence: 0.9148577

01:09:06.301 --> 01:09:08.563 and the and the Medical Center?

NOTE Confidence: 0.9148577

01:09:08.570 --> 01:09:10.649 Yeah, I mean that's a terrific question.

NOTE Confidence: 0.934215498

01:09:12.170 --> 01:09:14.890 Yes and no. I think it's more of an implicit

NOTE Confidence: 0.934215498

01:09:14.890 --> 01:09:17.844 kind of thread than an explicit one.

NOTE Confidence: 0.934215498

01:09:17.850 --> 01:09:20.850 I the one thing I at some point when I

NOTE Confidence: 0.934215498

01:09:20.933 --> 01:09:23.475 was looking at academic medical centers

NOTE Confidence: 0.934215498

01:09:23.475 --> 01:09:26.600 in particular that I asked myself is.

NOTE Confidence: 0.934215498

01:09:26.600 --> 01:09:28.928 Is the tension between academic medical

NOTE Confidence: 0.934215498

01:09:28.928 --> 01:09:30.480 centers and their neighborhoods,

NOTE Confidence: 0.934215498

01:09:30.480 --> 01:09:33.280 is there something special about it or

NOTE Confidence: 0.934215498

01:09:33.280 --> 01:09:36.707 is it actually just bound up with the
NOTE Confidence: 0.934215498

01:09:36.707 --> 01:09:39.672 larger antagonism between say Yale and New
NOTE Confidence: 0.934215498

01:09:39.672 --> 01:09:42.546 Haven or Columbia and Harlem or you know,
NOTE Confidence: 0.934215498

01:09:42.546 --> 01:09:44.877 we can go on University of Chicago
NOTE Confidence: 0.934215498

01:09:44.877 --> 01:09:47.359 and the South South side etcetera?
NOTE Confidence: 0.934215498

01:09:47.360 --> 01:09:50.024 I think sometimes it is the same BLOB
NOTE Confidence: 0.934215498

01:09:50.024 --> 01:09:52.467 and there and community members are
NOTE Confidence: 0.934215498

01:09:52.467 --> 01:09:55.072 responding to kind of larger institutions
NOTE Confidence: 0.934215498

01:09:55.072 --> 01:09:57.904 that particularly pull their weight with
NOTE Confidence: 0.934215498

01:09:57.904 --> 01:10:01.170 or throw their weight around rather with
NOTE Confidence: 0.934215498

01:10:01.170 --> 01:10:03.834 real estate and economic and political
NOTE Confidence: 0.934215498

01:10:03.840 --> 01:10:06.640 control of large parts of the city.
NOTE Confidence: 0.934215498

01:10:06.640 --> 01:10:10.758 I also think there is a particular though
NOTE Confidence: 0.934215498

01:10:10.758 --> 01:10:14.106 a particular character to the Medical
NOTE Confidence: 0.934215498

01:10:14.106 --> 01:10:16.950 Center in neighborhood relationship.
NOTE Confidence: 0.934215498

01:10:16.950 --> 01:10:18.588 I actually think it's a very symbolic.

NOTE Confidence: 0.934215498

01:10:18.590 --> 01:10:20.788 There's a symbolic aspect to it too,

NOTE Confidence: 0.934215498

01:10:20.790 --> 01:10:23.190 because there's just something jarring

NOTE Confidence: 0.934215498

01:10:23.190 --> 01:10:27.254 about healing institution and often

NOTE Confidence: 0.934215498

01:10:27.254 --> 01:10:29.314 a very rich healing institution

NOTE Confidence: 0.934215498

01:10:29.314 --> 01:10:31.079 that's very technologically intensive

NOTE Confidence: 0.934215498

01:10:31.079 --> 01:10:32.468 and well capitalized.

NOTE Confidence: 0.934215498

01:10:32.470 --> 01:10:34.570 And the juxtaposition between

NOTE Confidence: 0.934215498

01:10:34.570 --> 01:10:36.145 that and deprivation,

NOTE Confidence: 0.934215498

01:10:36.150 --> 01:10:37.818 I think there's something

NOTE Confidence: 0.934215498

01:10:37.818 --> 01:10:39.825 about that gulf that.

NOTE Confidence: 0.934215498

01:10:39.825 --> 01:10:42.845 Emotionally resonates with people

NOTE Confidence: 0.934215498

01:10:42.845 --> 01:10:45.760 as quite unjust, quite unfair.

NOTE Confidence: 0.934215498

01:10:45.760 --> 01:10:46.840 Especially when,

NOTE Confidence: 0.934215498

01:10:46.840 --> 01:10:49.360 as in the case of Cleveland,

NOTE Confidence: 0.934215498

01:10:49.360 --> 01:10:52.370 the the the entity is also expanding

NOTE Confidence: 0.934215498

01:10:52.370 --> 01:10:54.520 literally to where they live.
NOTE Confidence: 0.934215498

01:10:54.520 --> 01:10:54.960 So in
NOTE Confidence: 0.936899255

01:10:54.960 --> 01:10:56.676 some, in some cases it's the
NOTE Confidence: 0.938576481666667

01:10:57.160 --> 01:10:59.038 it's the kind of larger BLOB,
NOTE Confidence: 0.938576481666667

01:10:59.040 --> 01:11:00.960 and in some cases it is the meta.
NOTE Confidence: 0.938576481666667

01:11:00.960 --> 01:11:01.936 There's particularities
NOTE Confidence: 0.938576481666667

01:11:01.936 --> 01:11:03.888 of the Medical Center.
NOTE Confidence: 0.938576481666667

01:11:03.890 --> 01:11:05.381 I think another issue, I think Ben
NOTE Confidence: 0.938576481666667

01:11:05.381 --> 01:11:07.208 talked to me about this the other day.
NOTE Confidence: 0.938576481666667

01:11:07.210 --> 01:11:09.602 I certainly know it's an issue in one
NOTE Confidence: 0.938576481666667

01:11:09.602 --> 01:11:12.370 of my previous stops in Philadelphia
NOTE Confidence: 0.938576481666667

01:11:12.370 --> 01:11:16.082 and it's all these institutions,
NOTE Confidence: 0.938576481666667

01:11:16.082 --> 01:11:19.346 medical or or the larger university
NOTE Confidence: 0.938576481666667

01:11:19.346 --> 01:11:21.186 entity are tax free, right.
NOTE Confidence: 0.938576481666667

01:11:21.186 --> 01:11:23.890 And so there's a big but you know,
NOTE Confidence: 0.938576481666667

01:11:23.890 --> 01:11:26.890 I mean nonprofit in in legal and name,

NOTE Confidence: 0.938576481666667
01:11:26.890 --> 01:11:29.300 but certainly.
NOTE Confidence: 0.938576481666667
01:11:29.300 --> 01:11:31.868 Lots of flush revenue coming coming
NOTE Confidence: 0.938576481666667
01:11:31.868 --> 01:11:34.280 through these institutions and so the
NOTE Confidence: 0.938576481666667
01:11:34.280 --> 01:11:36.499 big question is if that is happening,
NOTE Confidence: 0.938576481666667
01:11:36.500 --> 01:11:39.153 what kinds of policies might be put
NOTE Confidence: 0.938576481666667
01:11:39.153 --> 01:11:41.386 into place for these institutions
NOTE Confidence: 0.938576481666667
01:11:41.386 --> 01:11:43.926 to contribute something back and
NOTE Confidence: 0.938576481666667
01:11:43.926 --> 01:11:46.615 you know pilots is is 1 possible
NOTE Confidence: 0.938576481666667
01:11:46.615 --> 01:11:49.390 route I actually am interested
NOTE Confidence: 0.938576481666667
01:11:49.390 --> 01:11:53.140 in public benefit and how?
NOTE Confidence: 0.938576481666667
01:11:53.140 --> 01:11:56.374 I think it's actually a potential tool
NOTE Confidence: 0.938576481666667
01:11:56.380 --> 01:11:59.530 for community members and activists to
NOTE Confidence: 0.938576481666667
01:11:59.530 --> 01:12:02.165 use to press institutions to follow
NOTE Confidence: 0.938576481666667
01:12:02.165 --> 01:12:04.979 not just the letter of the law,
NOTE Confidence: 0.938576481666667
01:12:04.980 --> 01:12:07.824 but the spirit of the public
NOTE Confidence: 0.938576481666667

01:12:07.824 --> 01:12:08.791 benefit provisions,
NOTE Confidence: 0.938576481666667

01:12:08.791 --> 01:12:10.755 which have been considerably
NOTE Confidence: 0.938576481666667

01:12:10.755 --> 01:12:12.720 strengthened by the ACA.
NOTE Confidence: 0.938576481666667

01:12:12.720 --> 01:12:16.150 And I'd be curious to know from
NOTE Confidence: 0.938576481666667

01:12:16.150 --> 01:12:19.541 my New Haven Co panelists how
NOTE Confidence: 0.938576481666667

01:12:19.541 --> 01:12:22.476 that has actually played out.
NOTE Confidence: 0.938576481666667

01:12:22.480 --> 01:12:26.184 I I know certainly that there is what
NOTE Confidence: 0.938576481666667

01:12:26.184 --> 01:12:28.944 you might call charitably creative
NOTE Confidence: 0.938576481666667

01:12:28.944 --> 01:12:31.834 accounting and some at some academic
NOTE Confidence: 0.938576481666667

01:12:31.834 --> 01:12:34.404 medical centers where you know
NOTE Confidence: 0.938576481666667

01:12:34.404 --> 01:12:36.460 things like Medicaid reimbursements
NOTE Confidence: 0.938576481666667

01:12:36.531 --> 01:12:38.793 or Medicaid funded care is is
NOTE Confidence: 0.938576481666667

01:12:38.793 --> 01:12:40.920 counted somehow as public benefit.
NOTE Confidence: 0.938576481666667

01:12:40.920 --> 01:12:43.580 I think I think as I interpreted
NOTE Confidence: 0.938576481666667

01:12:43.580 --> 01:12:45.776 the spirit of that requirement
NOTE Confidence: 0.938576481666667

01:12:45.776 --> 01:12:49.700 and that mandate and the kind of

NOTE Confidence: 0.938576481666667
01:12:49.700 --> 01:12:52.270 larger social social movement.
NOTE Confidence: 0.938576481666667
01:12:52.270 --> 01:12:55.480 Reason why that that public benefit
NOTE Confidence: 0.938576481666667
01:12:55.480 --> 01:12:57.244 benefit requirement was passed.
NOTE Confidence: 0.938576481666667
01:12:57.244 --> 01:12:59.890 It's it's they're supposed to be
NOTE Confidence: 0.938576481666667
01:12:59.964 --> 01:13:02.238 spending it on real public health
NOTE Confidence: 0.938576481666667
01:13:02.240 --> 01:13:04.660 programs not just counting things
NOTE Confidence: 0.938576481666667
01:13:04.660 --> 01:13:07.518 that they already do as you know
NOTE Confidence: 0.938576481666667
01:13:07.518 --> 01:13:09.660 fulfilling that but I do that is
NOTE Confidence: 0.938576481666667
01:13:09.735 --> 01:13:11.961 also something that I think is
NOTE Confidence: 0.938576481666667
01:13:11.961 --> 01:13:15.390 unique to medical centers and in in
NOTE Confidence: 0.938576481666667
01:13:15.390 --> 01:13:17.400 terms of in terms of responsiveness
NOTE Confidence: 0.938576481666667
01:13:17.400 --> 01:13:18.280 to neighborhood
NOTE Confidence: 0.921242266666667
01:13:18.280 --> 01:13:19.165 pressure. So Kathy,
NOTE Confidence: 0.921242266666667
01:13:19.165 --> 01:13:20.935 to put you on this spot,
NOTE Confidence: 0.921242266666667
01:13:20.940 --> 01:13:22.404 so you you brought up that
NOTE Confidence: 0.921242266666667

01:13:22.404 --> 01:13:24.110 can we help benefit sort of
NOTE Confidence: 0.921242266666667

01:13:24.110 --> 01:13:25.935 what's your perspective on it?
NOTE Confidence: 0.921242266666667

01:13:25.940 --> 01:13:27.998 And I will say there is actually
NOTE Confidence: 0.921242266666667

01:13:27.998 --> 01:13:28.880 still continuing pressure
NOTE Confidence: 0.921242266666667

01:13:28.939 --> 01:13:30.259 in Congress about how the,
NOTE Confidence: 0.921242266666667

01:13:30.260 --> 01:13:32.020 how hospitals navigate that,
NOTE Confidence: 0.921242266666667

01:13:32.020 --> 01:13:34.660 that process of being a nonprofit.
NOTE Confidence: 0.921242266666667

01:13:34.660 --> 01:13:36.460 So I think it's a story
NOTE Confidence: 0.921242266666667

01:13:36.460 --> 01:13:37.660 that's still being told,
NOTE Confidence: 0.921242266666667

01:13:37.660 --> 01:13:39.214 but I'd love to hear your thoughts.
NOTE Confidence: 0.946962533333333

01:13:39.220 --> 01:13:41.020 Yeah, exactly. I think that's exactly
NOTE Confidence: 0.946962533333333

01:13:41.020 --> 01:13:43.459 what I'm saying is that we know that
NOTE Confidence: 0.946962533333333

01:13:43.459 --> 01:13:44.934 there's probably an opportunity to
NOTE Confidence: 0.946962533333333

01:13:44.934 --> 01:13:46.840 do things differently than what.
NOTE Confidence: 0.946962533333333

01:13:46.840 --> 01:13:48.504 Has been done in the past and that
NOTE Confidence: 0.946962533333333

01:13:48.504 --> 01:13:50.400 is that cycle we're we're kind of in

NOTE Confidence: 0.9469625333333333

01:13:50.400 --> 01:13:52.389 the middle of right now and kind of

NOTE Confidence: 0.9469625333333333

01:13:52.389 --> 01:13:53.871 redefining what that looks like or

NOTE Confidence: 0.9469625333333333

01:13:53.880 --> 01:13:56.968 what that could look like in the past.

NOTE Confidence: 0.9469625333333333

01:13:56.968 --> 01:13:59.570 You know I think you know it wasn't

NOTE Confidence: 0.9469625333333333

01:13:59.570 --> 01:14:01.410 as transparent as we would like

NOTE Confidence: 0.9469625333333333

01:14:01.410 --> 01:14:03.198 for it to be going forward.

NOTE Confidence: 0.9469625333333333

01:14:03.200 --> 01:14:04.845 So that's that's all I can really

NOTE Confidence: 0.9469625333333333

01:14:04.845 --> 01:14:06.556 say about that at this point because

NOTE Confidence: 0.9469625333333333

01:14:06.556 --> 01:14:08.244 I don't really have the you know

NOTE Confidence: 0.9469625333333333

01:14:08.244 --> 01:14:09.756 the depth of knowledge to be able to

NOTE Confidence: 0.9469625333333333

01:14:09.760 --> 01:14:12.002 speak to what's actually been done

NOTE Confidence: 0.9469625333333333

01:14:12.002 --> 01:14:14.620 and say it with credibility so but.

NOTE Confidence: 0.9469625333333333

01:14:14.620 --> 01:14:15.950 But I do think that there's an

NOTE Confidence: 0.9469625333333333

01:14:15.950 --> 01:14:17.291 opportunity for us to be a little

NOTE Confidence: 0.9469625333333333

01:14:17.291 --> 01:14:18.383 bit more transparent and be more

NOTE Confidence: 0.9469625333333333

01:14:18.429 --> 01:14:22.040 involved in the process that I do know.
NOTE Confidence: 0.9469625333333333

01:14:22.040 --> 01:14:24.060 So actually, Mark,
NOTE Confidence: 0.9309952177777778

01:14:25.180 --> 01:14:27.380 I mean I would, when I actually would give my
NOTE Confidence: 0.9309952177777778

01:14:27.429 --> 01:14:29.573 hospital colleagues a lot of credit on this,
NOTE Confidence: 0.9309952177777778

01:14:29.580 --> 01:14:33.140 we take care of a lot of uninsured patients.
NOTE Confidence: 0.9309952177777778

01:14:33.140 --> 01:14:35.792 And I mean, I think one place where there
NOTE Confidence: 0.9309952177777778

01:14:35.792 --> 01:14:37.557 can be very little debate about whether
NOTE Confidence: 0.9309952177777778

01:14:37.557 --> 01:14:39.475 it's community benefit is the free and
NOTE Confidence: 0.9309952177777778

01:14:39.522 --> 01:14:41.532 discounted care that the hospital provides
NOTE Confidence: 0.9309952177777778

01:14:41.532 --> 01:14:43.464 to uninsured patients. I mean, we.
NOTE Confidence: 0.9309952177777778

01:14:43.464 --> 01:14:45.620 For patients who don't have health insurance,
NOTE Confidence: 0.9309952177777778

01:14:45.620 --> 01:14:47.624 we can get them essentially any
NOTE Confidence: 0.9309952177777778

01:14:47.624 --> 01:14:48.960 medically necessary service what
NOTE Confidence: 0.9309952177777778

01:14:49.020 --> 01:14:50.380 they need at the hospital.
NOTE Confidence: 0.9309952177777778

01:14:50.380 --> 01:14:51.564 And I I don't know if it is
NOTE Confidence: 0.9309952177777778

01:14:51.564 --> 01:14:52.700 that that way in other cities,

NOTE Confidence: 0.930995217777778
01:14:52.700 --> 01:14:55.817 but it it's it's phenomenal
NOTE Confidence: 0.930995217777778
01:14:55.817 --> 01:14:56.648 from our perspective.
NOTE Confidence: 0.930995217777778
01:14:56.648 --> 01:14:58.898 We don't have to spend a lot of time
NOTE Confidence: 0.930995217777778
01:14:58.900 --> 01:15:00.604 stressing about how we're going to
NOTE Confidence: 0.930995217777778
01:15:00.604 --> 01:15:02.299 get our patients what they need.
NOTE Confidence: 0.930995217777778
01:15:02.300 --> 01:15:04.350 The question about Medicaid and
NOTE Confidence: 0.930995217777778
01:15:04.350 --> 01:15:06.474 whether to count in community benefit,
NOTE Confidence: 0.930995217777778
01:15:06.474 --> 01:15:07.964 the gap between what Medicaid
NOTE Confidence: 0.930995217777778
01:15:07.964 --> 01:15:09.974 pays and what it costs to provide
NOTE Confidence: 0.930995217777778
01:15:09.974 --> 01:15:11.058 a service is interesting
NOTE Confidence: 0.9402535375
01:15:11.500 --> 01:15:13.220 and in some regards.
NOTE Confidence: 0.941134997931034
01:15:14.830 --> 01:15:17.074 I wouldn't mind if academic medical
NOTE Confidence: 0.941134997931034
01:15:17.074 --> 01:15:19.341 centers got credit for that so
NOTE Confidence: 0.941134997931034
01:15:19.341 --> 01:15:21.086 to speak as community benefit
NOTE Confidence: 0.941134997931034
01:15:21.086 --> 01:15:23.275 because it might provide a little
NOTE Confidence: 0.941134997931034

01:15:23.275 --> 01:15:25.429 bit of an additional incentive to
NOTE Confidence: 0.941134997931034

01:15:25.430 --> 01:15:26.910 provide care to Medicaid patients.
NOTE Confidence: 0.941134997931034

01:15:26.910 --> 01:15:28.958 So you know you if you don't get
NOTE Confidence: 0.941134997931034

01:15:28.958 --> 01:15:30.873 credit so to speak for for the
NOTE Confidence: 0.941134997931034

01:15:30.873 --> 01:15:33.069 losses that you are are taking there,
NOTE Confidence: 0.941134997931034

01:15:33.070 --> 01:15:35.254 then the the incentive is to shift
NOTE Confidence: 0.941134997931034

01:15:35.254 --> 01:15:37.310 services away from Medicaid patients.
NOTE Confidence: 0.941134997931034

01:15:37.310 --> 01:15:38.906 So I think there's kind of two
NOTE Confidence: 0.941134997931034

01:15:38.906 --> 01:15:39.910 sides to that coin.
NOTE Confidence: 0.9402536

01:15:40.700 --> 01:15:42.692 No, it might be contextual too. Yeah.
NOTE Confidence: 0.9402536

01:15:42.692 --> 01:15:45.260 Especially with an if there's an
NOTE Confidence: 0.9402536

01:15:45.260 --> 01:15:47.980 institution that historically has slighted
NOTE Confidence: 0.8944596

01:15:47.980 --> 01:15:50.260 or tried to avoid Medicaid patients.
NOTE Confidence: 0.9452853

01:15:51.660 --> 01:15:54.110 So I would play the devil's advocate
NOTE Confidence: 0.9452853

01:15:54.110 --> 01:15:56.659 with that because as a community member,
NOTE Confidence: 0.9452853

01:15:56.660 --> 01:15:58.893 we don't see that part of the

NOTE Confidence: 0.9452853

01:15:58.893 --> 01:16:00.514 investment in the city, right.

NOTE Confidence: 0.9452853

01:16:00.514 --> 01:16:02.038 We see that as an investment

NOTE Confidence: 0.9452853

01:16:02.038 --> 01:16:04.098 in a in a patient's outcomes,

NOTE Confidence: 0.9452853

01:16:04.100 --> 01:16:05.354 which is important.

NOTE Confidence: 0.9452853

01:16:05.354 --> 01:16:09.050 But when you have streets that have potholes.

NOTE Confidence: 0.9452853

01:16:09.050 --> 01:16:11.282 When you have a very small tax base

NOTE Confidence: 0.9452853

01:16:11.282 --> 01:16:13.846 because of the university and the hospital,

NOTE Confidence: 0.9452853

01:16:13.850 --> 01:16:16.082 it's harder from a Community perspective

NOTE Confidence: 0.9452853

01:16:16.082 --> 01:16:18.771 to see the added value of giving

NOTE Confidence: 0.9452853

01:16:18.771 --> 01:16:20.529 that resource to the Community.

NOTE Confidence: 0.9452853

01:16:20.530 --> 01:16:22.290 We we have a phrase that we use.

NOTE Confidence: 0.9452853

01:16:22.290 --> 01:16:24.047 So I run a civil rights organization.

NOTE Confidence: 0.9452853

01:16:24.050 --> 01:16:26.352 We call it colored money when

NOTE Confidence: 0.9452853

01:16:26.352 --> 01:16:28.662 cities are disinvested and there

NOTE Confidence: 0.9452853

01:16:28.662 --> 01:16:32.406 are not buses that go out to Long

NOTE Confidence: 0.9452853

01:16:32.406 --> 01:16:34.218 Wharf to provide transportation
NOTE Confidence: 0.9452853

01:16:34.218 --> 01:16:37.027 to folks who need medical care.
NOTE Confidence: 0.9452853

01:16:37.030 --> 01:16:38.514 There's there's a disconnect
NOTE Confidence: 0.9452853

01:16:38.514 --> 01:16:40.412 between what the the community
NOTE Confidence: 0.9452853

01:16:40.412 --> 01:16:43.149 sees as an investment and what the
NOTE Confidence: 0.9452853

01:16:43.149 --> 01:16:45.458 hospital may see as an added value
NOTE Confidence: 0.9452853

01:16:45.458 --> 01:16:47.589 or an investment in a community.
NOTE Confidence: 0.9452853

01:16:47.590 --> 01:16:49.430 I'm not saying that it's not a value,
NOTE Confidence: 0.9452853

01:16:49.430 --> 01:16:50.876 it's it's a huge value because
NOTE Confidence: 0.9452853

01:16:50.876 --> 01:16:52.648 we know there are folks that are.
NOTE Confidence: 0.9452853

01:16:52.650 --> 01:16:53.898 Underinsured and uninsured.
NOTE Confidence: 0.9452853

01:16:53.898 --> 01:16:56.810 So it's important that folks get healthcare.
NOTE Confidence: 0.9452853

01:16:56.810 --> 01:16:58.749 But we also want the hospital and
NOTE Confidence: 0.9452853

01:16:58.749 --> 01:17:00.072 the university because we can't
NOTE Confidence: 0.9452853

01:17:00.072 --> 01:17:01.167 let them off the hook.
NOTE Confidence: 0.9452853

01:17:01.170 --> 01:17:03.303 We want them both to be invested

NOTE Confidence: 0.9452853

01:17:03.303 --> 01:17:05.649 in what the Community looks like.

NOTE Confidence: 0.9452853

01:17:05.650 --> 01:17:06.560 You know,

NOTE Confidence: 0.9452853

01:17:06.560 --> 01:17:09.290 if our if there's trash overflowing

NOTE Confidence: 0.9452853

01:17:09.290 --> 01:17:11.488 in receptacles by the hospital,

NOTE Confidence: 0.9452853

01:17:11.490 --> 01:17:13.926 what does that mean about the hospital's

NOTE Confidence: 0.9452853

01:17:13.926 --> 01:17:15.810 commitment to the neighborhood?

NOTE Confidence: 0.9452853

01:17:15.810 --> 01:17:16.870 You know, I live.

NOTE Confidence: 0.9452853

01:17:16.870 --> 01:17:17.665 In West River,

NOTE Confidence: 0.9452853

01:17:17.670 --> 01:17:19.572 my office is directly across the

NOTE Confidence: 0.9452853

01:17:19.572 --> 01:17:21.585 street from the Saint Refills Camp

NOTE Confidence: 0.9452853

01:17:21.585 --> 01:17:23.631 campus and where the new neoscience

NOTE Confidence: 0.9452853

01:17:23.631 --> 01:17:25.428 center is going to be built.

NOTE Confidence: 0.9452853

01:17:25.430 --> 01:17:27.670 And we as a community,

NOTE Confidence: 0.9452853

01:17:27.670 --> 01:17:29.990 we're excited because medical advancement

NOTE Confidence: 0.9452853

01:17:29.990 --> 01:17:32.310 is important to the community.

NOTE Confidence: 0.9452853

01:17:32.310 --> 01:17:32.835 However,
NOTE Confidence: 0.9452853

01:17:32.835 --> 01:17:34.935 investment in our communities
NOTE Confidence: 0.9452853

01:17:34.935 --> 01:17:36.510 is equally important.
NOTE Confidence: 0.9452853

01:17:36.510 --> 01:17:38.502 And what does that look like to a
NOTE Confidence: 0.9452853

01:17:38.502 --> 01:17:39.950 community member versus a hospital?
NOTE Confidence: 0.88832106

01:17:42.230 --> 01:17:43.470 There's another question in the.
NOTE Confidence: 0.951658786666667

01:17:51.150 --> 01:17:53.322 You know, are there other options
NOTE Confidence: 0.951658786666667

01:17:53.322 --> 01:17:55.186 with medical experience that are
NOTE Confidence: 0.951658786666667

01:17:55.186 --> 01:17:58.670 really going into creative grounds,
NOTE Confidence: 0.951658786666667

01:17:58.670 --> 01:17:59.362 really appreciated.
NOTE Confidence: 0.951658786666667

01:17:59.362 --> 01:18:01.784 The point about the buses and infrastructure,
NOTE Confidence: 0.951658786666667

01:18:01.790 --> 01:18:03.150 I just wonder, you know,
NOTE Confidence: 0.951658786666667

01:18:03.150 --> 01:18:05.124 and I appreciated that between the hospital
NOTE Confidence: 0.951658786666667

01:18:05.124 --> 01:18:07.226 is trying to get people in touch with
NOTE Confidence: 0.951658786666667

01:18:07.230 --> 01:18:08.830 resources and having this conversation,
NOTE Confidence: 0.951658786666667

01:18:08.830 --> 01:18:11.428 it's not important that as institutions

NOTE Confidence: 0.951658786666667

01:18:11.430 --> 01:18:13.246 are there any institutions?

NOTE Confidence: 0.951658786666667

01:18:13.246 --> 01:18:15.970 I think the country are really

NOTE Confidence: 0.951658786666667

01:18:16.052 --> 01:18:17.390 taking on the bigger issue

NOTE Confidence: 0.40276474

01:18:20.430 --> 01:18:20.510 of,

NOTE Confidence: 0.938705323846154

01:18:23.710 --> 01:18:26.222 well, I'll give you an answer that's kind

NOTE Confidence: 0.938705323846154

01:18:26.222 --> 01:18:30.428 of more of a referral and it's so I think

NOTE Confidence: 0.938705323846154

01:18:30.428 --> 01:18:32.376 a lot of people here may actually be

NOTE Confidence: 0.938705323846154

01:18:32.376 --> 01:18:34.230 familiar with the late Fitzhugh Mullen,

NOTE Confidence: 0.938705323846154

01:18:34.230 --> 01:18:36.612 who was a physician activist who

NOTE Confidence: 0.938705323846154

01:18:36.612 --> 01:18:39.230 ran this thing called Project Hope,

NOTE Confidence: 0.938705323846154

01:18:39.230 --> 01:18:41.700 which publishes the journal Health

NOTE Confidence: 0.938705323846154

01:18:41.700 --> 01:18:44.900 Affairs and he passed away I think.

NOTE Confidence: 0.938705323846154

01:18:44.900 --> 01:18:46.340 A couple, couple of years ago.

NOTE Confidence: 0.938705323846154

01:18:46.340 --> 01:18:48.890 But every time I would correspond

NOTE Confidence: 0.938705323846154

01:18:48.890 --> 01:18:51.978 with him fits as, as he was called,

NOTE Confidence: 0.938705323846154

01:18:51.980 --> 01:18:54.871 delighted in pointing out to me that
NOTE Confidence: 0.938705323846154

01:18:54.871 --> 01:18:57.775 Columbia ranked very low on the list of on,
NOTE Confidence: 0.938705323846154

01:18:57.780 --> 01:19:00.690 on a list of kind of academic medical
NOTE Confidence: 0.938705323846154

01:19:00.690 --> 01:19:02.235 institutions that contributed
NOTE Confidence: 0.938705323846154

01:19:02.235 --> 01:19:03.780 to their community.
NOTE Confidence: 0.938705323846154

01:19:03.780 --> 01:19:05.956 Every year he would put out this ranking
NOTE Confidence: 0.938705323846154

01:19:05.956 --> 01:19:08.772 and it would have it would include
NOTE Confidence: 0.938705323846154

01:19:08.772 --> 01:19:13.184 everything from spending on on, on.
NOTE Confidence: 0.938705323846154

01:19:13.184 --> 01:19:17.339 Programs and infrastructure and initiatives,
NOTE Confidence: 0.938705323846154

01:19:17.340 --> 01:19:19.265 community outreach stuff to the
NOTE Confidence: 0.938705323846154

01:19:19.265 --> 01:19:20.805 demographic composition of the
NOTE Confidence: 0.938705323846154

01:19:20.805 --> 01:19:22.498 kinds of people it it hired.
NOTE Confidence: 0.938705323846154

01:19:22.500 --> 01:19:24.756 And so he always loved to rid me
NOTE Confidence: 0.938705323846154

01:19:24.756 --> 01:19:26.609 about how haha Columbia is like
NOTE Confidence: 0.938705323846154

01:19:26.609 --> 01:19:28.900 in 59th place out of 60 years.
NOTE Confidence: 0.938705323846154

01:19:28.900 --> 01:19:30.276 So my answer is,

NOTE Confidence: 0.938705323846154
01:19:30.276 --> 01:19:32.340 I think that index is actually
NOTE Confidence: 0.938705323846154
01:19:32.423 --> 01:19:35.090 pretty was pretty powerful for me in
NOTE Confidence: 0.938705323846154
01:19:35.090 --> 01:19:37.779 terms of having a systemized rubric.
NOTE Confidence: 0.938705323846154
01:19:37.780 --> 01:19:40.800 So I would refer you to it at
NOTE Confidence: 0.938705323846154
01:19:40.800 --> 01:19:44.170 projecthope.org. Yeah, but.
NOTE Confidence: 0.938705323846154
01:19:44.170 --> 01:19:46.046 As well as these New Haven projects
NOTE Confidence: 0.938705323846154
01:19:46.046 --> 01:19:46.850 which sound great.
NOTE Confidence: 0.941930833333333
01:19:49.970 --> 01:19:52.650 I do want there's one question from
NOTE Confidence: 0.941930833333333
01:19:52.650 --> 01:19:55.464 the the chat that I'll put in bring
NOTE Confidence: 0.941930833333333
01:19:55.464 --> 01:19:57.496 it I think Kathy that it will sure
NOTE Confidence: 0.941930833333333
01:19:57.496 --> 01:19:59.370 you could hopefully address it.
NOTE Confidence: 0.941930833333333
01:19:59.370 --> 01:20:02.569 Unfortunately you're on the hot seat again.
NOTE Confidence: 0.941930833333333
01:20:02.570 --> 01:20:04.340 So I had the question is how do I talk
NOTE Confidence: 0.941930833333333
01:20:04.340 --> 01:20:05.837 with the C-Suite about this or how do
NOTE Confidence: 0.941930833333333
01:20:05.837 --> 01:20:07.410 we talk to the C-Suite about this.
NOTE Confidence: 0.941930833333333

01:20:07.410 --> 01:20:09.546 How do I get the them presumably the
NOTE Confidence: 0.9419308333333333

01:20:09.546 --> 01:20:11.338 executives in the hospital to see
NOTE Confidence: 0.9419308333333333

01:20:11.338 --> 01:20:13.569 importance of social justice and how at the.
NOTE Confidence: 0.9419308333333333

01:20:13.570 --> 01:20:15.055 Academic Medical Center interacts with
NOTE Confidence: 0.9419308333333333

01:20:15.055 --> 01:20:17.120 me that people live right around the
NOTE Confidence: 0.9419308333333333

01:20:17.120 --> 01:20:18.704 the corner in fancy building around
NOTE Confidence: 0.9419308333333333

01:20:18.704 --> 01:20:20.448 the corner from the fancy buildings.
NOTE Confidence: 0.9419308333333333

01:20:20.450 --> 01:20:23.366 How do I get them to see that responsibility
NOTE Confidence: 0.9419308333333333

01:20:23.370 --> 01:20:24.914 and then ask we have to address the
NOTE Confidence: 0.9419308333333333

01:20:24.914 --> 01:20:26.136 food desert and transportation issues
NOTE Confidence: 0.9419308333333333

01:20:26.136 --> 01:20:27.977 and need for job training programs and
NOTE Confidence: 0.9419308333333333

01:20:28.025 --> 01:20:29.155 mental health treatment and health
NOTE Confidence: 0.9419308333333333

01:20:29.155 --> 01:20:30.950 and and we should be doing more for
NOTE Confidence: 0.9419308333333333

01:20:30.950 --> 01:20:32.490 the people right here in New Haven.
NOTE Confidence: 0.9402536

01:20:37.890 --> 01:20:40.366 It's true you know.
NOTE Confidence: 0.9402536

01:20:40.366 --> 01:20:41.958 Again you know they're.

NOTE Confidence: 0.9402536

01:20:41.960 --> 01:20:43.175 Your voices are very important

NOTE Confidence: 0.9402536

01:20:43.175 --> 01:20:44.680 and I think that you know,

NOTE Confidence: 0.9402536

01:20:44.680 --> 01:20:47.340 really just showing up to, you know,

NOTE Confidence: 0.9402536

01:20:47.340 --> 01:20:49.800 opportunities where I don't know when,

NOTE Confidence: 0.9402536

01:20:49.800 --> 01:20:52.960 if this is an employee, it's anonymous,

NOTE Confidence: 0.9402536

01:20:52.960 --> 01:20:54.400 it's an anonymous person.

NOTE Confidence: 0.9402536

01:20:54.400 --> 01:20:55.744 So obviously I can speak for

NOTE Confidence: 0.9402536

01:20:55.744 --> 01:20:56.640 employees of the hospital.

NOTE Confidence: 0.9402536

01:20:56.640 --> 01:20:59.016 We have mechanisms that we can

NOTE Confidence: 0.9402536

01:20:59.016 --> 01:21:01.246 speak to our leadership, you know,

NOTE Confidence: 0.9402536

01:21:01.246 --> 01:21:03.184 I'm not really sure what to

NOTE Confidence: 0.9402536

01:21:03.184 --> 01:21:04.875 advise about community outreach,

NOTE Confidence: 0.9402536

01:21:04.875 --> 01:21:06.060 but you know.

NOTE Confidence: 0.9402536

01:21:06.060 --> 01:21:07.640 There are probably mechanisms

NOTE Confidence: 0.9402536

01:21:07.640 --> 01:21:09.460 to reach the leadership.

NOTE Confidence: 0.9402536

01:21:09.460 --> 01:21:11.153 I don't know what to OfferUp
NOTE Confidence: 0.9402536

01:21:11.153 --> 01:21:12.618 in that in that regard,
NOTE Confidence: 0.9402536

01:21:12.620 --> 01:21:14.220 but I would say make your voice heard.
NOTE Confidence: 0.9402536

01:21:14.220 --> 01:21:14.300 Do
NOTE Confidence: 0.953671466666667

01:21:16.500 --> 01:21:17.259 you have something?
NOTE Confidence: 0.79243326

01:21:24.780 --> 01:21:27.260 Sure. And go ahead. And did any,
NOTE Confidence: 0.89162424

01:21:27.260 --> 01:21:28.140 did you have a question?
NOTE Confidence: 0.950317

01:21:32.480 --> 01:21:34.820 I just find the paving specifically
NOTE Confidence: 0.950317

01:21:34.820 --> 01:21:37.496 also generally in your experience in
NOTE Confidence: 0.950317

01:21:37.496 --> 01:21:39.560 the studies you've done, what's the
NOTE Confidence: 0.836523428571429

01:21:41.920 --> 01:21:43.075 so new here? Just to be clear,
NOTE Confidence: 0.836523428571429

01:21:43.080 --> 01:21:45.089 New Haven does a very some very
NOTE Confidence: 0.836523428571429

01:21:45.089 --> 01:21:46.914 powerful unions that is pushing the
NOTE Confidence: 0.836523428571429

01:21:46.914 --> 01:21:48.732 university and the hospital and the
NOTE Confidence: 0.836523428571429

01:21:48.732 --> 01:21:51.488 city to do a better job so that we do
NOTE Confidence: 0.836523428571429

01:21:51.488 --> 01:21:53.520 feel that pressure here in the city.

NOTE Confidence: 0.9368991333333333
01:21:55.720 --> 01:21:57.988 Well, I guess I could tie this
NOTE Confidence: 0.9368991333333333
01:21:57.988 --> 01:22:00.408 actually to the person I opened.
NOTE Confidence: 0.9368991333333333
01:22:00.408 --> 01:22:02.618 My remarks with Sarah Nelson,
NOTE Confidence: 0.9368991333333333
01:22:02.620 --> 01:22:04.930 so she is identified with a brand
NOTE Confidence: 0.9368991333333333
01:22:04.930 --> 01:22:07.264 of unionism that has sometimes been
NOTE Confidence: 0.9368991333333333
01:22:07.264 --> 01:22:09.814 referred to as social justice unionism.
NOTE Confidence: 0.9368991333333333
01:22:09.820 --> 01:22:11.976 And the idea behind social justice unionism,
NOTE Confidence: 0.9368991333333333
01:22:11.980 --> 01:22:13.420 which is very controversial
NOTE Confidence: 0.9368991333333333
01:22:13.420 --> 01:22:14.860 within the labor movement,
NOTE Confidence: 0.9368991333333333
01:22:14.860 --> 01:22:17.080 is how wide should the
NOTE Confidence: 0.9368991333333333
01:22:17.080 --> 01:22:19.300 purview of Labor unions be?
NOTE Confidence: 0.9368991333333333
01:22:19.300 --> 01:22:22.534 Should labor unions only focus on
NOTE Confidence: 0.9368991333333333
01:22:22.534 --> 01:22:24.690 aggressively getting amazing contracts
NOTE Confidence: 0.9368991333333333
01:22:24.771 --> 01:22:27.920 and benefits and wages for their own
NOTE Confidence: 0.9368991333333333
01:22:27.920 --> 01:22:30.420 workers within the circumscribed union?
NOTE Confidence: 0.9368991333333333

01:22:30.420 --> 01:22:32.190 Or do labor unions actually
NOTE Confidence: 0.9368991333333333

01:22:32.190 --> 01:22:34.420 have to not only do that,
NOTE Confidence: 0.9368991333333333

01:22:34.420 --> 01:22:38.230 but also works often in coalition
NOTE Confidence: 0.9368991333333333

01:22:38.230 --> 01:22:41.580 with community members to to address
NOTE Confidence: 0.9368991333333333

01:22:41.580 --> 01:22:44.940 other parts of of the society really
NOTE Confidence: 0.9368991333333333

01:22:45.043 --> 01:22:47.536 beyond just the workplace and the
NOTE Confidence: 0.9368991333333333

01:22:47.536 --> 01:22:50.180 the rank and file a particular union.
NOTE Confidence: 0.9368991333333333

01:22:50.180 --> 01:22:52.700 And in addition to President Nelson,
NOTE Confidence: 0.9368991333333333

01:22:52.700 --> 01:22:54.980 I would say another exemplar of
NOTE Confidence: 0.9368991333333333

01:22:54.980 --> 01:22:56.983 social justice unionism is the
NOTE Confidence: 0.9368991333333333

01:22:56.983 --> 01:22:59.058 Chicago Teachers Union in Chicago,
NOTE Confidence: 0.9368991333333333

01:22:59.060 --> 01:23:00.460 which has gone on strike.
NOTE Confidence: 0.9368991333333333

01:23:00.460 --> 01:23:02.176 Two times over the past decade,
NOTE Confidence: 0.9368991333333333

01:23:02.180 --> 01:23:04.785 but attracted huge community support.
NOTE Confidence: 0.9368991333333333

01:23:04.785 --> 01:23:06.495 And I think it's largely because
NOTE Confidence: 0.9368991333333333

01:23:06.495 --> 01:23:08.856 they did a lot of base building

NOTE Confidence: 0.936899133333333

01:23:08.856 --> 01:23:09.939 in Chicago neighborhoods.

NOTE Confidence: 0.936899133333333

01:23:09.940 --> 01:23:11.365 So people understood that the

NOTE Confidence: 0.936899133333333

01:23:11.365 --> 01:23:13.140 strike wasn't just quote UN quote,

NOTE Confidence: 0.936899133333333

01:23:13.140 --> 01:23:15.420 selfish teachers going on strike,

NOTE Confidence: 0.936899133333333

01:23:15.420 --> 01:23:18.048 but that they were fighting for

NOTE Confidence: 0.936899133333333

01:23:18.048 --> 01:23:20.650 better schools for people in the

NOTE Confidence: 0.936899133333333

01:23:20.650 --> 01:23:24.075 community and and also for a number

NOTE Confidence: 0.936899133333333

01:23:24.075 --> 01:23:25.904 of community improvements that

NOTE Confidence: 0.936899133333333

01:23:25.904 --> 01:23:28.196 may not have had anything directly

NOTE Confidence: 0.936899133333333

01:23:28.196 --> 01:23:30.619 to do with wages and benefits.

NOTE Confidence: 0.936899133333333

01:23:30.620 --> 01:23:32.097 So to answer your question about this,

NOTE Confidence: 0.936899133333333

01:23:32.100 --> 01:23:34.452 I think the social justice Union

NOTE Confidence: 0.936899133333333

01:23:34.452 --> 01:23:36.406 debate has actually been also

NOTE Confidence: 0.936899133333333

01:23:36.406 --> 01:23:38.336 a friction in health union,

NOTE Confidence: 0.936899133333333

01:23:38.340 --> 01:23:39.441 health worker unions.

NOTE Confidence: 0.936899133333333

01:23:39.441 --> 01:23:42.372 In a lot of the activism that I
NOTE Confidence: 0.9368991333333333

01:23:42.372 --> 01:23:44.433 looked at in the 1960s and 1970s,
NOTE Confidence: 0.9368991333333333

01:23:44.433 --> 01:23:46.431 I was actually surprised to see
NOTE Confidence: 0.9368991333333333

01:23:46.431 --> 01:23:49.522 that in a lot of these debates about
NOTE Confidence: 0.9368991333333333

01:23:49.522 --> 01:23:51.966 town and gown relationships and the
NOTE Confidence: 0.9368991333333333

01:23:51.966 --> 01:23:54.096 racism of academic medical centers
NOTE Confidence: 0.9368991333333333

01:23:54.096 --> 01:23:56.140 like the Cleveland Clinic and,
NOTE Confidence: 0.9368991333333333

01:23:56.140 --> 01:23:58.216 you know, name all your other,
NOTE Confidence: 0.9368991333333333

01:23:58.220 --> 01:24:00.416 name, all your other causes that.
NOTE Confidence: 0.9368991333333333

01:24:00.420 --> 01:24:02.556 Some of the most militant and
NOTE Confidence: 0.9368991333333333

01:24:02.556 --> 01:24:04.434 successful and left wing health
NOTE Confidence: 0.9368991333333333

01:24:04.434 --> 01:24:06.374 worker unions were actually not
NOTE Confidence: 0.9368991333333333

01:24:06.374 --> 01:24:08.660 very active in those campaigns.
NOTE Confidence: 0.9368991333333333

01:24:08.660 --> 01:24:10.724 They were very active in the
NOTE Confidence: 0.9368991333333333

01:24:10.724 --> 01:24:12.100 wages and benefits struggles,
NOTE Confidence: 0.9368991333333333

01:24:12.100 --> 01:24:16.390 but less so on larger kind of health

NOTE Confidence: 0.9368991333333333

01:24:16.390 --> 01:24:18.740 issues beyond wages and benefits.

NOTE Confidence: 0.9368991333333333

01:24:18.740 --> 01:24:20.816 I think that's changing a lot,

NOTE Confidence: 0.9368991333333333

01:24:20.820 --> 01:24:23.800 but I think it depends a lot on the local.

NOTE Confidence: 0.9368991333333333

01:24:23.800 --> 01:24:25.996 And the leadership in the local,

NOTE Confidence: 0.9368991333333333

01:24:26.000 --> 01:24:27.440 there's a lot of variation.

NOTE Confidence: 0.9368991333333333

01:24:27.440 --> 01:24:28.508 So, you know,

NOTE Confidence: 0.9368991333333333

01:24:28.508 --> 01:24:31.000 the Chicago Teachers Union does their thing,

NOTE Confidence: 0.9368991333333333

01:24:31.000 --> 01:24:34.160 but you know the a FTUFT and New York

NOTE Confidence: 0.9368991333333333

01:24:34.160 --> 01:24:39.080 City probably with a less holistic what,

NOTE Confidence: 0.9368991333333333

01:24:39.080 --> 01:24:40.240 how about you?

NOTE Confidence: 0.9368991333333333

01:24:40.240 --> 01:24:41.080 You

NOTE Confidence: 0.9480806888888889

01:24:41.080 --> 01:24:43.610 probably have said on both

NOTE Confidence: 0.9480806888888889

01:24:43.610 --> 01:24:45.634 sides of those conversations.

NOTE Confidence: 0.9480806888888889

01:24:45.640 --> 01:24:47.256 Okay, fair enough.

NOTE Confidence: 0.9480806888888889

01:24:47.256 --> 01:24:50.050 Okay, fair enough. Financial wealth.

NOTE Confidence: 0.9480806888888889

01:24:50.050 --> 01:24:52.185 I do want to acknowledge that thank you

NOTE Confidence: 0.948080688888889

01:24:52.185 --> 01:24:54.875 we're we're at time now but so I do

NOTE Confidence: 0.948080688888889

01:24:54.875 --> 01:24:57.170 want to thank everyone for attending that.

NOTE Confidence: 0.948080688888889

01:24:57.170 --> 01:24:58.620 Thank you for our panelists

NOTE Confidence: 0.948080688888889

01:24:58.620 --> 01:24:59.490 for excellent conversation.

NOTE Confidence: 0.948080688888889

01:24:59.490 --> 01:25:01.752 Thank you Merlin for for priming

NOTE Confidence: 0.948080688888889

01:25:01.752 --> 01:25:03.729 the conversation with the research

NOTE Confidence: 0.948080688888889

01:25:03.729 --> 01:25:06.111 you've done and thank you the

NOTE Confidence: 0.948080688888889

01:25:06.111 --> 01:25:07.890 program the humanities medicine

NOTE Confidence: 0.948080688888889

01:25:07.890 --> 01:25:10.260 for hosting us and Doctor Reisman

NOTE Confidence: 0.948080688888889

01:25:10.260 --> 01:25:11.690 and Karen but yeah thank you.