

WEBVTT

NOTE duration:"00:17:20"

NOTE recognizability:0.933

NOTE language:en-us

NOTE Confidence: 0.93476975

00:00:02.200 --> 00:00:03.292 Well, good morning.

NOTE Confidence: 0.93476975

00:00:03.292 --> 00:00:05.476 It's really good to see you.

NOTE Confidence: 0.93476975

00:00:05.480 --> 00:00:08.216 And this is one of the more important

NOTE Confidence: 0.93476975

00:00:08.216 --> 00:00:10.300 days that we have in the year.

NOTE Confidence: 0.93476975

00:00:10.300 --> 00:00:12.680 Some of you have been here already,

NOTE Confidence: 0.93476975

00:00:12.680 --> 00:00:14.030 as Linda said,

NOTE Confidence: 0.93476975

00:00:14.030 --> 00:00:16.280 and you're just changing roles.

NOTE Confidence: 0.93476975

00:00:16.280 --> 00:00:18.653 But we hope that you're going to

NOTE Confidence: 0.93476975

00:00:18.653 --> 00:00:20.809 still learn something new about the

NOTE Confidence: 0.93476975

00:00:20.809 --> 00:00:23.140 institution that you hadn't thought about.

NOTE Confidence: 0.93476975

00:00:23.140 --> 00:00:25.360 And of course, as a School of Medicine,

NOTE Confidence: 0.93476975

00:00:25.360 --> 00:00:28.360 we're privileged to have many missions,

NOTE Confidence: 0.93476975

00:00:28.360 --> 00:00:28.973 education,

NOTE Confidence: 0.93476975

00:00:28.973 --> 00:00:32.038 research and our clinical mission.
NOTE Confidence: 0.93476975

00:00:32.040 --> 00:00:34.600 And one of the things that we did
NOTE Confidence: 0.93476975

00:00:34.600 --> 00:00:36.840 during COVID and it turned out that
NOTE Confidence: 0.93476975

00:00:36.840 --> 00:00:40.018 Zoom was an excellent media for focus
NOTE Confidence: 0.93476975

00:00:40.018 --> 00:00:43.279 groups was revise our mission statement.
NOTE Confidence: 0.93476975

00:00:43.280 --> 00:00:44.875 And I think this captures
NOTE Confidence: 0.93476975

00:00:44.875 --> 00:00:46.840 a lot about who we are.
NOTE Confidence: 0.93476975

00:00:46.840 --> 00:00:48.600 We educate and nurture creative
NOTE Confidence: 0.93476975

00:00:48.600 --> 00:00:50.360 leaders in medicine and science,
NOTE Confidence: 0.93476975

00:00:50.360 --> 00:00:52.560 promoting curiosity and critical
NOTE Confidence: 0.93476975

00:00:52.560 --> 00:00:54.760 inquiry in an inclusive
NOTE Confidence: 0.93476975

00:00:54.760 --> 00:00:56.870 environment enriched by diversity.
NOTE Confidence: 0.93476975

00:00:56.870 --> 00:00:59.054 Those of you who have been here for
NOTE Confidence: 0.93476975

00:00:59.054 --> 00:01:01.492 a while know that our educational
NOTE Confidence: 0.93476975

00:01:01.492 --> 00:01:03.582 philosophy is summed up in
NOTE Confidence: 0.93476975

00:01:03.582 --> 00:01:05.622 the words the Yale system.

NOTE Confidence: 0.93476975

00:01:05.630 --> 00:01:07.226 It's been around for a long time,

NOTE Confidence: 0.93476975

00:01:07.230 --> 00:01:09.588 but we, before it was fashionable,

NOTE Confidence: 0.93476975

00:01:09.590 --> 00:01:11.669 did not have grades or class rank,

NOTE Confidence: 0.93476975

00:01:11.670 --> 00:01:15.310 and really treat our students as mature

NOTE Confidence: 0.93476975

00:01:15.310 --> 00:01:18.264 individuals who are responsible for our own,

NOTE Confidence: 0.93476975

00:01:18.270 --> 00:01:21.427 for their own and our own learning.

NOTE Confidence: 0.93476975

00:01:21.430 --> 00:01:25.670 And the consequence for our faculty is that

NOTE Confidence: 0.93476975

00:01:25.670 --> 00:01:27.707 you get to work with incredible students,

NOTE Confidence: 0.93476975

00:01:27.710 --> 00:01:30.020 but they will be reaching out to

NOTE Confidence: 0.93476975

00:01:30.020 --> 00:01:32.290 you for mentorship and engagement

NOTE Confidence: 0.93476975

00:01:32.290 --> 00:01:34.230 in what you're doing.

NOTE Confidence: 0.93476975

00:01:34.230 --> 00:01:35.695 And that's what makes this

NOTE Confidence: 0.93476975

00:01:35.695 --> 00:01:36.867 place a rich place.

NOTE Confidence: 0.93476975

00:01:36.870 --> 00:01:38.460 And those words enriched by

NOTE Confidence: 0.93476975

00:01:38.460 --> 00:01:40.590 diversity were not in our mission.

NOTE Confidence: 0.93476975

00:01:40.590 --> 00:01:42.730 There was nothing about diversity
NOTE Confidence: 0.93476975

00:01:42.730 --> 00:01:44.870 in our mission state previously.
NOTE Confidence: 0.93476975

00:01:44.870 --> 00:01:47.192 There's been a lot of conversation
NOTE Confidence: 0.93476975

00:01:47.192 --> 00:01:49.469 about this following the the SCOTUS
NOTE Confidence: 0.93476975

00:01:49.470 --> 00:01:52.030 decision this this past summer.
NOTE Confidence: 0.93476975

00:01:52.030 --> 00:01:54.123 I will say that our entering class
NOTE Confidence: 0.93476975

00:01:54.123 --> 00:01:56.023 this year is the most diverse
NOTE Confidence: 0.93476975

00:01:56.023 --> 00:01:58.207 class we've ever had and is also
NOTE Confidence: 0.93476975

00:01:58.272 --> 00:02:00.306 the most excellent class by all.
NOTE Confidence: 0.93476975

00:02:00.310 --> 00:02:02.070 You know MCAT grade point,
NOTE Confidence: 0.93476975

00:02:02.070 --> 00:02:05.830 whatever scores you choose to look
NOTE Confidence: 0.93476975

00:02:05.830 --> 00:02:08.946 at and we remain committed to that
NOTE Confidence: 0.93476975

00:02:08.950 --> 00:02:10.842 ideal of inclusive excellence.
NOTE Confidence: 0.93476975

00:02:10.842 --> 00:02:13.207 We advance discovery and innovation
NOTE Confidence: 0.93476975

00:02:13.207 --> 00:02:15.190 fostered by partnerships across
NOTE Confidence: 0.93476975

00:02:15.190 --> 00:02:16.150 the university,

NOTE Confidence: 0.93476975

00:02:16.150 --> 00:02:19.468 our local community and the world.

NOTE Confidence: 0.93476975

00:02:19.470 --> 00:02:21.690 We are not a silo.

NOTE Confidence: 0.93476975

00:02:21.690 --> 00:02:24.082 Here we sit in a community of both

NOTE Confidence: 0.93476975

00:02:24.082 --> 00:02:26.290 a larger university partnered with a

NOTE Confidence: 0.93476975

00:02:26.290 --> 00:02:29.569 health system and in a city of New Haven,

NOTE Confidence: 0.93476975

00:02:29.570 --> 00:02:34.166 which is a an amazing city.

NOTE Confidence: 0.93476975

00:02:34.170 --> 00:02:35.914 It's a scrappy city.

NOTE Confidence: 0.93476975

00:02:35.914 --> 00:02:39.337 It's been through a lot over the years

NOTE Confidence: 0.93476975

00:02:39.337 --> 00:02:42.846 and is one of the most welcoming cities.

NOTE Confidence: 0.93476975

00:02:42.850 --> 00:02:44.658 I I came here from the South thinking

NOTE Confidence: 0.93476975

00:02:44.658 --> 00:02:46.409 that you know this was going to be

NOTE Confidence: 0.93476975

00:02:46.409 --> 00:02:48.498 a tough place to return to and I

NOTE Confidence: 0.93476975

00:02:48.498 --> 00:02:50.802 was just amazed by how welcoming

NOTE Confidence: 0.93476975

00:02:50.802 --> 00:02:52.290 this this town is.

NOTE Confidence: 0.93476975

00:02:52.290 --> 00:02:55.922 And so we we learn even in our

NOTE Confidence: 0.93476975

00:02:55.922 --> 00:02:59.010 research from all those around us.
NOTE Confidence: 0.93476975

00:02:59.010 --> 00:03:01.649 And then lastly caring for our patients
NOTE Confidence: 0.93476975

00:03:01.649 --> 00:03:03.290 with compassion and committing to the
NOTE Confidence: 0.93476975

00:03:03.290 --> 00:03:04.610 improving the health of all people.
NOTE Confidence: 0.93476975

00:03:04.610 --> 00:03:06.974 It's not just the physician patient
NOTE Confidence: 0.93476975

00:03:06.974 --> 00:03:08.550 relationship or the clinician
NOTE Confidence: 0.93476975

00:03:08.616 --> 00:03:09.890 patient relationship,
NOTE Confidence: 0.93476975

00:03:09.890 --> 00:03:12.020 but it's our obligation to
NOTE Confidence: 0.93476975

00:03:12.020 --> 00:03:16.232 improve health across our city,
NOTE Confidence: 0.93476975

00:03:16.232 --> 00:03:20.276 state and and really the world.
NOTE Confidence: 0.93476975

00:03:20.280 --> 00:03:24.120 I would say that over the last 3 1/2 years,
NOTE Confidence: 0.9381217

00:03:24.120 --> 00:03:26.004 there have been some crosscutting themes
NOTE Confidence: 0.9381217

00:03:26.004 --> 00:03:28.479 to the work that we're doing together.
NOTE Confidence: 0.9381217

00:03:28.480 --> 00:03:31.525 One is about this creating an environment
NOTE Confidence: 0.9381217

00:03:31.525 --> 00:03:33.651 of inclusive excellence where everyone
NOTE Confidence: 0.9381217

00:03:33.651 --> 00:03:36.276 in our school can thrive and to which

NOTE Confidence: 0.9381217

00:03:36.276 --> 00:03:38.040 we continue to recruit the best talent.

NOTE Confidence: 0.9381217

00:03:38.040 --> 00:03:39.480 That's why you're here,

NOTE Confidence: 0.9381217

00:03:39.480 --> 00:03:40.920 this piece of investment.

NOTE Confidence: 0.9381217

00:03:40.920 --> 00:03:43.060 I'll highlight some of the

NOTE Confidence: 0.9381217

00:03:43.060 --> 00:03:45.200 things for you as faculty.

NOTE Confidence: 0.9381217

00:03:45.200 --> 00:03:48.131 You know, it's it's important that

NOTE Confidence: 0.9381217

00:03:48.131 --> 00:03:50.165 each of you has a mentor regardless

NOTE Confidence: 0.9381217

00:03:50.165 --> 00:03:51.635 of what you're doing and frankly,

NOTE Confidence: 0.9381217

00:03:51.640 --> 00:03:53.878 regardless of how senior you are.

NOTE Confidence: 0.9381217

00:03:53.880 --> 00:03:56.526 One of our emphases has been on

NOTE Confidence: 0.9381217

00:03:56.526 --> 00:03:58.490 mentorship and sponsorship and we

NOTE Confidence: 0.9381217

00:03:58.490 --> 00:04:01.136 created up a process called the Faculty

NOTE Confidence: 0.9381217

00:04:01.136 --> 00:04:02.960 Development Annual Questionnaire.

NOTE Confidence: 0.9381217

00:04:02.960 --> 00:04:05.501 That is not That is intended primarily

NOTE Confidence: 0.9381217

00:04:05.501 --> 00:04:08.956 to be a forcing function for you with

NOTE Confidence: 0.9381217

00:04:08.960 --> 00:04:11.750 your chair or your section chief,
NOTE Confidence: 0.9381217

00:04:11.750 --> 00:04:13.710 to pose questions that make you reflect
NOTE Confidence: 0.9381217

00:04:13.710 --> 00:04:15.548 every year about where you're going,
NOTE Confidence: 0.9381217

00:04:15.550 --> 00:04:17.014 what your aspirations are,
NOTE Confidence: 0.9381217

00:04:17.014 --> 00:04:19.601 and to give you the opportunity to
NOTE Confidence: 0.9381217

00:04:19.601 --> 00:04:21.897 share that with your leaders so that
NOTE Confidence: 0.9381217

00:04:21.897 --> 00:04:24.029 when they're thinking about who to
NOTE Confidence: 0.9381217

00:04:24.029 --> 00:04:26.464 nominate for something or what you need,
NOTE Confidence: 0.9381217

00:04:26.464 --> 00:04:28.976 you will come to mind and you will
NOTE Confidence: 0.9381217

00:04:28.976 --> 00:04:31.110 have those rich conversations.
NOTE Confidence: 0.9381217

00:04:31.110 --> 00:04:32.830 If you're a physician scientist,
NOTE Confidence: 0.9381217

00:04:32.830 --> 00:04:35.000 it includes the creation of the Janeway
NOTE Confidence: 0.9381217

00:04:35.000 --> 00:04:37.191 Society for for those of you who
NOTE Confidence: 0.9381217

00:04:37.191 --> 00:04:38.985 are in the career development stage,
NOTE Confidence: 0.9381217

00:04:38.990 --> 00:04:41.588 that also creates a network of
NOTE Confidence: 0.9381217

00:04:41.590 --> 00:04:44.165 peers across departments and serves

NOTE Confidence: 0.9381217

00:04:44.165 --> 00:04:46.225 to break down silos.

NOTE Confidence: 0.9381217

00:04:46.230 --> 00:04:49.030 If you're a clinician, educator,

NOTE Confidence: 0.9381217

00:04:49.030 --> 00:04:51.062 scholar, and academic clinician,

NOTE Confidence: 0.9381217

00:04:51.062 --> 00:04:54.570 the workshops on you know how to find

NOTE Confidence: 0.9381217

00:04:54.570 --> 00:04:56.550 mentorship in the clinical arena,

NOTE Confidence: 0.9381217

00:04:56.550 --> 00:04:59.875 how to develop your educational talents,

NOTE Confidence: 0.9381217

00:04:59.875 --> 00:05:02.785 how to prepare your for promotion,

NOTE Confidence: 0.9381217

00:05:02.790 --> 00:05:04.350 and those kinds of things.

NOTE Confidence: 0.9381217

00:05:04.350 --> 00:05:04.855 Please,

NOTE Confidence: 0.9381217

00:05:04.855 --> 00:05:06.875 please sample those things

NOTE Confidence: 0.9381217

00:05:06.875 --> 00:05:09.400 and take advantage of them.

NOTE Confidence: 0.9381217

00:05:09.400 --> 00:05:12.118 So related to breaking down silos,

NOTE Confidence: 0.9381217

00:05:12.120 --> 00:05:15.408 you know we have incredible excellence

NOTE Confidence: 0.9381217

00:05:15.408 --> 00:05:17.969 here and if it sits in silos whether

NOTE Confidence: 0.9381217

00:05:17.969 --> 00:05:20.924 that be in basic science departments and

NOTE Confidence: 0.9381217

00:05:20.924 --> 00:05:23.960 clinical departments and the clinical arena,
NOTE Confidence: 0.9381217

00:05:23.960 --> 00:05:25.408 we will under achieve.
NOTE Confidence: 0.9381217

00:05:25.408 --> 00:05:28.008 We have to get everybody in the
NOTE Confidence: 0.9381217

00:05:28.008 --> 00:05:30.120 room because when you do that,
NOTE Confidence: 0.9381217

00:05:30.120 --> 00:05:32.591 there's a an energy and a new
NOTE Confidence: 0.9381217

00:05:32.591 --> 00:05:34.480 way of seeing problems.
NOTE Confidence: 0.9381217

00:05:34.480 --> 00:05:36.352 And so a lot of the work that
NOTE Confidence: 0.9381217

00:05:36.352 --> 00:05:37.882 we're doing is about gathering
NOTE Confidence: 0.9381217

00:05:37.882 --> 00:05:39.557 groups together in new ways,
NOTE Confidence: 0.9381217

00:05:39.560 --> 00:05:41.390 promoting multidisciplinary grants,
NOTE Confidence: 0.9381217

00:05:41.390 --> 00:05:44.440 the Office of Team Science.
NOTE Confidence: 0.9381217

00:05:44.440 --> 00:05:45.920 So again,
NOTE Confidence: 0.9381217

00:05:45.920 --> 00:05:48.880 please sample those things,
NOTE Confidence: 0.9381217

00:05:48.880 --> 00:05:52.040 building and stewarding resources necessary
NOTE Confidence: 0.9381217

00:05:52.040 --> 00:05:55.568 for you to to make the discoveries
NOTE Confidence: 0.9381217

00:05:55.568 --> 00:05:58.800 and and observe what you're what

NOTE Confidence: 0.9381217

00:05:58.800 --> 00:06:02.044 translate observations into discovery.

NOTE Confidence: 0.9381217

00:06:02.044 --> 00:06:05.104 So that includes everything from

NOTE Confidence: 0.9381217

00:06:05.104 --> 00:06:06.976 beefing up our core so that

NOTE Confidence: 0.9381217

00:06:06.976 --> 00:06:08.439 they're more user friendly.

NOTE Confidence: 0.9381217

00:06:08.440 --> 00:06:10.448 A lot of work going on right now

NOTE Confidence: 0.9381217

00:06:10.448 --> 00:06:12.354 in the Yale Center for Clinical

NOTE Confidence: 0.9381217

00:06:12.354 --> 00:06:14.144 Investigation to make sure that

NOTE Confidence: 0.9381217

00:06:14.144 --> 00:06:16.358 you have access to the resources.

NOTE Confidence: 0.9381217

00:06:16.360 --> 00:06:18.385 I'll talk about alignment but

NOTE Confidence: 0.9381217

00:06:18.385 --> 00:06:20.602 the notion that every patient we

NOTE Confidence: 0.9381217

00:06:20.602 --> 00:06:22.940 see in the clinic or the hospital

NOTE Confidence: 0.9381217

00:06:23.009 --> 00:06:25.144 really should be participating in

NOTE Confidence: 0.9381217

00:06:25.144 --> 00:06:27.689 research and education and how do

NOTE Confidence: 0.9381217

00:06:27.689 --> 00:06:29.359 we make that that possible.

NOTE Confidence: 0.9381217

00:06:29.360 --> 00:06:32.248 So building resources there.

NOTE Confidence: 0.9381217

00:06:32.250 --> 00:06:35.450 And then lastly alignment that
NOTE Confidence: 0.9381217

00:06:35.450 --> 00:06:37.705 is realizing the full potential
NOTE Confidence: 0.9381217

00:06:37.705 --> 00:06:39.655 of our relationship with you on
NOTE Confidence: 0.9381217

00:06:39.655 --> 00:06:41.248 the Haven health system.
NOTE Confidence: 0.9381217

00:06:41.250 --> 00:06:43.413 And we've had a 200 year relationship
NOTE Confidence: 0.9381217

00:06:43.413 --> 00:06:45.596 I I would like in it sometimes
NOTE Confidence: 0.9381217

00:06:45.596 --> 00:06:47.372 in the past to a sibling
NOTE Confidence: 0.92145056

00:06:47.441 --> 00:06:50.017 rivalry you know or parallel play where
NOTE Confidence: 0.92145056

00:06:50.017 --> 00:06:52.066 we're not always haven't always been
NOTE Confidence: 0.92145056

00:06:52.066 --> 00:06:54.250 talking to each other and we're in
NOTE Confidence: 0.92145056

00:06:54.308 --> 00:06:56.340 a period of time I think coming out
NOTE Confidence: 0.92145056

00:06:56.340 --> 00:06:58.860 of COVID when we really had to work
NOTE Confidence: 0.92145056

00:06:58.860 --> 00:07:00.952 together and we discovered what that
NOTE Confidence: 0.92145056

00:07:00.952 --> 00:07:03.584 looks like and we are making significant
NOTE Confidence: 0.92145056

00:07:03.584 --> 00:07:05.896 changes that I think you will benefit
NOTE Confidence: 0.92145056

00:07:05.896 --> 00:07:08.119 from over the next several years.

NOTE Confidence: 0.92145056

00:07:08.120 --> 00:07:10.784 So one of the things that we're doing

NOTE Confidence: 0.92145056

00:07:10.784 --> 00:07:13.599 is a an aligned strategic plan.

NOTE Confidence: 0.92145056

00:07:13.600 --> 00:07:15.616 So we have, we've done strategic

NOTE Confidence: 0.92145056

00:07:15.616 --> 00:07:17.520 planning university wide for research,

NOTE Confidence: 0.92145056

00:07:17.520 --> 00:07:19.837 we've done it for education for diversity.

NOTE Confidence: 0.92145056

00:07:19.840 --> 00:07:21.760 We've never sat with the hospital

NOTE Confidence: 0.92145056

00:07:21.760 --> 00:07:24.160 and said how do we work together

NOTE Confidence: 0.92145056

00:07:24.160 --> 00:07:25.920 and that's ongoing right now.

NOTE Confidence: 0.92145056

00:07:25.920 --> 00:07:28.338 And these five pillars of that

NOTE Confidence: 0.92145056

00:07:28.338 --> 00:07:30.570 strategic plan came from and exercise

NOTE Confidence: 0.92145056

00:07:30.570 --> 00:07:32.430 where leaders across the school and

NOTE Confidence: 0.92145056

00:07:32.430 --> 00:07:34.609 the health system were asked to say

NOTE Confidence: 0.92145056

00:07:34.609 --> 00:07:36.109 you know what differentiates us,

NOTE Confidence: 0.92145056

00:07:36.110 --> 00:07:37.630 what's the most important thing

NOTE Confidence: 0.92145056

00:07:37.630 --> 00:07:39.670 for us to continue to develop.

NOTE Confidence: 0.92145056

00:07:39.670 --> 00:07:42.250 And I'm always happy to point
NOTE Confidence: 0.92145056

00:07:42.250 --> 00:07:45.132 out that at the two ends of these
NOTE Confidence: 0.92145056

00:07:45.132 --> 00:07:47.622 pillars leading edge clinical and
NOTE Confidence: 0.92145056

00:07:47.622 --> 00:07:49.774 translational research and continuous
NOTE Confidence: 0.92145056

00:07:49.774 --> 00:07:52.278 learning and innovation are there.
NOTE Confidence: 0.92145056

00:07:52.278 --> 00:07:54.870 And so this is not just a strategic
NOTE Confidence: 0.92145056

00:07:54.940 --> 00:07:57.370 plan about how we provide better
NOTE Confidence: 0.92145056

00:07:57.370 --> 00:08:01.380 clinical care and how we what,
NOTE Confidence: 0.92145056

00:08:01.380 --> 00:08:03.280 what service lines we grow
NOTE Confidence: 0.92145056

00:08:03.280 --> 00:08:04.655 in those kinds of things.
NOTE Confidence: 0.92145056

00:08:04.660 --> 00:08:07.684 But it's the essence of being an
NOTE Confidence: 0.92145056

00:08:07.684 --> 00:08:10.070 academic health system and why you're
NOTE Confidence: 0.92145056

00:08:10.070 --> 00:08:13.292 here and not at HCA, the others.
NOTE Confidence: 0.92145056

00:08:13.292 --> 00:08:15.428 The second thing that we've done
NOTE Confidence: 0.92145056

00:08:15.428 --> 00:08:17.690 as part of alignment is create
NOTE Confidence: 0.92145056

00:08:17.690 --> 00:08:20.328 this aligned physician enterprise.

NOTE Confidence: 0.92145056
00:08:20.328 --> 00:08:21.840 So again,
NOTE Confidence: 0.92145056
00:08:21.840 --> 00:08:23.072 for those of you who've been here
NOTE Confidence: 0.92145056
00:08:23.072 --> 00:08:23.600 a long time,
NOTE Confidence: 0.92145056
00:08:23.600 --> 00:08:25.376 you know that Yale Medicine has
NOTE Confidence: 0.92145056
00:08:25.376 --> 00:08:27.439 been is our faculty practice plan,
NOTE Confidence: 0.92145056
00:08:27.440 --> 00:08:28.706 the employed faculty.
NOTE Confidence: 0.92145056
00:08:28.706 --> 00:08:31.238 And then there's Northeast Medical Group,
NOTE Confidence: 0.92145056
00:08:31.240 --> 00:08:34.360 which are who are wonderful physicians,
NOTE Confidence: 0.92145056
00:08:34.360 --> 00:08:35.704 often are alumni.
NOTE Confidence: 0.92145056
00:08:35.704 --> 00:08:38.392 You are employed by the health
NOTE Confidence: 0.92145056
00:08:38.392 --> 00:08:40.700 system and we didn't,
NOTE Confidence: 0.92145056
00:08:40.700 --> 00:08:43.751 we didn't interact and that meant
NOTE Confidence: 0.92145056
00:08:43.751 --> 00:08:46.133 that sometimes we were even competing
NOTE Confidence: 0.92145056
00:08:46.140 --> 00:08:48.180 for bringing new, you know,
NOTE Confidence: 0.92145056
00:08:48.180 --> 00:08:50.346 should this faculty member be a
NOTE Confidence: 0.92145056

00:08:50.346 --> 00:08:53.252 faculty member or be a member of any
NOTE Confidence: 0.92145056

00:08:53.252 --> 00:08:55.334 MG we had parallel access systems,
NOTE Confidence: 0.92145056

00:08:55.340 --> 00:08:57.940 billing systems, you name it.
NOTE Confidence: 0.92145056

00:08:57.940 --> 00:09:00.805 So very inefficient and really
NOTE Confidence: 0.92145056

00:09:00.805 --> 00:09:03.097 frustrating to our patients.
NOTE Confidence: 0.92145056

00:09:03.100 --> 00:09:05.218 So this is now structured where
NOTE Confidence: 0.92145056

00:09:05.218 --> 00:09:07.172 we haven't changed the employment
NOTE Confidence: 0.92145056

00:09:07.172 --> 00:09:09.980 agreements or anything about where the,
NOTE Confidence: 0.92145056

00:09:09.980 --> 00:09:11.172 where the physicians sit,
NOTE Confidence: 0.92145056

00:09:11.172 --> 00:09:13.805 but it all rolls up to a chief
NOTE Confidence: 0.92145056

00:09:13.805 --> 00:09:16.133 physician executive who is Peggy McGovern,
NOTE Confidence: 0.92145056

00:09:16.140 --> 00:09:18.660 our CEO of Yale Medicine.
NOTE Confidence: 0.92145056

00:09:18.660 --> 00:09:21.220 And Peggy is not able to be here
NOTE Confidence: 0.92145056

00:09:21.220 --> 00:09:21.860 this morning,
NOTE Confidence: 0.92145056

00:09:21.860 --> 00:09:26.860 but you'll hear from her right hand leader,
NOTE Confidence: 0.92145056

00:09:26.860 --> 00:09:28.852 Bob our Coker Senior Vice President

NOTE Confidence: 0.92145056
00:09:28.852 --> 00:09:30.847 there right now is Richard Goldstein
NOTE Confidence: 0.92145056
00:09:30.847 --> 00:09:33.255 who has led an EMG in the past.
NOTE Confidence: 0.92145056
00:09:33.260 --> 00:09:35.458 So this is a work in progress.
NOTE Confidence: 0.92145056
00:09:35.460 --> 00:09:36.980 It just started in January,
NOTE Confidence: 0.92145056
00:09:36.980 --> 00:09:39.140 but this is from Peggy.
NOTE Confidence: 0.92145056
00:09:39.140 --> 00:09:41.303 The aspirations as to what we can
NOTE Confidence: 0.92145056
00:09:41.303 --> 00:09:42.970 do with this structure.
NOTE Confidence: 0.92145056
00:09:42.970 --> 00:09:45.352 So obviously you can provide better
NOTE Confidence: 0.92145056
00:09:45.352 --> 00:09:47.434 quality care to your patients
NOTE Confidence: 0.92145056
00:09:47.434 --> 00:09:49.930 if you're talking to each other.
NOTE Confidence: 0.92145056
00:09:49.930 --> 00:09:52.058 You can start to get into things
NOTE Confidence: 0.92145056
00:09:52.058 --> 00:09:52.970 like standing up
NOTE Confidence: 0.9359281
00:09:55.330 --> 00:09:58.440 SINS integrated networks so that
NOTE Confidence: 0.9359281
00:09:58.440 --> 00:10:02.170 you can provide better value care.
NOTE Confidence: 0.9359281
00:10:02.170 --> 00:10:04.302 We have tremendous opportunities
NOTE Confidence: 0.9359281

00:10:04.302 --> 00:10:06.967 in IT and digital health.
NOTE Confidence: 0.9359281

00:10:06.970 --> 00:10:10.940 We have an aligned electronic
NOTE Confidence: 0.9359281

00:10:10.940 --> 00:10:13.220 health record and Lee Schwam who
NOTE Confidence: 0.9359281

00:10:13.220 --> 00:10:16.123 may be here this morning is now
NOTE Confidence: 0.9359281

00:10:16.123 --> 00:10:18.233 leading our digital health efforts.
NOTE Confidence: 0.9359281

00:10:18.240 --> 00:10:20.440 I mentioned just the simple
NOTE Confidence: 0.9359281

00:10:20.440 --> 00:10:21.908 things of you know,
NOTE Confidence: 0.9359281

00:10:21.908 --> 00:10:23.378 aligning compliance and finance and
NOTE Confidence: 0.9359281

00:10:23.378 --> 00:10:25.518 things that may seem a little bit boring,
NOTE Confidence: 0.9359281

00:10:25.520 --> 00:10:27.886 but that really improve your life because
NOTE Confidence: 0.9359281

00:10:27.886 --> 00:10:30.237 they also will eliminate some of the
NOTE Confidence: 0.9359281

00:10:30.240 --> 00:10:32.886 duplicate work that you have to do.
NOTE Confidence: 0.9359281

00:10:32.890 --> 00:10:34.858 So those are a few things and it
NOTE Confidence: 0.9359281

00:10:34.858 --> 00:10:36.676 will take time and I hope that
NOTE Confidence: 0.9359281

00:10:36.676 --> 00:10:38.529 you will be engaged in that work
NOTE Confidence: 0.9359281

00:10:38.530 --> 00:10:42.090 with Peggy and and bobber.

NOTE Confidence: 0.9359281

00:10:42.090 --> 00:10:46.410 So I'll end with two slides.

NOTE Confidence: 0.9359281

00:10:46.410 --> 00:10:48.069 Underlying everything that

NOTE Confidence: 0.9359281

00:10:48.069 --> 00:10:51.890 we do are our values.

NOTE Confidence: 0.9359281

00:10:51.890 --> 00:10:55.287 And if you hear nothing else from me,

NOTE Confidence: 0.9359281

00:10:55.290 --> 00:10:57.495 I hope it's that you understand that

NOTE Confidence: 0.9359281

00:10:57.495 --> 00:11:01.350 we are a valuedriven institution.

NOTE Confidence: 0.9359281

00:11:01.350 --> 00:11:01.830 These,

NOTE Confidence: 0.9359281

00:11:01.830 --> 00:11:04.710 this particular wheel came from a

NOTE Confidence: 0.9359281

00:11:04.710 --> 00:11:07.430 group of leaders who gathered together

NOTE Confidence: 0.9359281

00:11:07.430 --> 00:11:09.670 actually shortly before I arrived.

NOTE Confidence: 0.9359281

00:11:09.670 --> 00:11:14.110 But I think it speaks to what we're about.

NOTE Confidence: 0.9359281

00:11:14.110 --> 00:11:15.284 So, you know,

NOTE Confidence: 0.9359281

00:11:15.284 --> 00:11:17.100 I don't know that we need to say

NOTE Confidence: 0.9359281

00:11:17.163 --> 00:11:18.788 that we should have integrity,

NOTE Confidence: 0.9359281

00:11:18.790 --> 00:11:22.726 but reflection and communication is,

NOTE Confidence: 0.9359281

00:11:22.726 --> 00:11:23.674 is really hard.
NOTE Confidence: 0.9359281

00:11:23.674 --> 00:11:26.086 I can tell you and I'll apologize
NOTE Confidence: 0.9359281

00:11:26.086 --> 00:11:27.409 ahead of time,
NOTE Confidence: 0.9359281

00:11:27.410 --> 00:11:29.530 I will under communicate about
NOTE Confidence: 0.9359281

00:11:29.530 --> 00:11:31.650 something that we're doing because
NOTE Confidence: 0.9359281

00:11:31.721 --> 00:11:33.741 it's just impossible to reach
NOTE Confidence: 0.9359281

00:11:33.741 --> 00:11:35.761 everybody in every possible way.
NOTE Confidence: 0.9359281

00:11:35.770 --> 00:11:37.990 Communication takes many forms and
NOTE Confidence: 0.9359281

00:11:37.990 --> 00:11:40.210 it's not just outward communication,
NOTE Confidence: 0.9359281

00:11:40.210 --> 00:11:42.560 it's inward listening and that's
NOTE Confidence: 0.9359281

00:11:42.560 --> 00:11:43.970 the reflection piece.
NOTE Confidence: 0.9359281

00:11:43.970 --> 00:11:45.965 And I think that's particularly
NOTE Confidence: 0.9359281

00:11:45.965 --> 00:11:48.427 important while we're in a fairly
NOTE Confidence: 0.9359281

00:11:48.427 --> 00:11:50.759 stormy time in this country with
NOTE Confidence: 0.9359281

00:11:50.759 --> 00:11:53.033 a lot of polarization that we
NOTE Confidence: 0.9359281

00:11:53.033 --> 00:11:55.956 sit and listen to each other and

NOTE Confidence: 0.9359281

00:11:55.956 --> 00:11:59.500 and hear the nuances, discovery,

NOTE Confidence: 0.9359281

00:11:59.500 --> 00:12:01.780 innovation and scholarship.

NOTE Confidence: 0.9359281

00:12:01.780 --> 00:12:02.346 Again,

NOTE Confidence: 0.9359281

00:12:02.346 --> 00:12:05.606 that's why we're all here building

NOTE Confidence: 0.9359281

00:12:05.606 --> 00:12:07.736 and engaged and productive community.

NOTE Confidence: 0.9359281

00:12:07.740 --> 00:12:10.155 I think we've spoken to that generativity

NOTE Confidence: 0.9359281

00:12:10.155 --> 00:12:12.560 is this notion of giving back, right.

NOTE Confidence: 0.9359281

00:12:12.560 --> 00:12:13.320 You will.

NOTE Confidence: 0.9359281

00:12:13.320 --> 00:12:15.980 You will have had mentors and sponsors,

NOTE Confidence: 0.9359281

00:12:15.980 --> 00:12:18.383 and you will be the you will have the

NOTE Confidence: 0.9359281

00:12:18.383 --> 00:12:20.177 opportunity to be mentors and sponsors.

NOTE Confidence: 0.9359281

00:12:20.180 --> 00:12:22.602 So when that student calls you up

NOTE Confidence: 0.9359281

00:12:22.602 --> 00:12:25.310 and you're snowed with work and you

NOTE Confidence: 0.9359281

00:12:25.310 --> 00:12:27.620 just can't take another thing on,

NOTE Confidence: 0.9359281

00:12:27.620 --> 00:12:28.576 take a deep breath.

NOTE Confidence: 0.9359281

00:12:28.576 --> 00:12:30.780 And if you can't take on that student,
NOTE Confidence: 0.9359281

00:12:30.780 --> 00:12:32.607 at least spend a moment with them
NOTE Confidence: 0.9359281

00:12:32.607 --> 00:12:34.818 and at that time to think with them
NOTE Confidence: 0.9359281

00:12:34.818 --> 00:12:36.740 about who the right fit would be
NOTE Confidence: 0.9359281

00:12:36.740 --> 00:12:38.732 and and and how you can help them.
NOTE Confidence: 0.9359281

00:12:38.740 --> 00:12:41.080 And then diversity and inclusion
NOTE Confidence: 0.9359281

00:12:41.080 --> 00:12:42.905 again because when we have
NOTE Confidence: 0.9359281

00:12:42.905 --> 00:12:44.380 different viewpoints in the room,
NOTE Confidence: 0.9359281

00:12:44.380 --> 00:12:49.364 we we emerge with a with a better construct.
NOTE Confidence: 0.9359281

00:12:49.370 --> 00:12:50.938 So this is my own personal thing
NOTE Confidence: 0.9359281

00:12:50.938 --> 00:12:52.489 that I shared with the leaders.
NOTE Confidence: 0.9359281

00:12:52.490 --> 00:12:54.142 I think in the first week that
NOTE Confidence: 0.9359281

00:12:54.142 --> 00:12:56.160 I was here it's it's my rules
NOTE Confidence: 0.9359281

00:12:56.160 --> 00:12:57.725 of engagement for the leaders.
NOTE Confidence: 0.9359281

00:12:57.730 --> 00:13:00.565 But it will there may be some clues in
NOTE Confidence: 0.9359281

00:13:00.565 --> 00:13:04.115 here that you might want to take to heart.

NOTE Confidence: 0.9359281

00:13:04.115 --> 00:13:06.690 So set the bar high.

NOTE Confidence: 0.9359281

00:13:06.690 --> 00:13:09.840 There is not a conflict between

NOTE Confidence: 0.9359281

00:13:09.840 --> 00:13:12.275 kindness and excellence, Okay.

NOTE Confidence: 0.9359281

00:13:12.275 --> 00:13:15.450 So set that bar high.

NOTE Confidence: 0.9359281

00:13:15.450 --> 00:13:18.250 This is probably the hardest one for people,

NOTE Confidence: 0.9359281

00:13:18.250 --> 00:13:19.810 which is share problems.

NOTE Confidence: 0.9359281

00:13:19.810 --> 00:13:21.370 You should feel comfortable

NOTE Confidence: 0.9359281

00:13:21.370 --> 00:13:22.150 bringing problems,

NOTE Confidence: 0.93729496

00:13:22.150 --> 00:13:24.439 but I would encourage you to think

NOTE Confidence: 0.93729496

00:13:24.439 --> 00:13:26.588 through the solutions first a little bit.

NOTE Confidence: 0.93729496

00:13:26.590 --> 00:13:28.786 So when you come to somebody,

NOTE Confidence: 0.93729496

00:13:28.790 --> 00:13:31.150 you come to your chair and you say,

NOTE Confidence: 0.93729496

00:13:31.150 --> 00:13:34.906 this really sucks, don't stop there,

NOTE Confidence: 0.93729496

00:13:34.910 --> 00:13:37.118 say, and I have a couple of ideas

NOTE Confidence: 0.93729496

00:13:37.118 --> 00:13:39.127 about how we might fix it right,

NOTE Confidence: 0.93729496

00:13:39.127 --> 00:13:42.463 And that makes a huge difference to people

NOTE Confidence: 0.93729496

00:13:42.470 --> 00:13:44.507 adhering to the doctrine of no surprises.

NOTE Confidence: 0.93729496

00:13:44.510 --> 00:13:46.547 I think you know something will happen.

NOTE Confidence: 0.93729496

00:13:46.550 --> 00:13:49.679 They'll be an adverse event.

NOTE Confidence: 0.93558

00:13:51.800 --> 00:13:54.278 Something will happen in your lab.

NOTE Confidence: 0.93558

00:13:54.280 --> 00:13:56.608 And I think sometimes in those

NOTE Confidence: 0.93558

00:13:56.608 --> 00:13:58.720 moments we we feel shame.

NOTE Confidence: 0.93558

00:13:58.720 --> 00:14:00.696 And I would like this to be an

NOTE Confidence: 0.93558

00:14:00.696 --> 00:14:02.280 environment where we don't feel shame,

NOTE Confidence: 0.93558

00:14:02.280 --> 00:14:04.575 where we feel like we can go to somebody

NOTE Confidence: 0.93558

00:14:04.575 --> 00:14:06.556 we trust and say this happened,

NOTE Confidence: 0.93558

00:14:06.560 --> 00:14:08.114 I need to tell you about it,

NOTE Confidence: 0.93558

00:14:08.120 --> 00:14:09.840 But that's important for a lot of reasons.

NOTE Confidence: 0.93558

00:14:09.840 --> 00:14:11.688 You know, it's often not the first

NOTE Confidence: 0.93558

00:14:11.688 --> 00:14:13.248 event that happens but how we

NOTE Confidence: 0.93558

00:14:13.248 --> 00:14:14.676 respond to it that matters most.

NOTE Confidence: 0.93558

00:14:14.680 --> 00:14:18.086 And so sharing things don't

NOTE Confidence: 0.93558

00:14:18.086 --> 00:14:19.916 try to do this alone.

NOTE Confidence: 0.93558

00:14:19.920 --> 00:14:22.752 I think anyone who is a brand new

NOTE Confidence: 0.93558

00:14:22.752 --> 00:14:25.312 attending has the sense that everything

NOTE Confidence: 0.93558

00:14:25.312 --> 00:14:29.144 stops with them and and it's that's

NOTE Confidence: 0.93558

00:14:29.144 --> 00:14:31.160 a pretty lonely way to view it.

NOTE Confidence: 0.93558

00:14:31.160 --> 00:14:32.834 You'll learn pretty quickly that the

NOTE Confidence: 0.93558

00:14:32.834 --> 00:14:35.198 people in this room who have Gray hair know,

NOTE Confidence: 0.93558

00:14:35.200 --> 00:14:37.240 have learned the hard way that

NOTE Confidence: 0.93558

00:14:37.240 --> 00:14:40.680 you have to consult others.

NOTE Confidence: 0.93558

00:14:40.680 --> 00:14:41.880 This is about emails

NOTE Confidence: 0.92934716

00:14:47.080 --> 00:14:48.676 and I can't tell you how often

NOTE Confidence: 0.92934716

00:14:48.676 --> 00:14:50.563 I now get an e-mail that says

NOTE Confidence: 0.92934716

00:14:50.563 --> 00:14:52.273 I'm sorry for the long e-mail,

NOTE Confidence: 0.92934716

00:14:52.280 --> 00:14:57.746 but 10 paragraphs later there's so much

NOTE Confidence: 0.92934716

00:14:57.746 --> 00:14:59.318 opportunity for things to get lost.
NOTE Confidence: 0.92934716

00:14:59.320 --> 00:15:01.012 And man, you know, particularly when
NOTE Confidence: 0.92934716

00:15:01.012 --> 00:15:02.884 people are reading this stuff on their
NOTE Confidence: 0.92934716

00:15:02.884 --> 00:15:05.100 on their cell phone and just having the
NOTE Confidence: 0.92934716

00:15:05.100 --> 00:15:07.546 conversation can be really, really useful.
NOTE Confidence: 0.92934716

00:15:07.546 --> 00:15:09.838 So think about that.
NOTE Confidence: 0.92934716

00:15:09.840 --> 00:15:11.976 Avoid triangles and end runs, you know,
NOTE Confidence: 0.92934716

00:15:11.976 --> 00:15:13.704 So you were section chief didn't
NOTE Confidence: 0.92934716

00:15:13.704 --> 00:15:15.440 give you the answer that you wanted.
NOTE Confidence: 0.92934716

00:15:15.440 --> 00:15:16.907 So you go to the chair and the chair
NOTE Confidence: 0.92934716

00:15:16.907 --> 00:15:18.477 didn't give you the answer that you wanted,
NOTE Confidence: 0.92934716

00:15:18.480 --> 00:15:21.840 so you go to the Dean's office.
NOTE Confidence: 0.92934716

00:15:21.840 --> 00:15:23.520 That's a great way to to
NOTE Confidence: 0.9367962

00:15:25.640 --> 00:15:28.541 annoy a lot of people and lose trust.
NOTE Confidence: 0.9367962

00:15:28.541 --> 00:15:30.743 And so I think you know
NOTE Confidence: 0.9367962

00:15:30.743 --> 00:15:33.118 if if you're not getting,

NOTE Confidence: 0.9367962

00:15:33.120 --> 00:15:35.720 if you believe somebody's wrong,

NOTE Confidence: 0.9367962

00:15:35.720 --> 00:15:38.730 then getting people together in a room

NOTE Confidence: 0.9367962

00:15:38.730 --> 00:15:41.610 together so that you're everybody's hearing

NOTE Confidence: 0.9367962

00:15:41.610 --> 00:15:44.730 the same conversation can be useful.

NOTE Confidence: 0.9367962

00:15:44.730 --> 00:15:47.124 I think we have to view debate as healthy.

NOTE Confidence: 0.9367962

00:15:47.130 --> 00:15:49.353 I also think we have to be very honest

NOTE Confidence: 0.9367962

00:15:49.353 --> 00:15:51.868 in looking at our performance, you know,

NOTE Confidence: 0.9367962

00:15:51.868 --> 00:15:53.602 whether it's how we're doing clinically

NOTE Confidence: 0.9367962

00:15:53.602 --> 00:15:56.301 or how we're doing in you know,

NOTE Confidence: 0.9367962

00:15:56.301 --> 00:15:59.283 educational metrics or whatever it is,

NOTE Confidence: 0.9367962

00:15:59.290 --> 00:16:00.355 again without shame.

NOTE Confidence: 0.9367962

00:16:00.355 --> 00:16:02.485 And then we have to have

NOTE Confidence: 0.9367962

00:16:02.485 --> 00:16:03.810 difficult conversations.

NOTE Confidence: 0.9367962

00:16:03.810 --> 00:16:06.861 So some of you may serve on the faculty

NOTE Confidence: 0.9367962

00:16:06.861 --> 00:16:09.170 advisory committee which is truly

NOTE Confidence: 0.9367962

00:16:09.170 --> 00:16:12.110 a very important group in terms of
NOTE Confidence: 0.9367962

00:16:12.110 --> 00:16:14.028 anything that we any new policy that
NOTE Confidence: 0.9367962

00:16:14.028 --> 00:16:16.436 we look at in the executive group which
NOTE Confidence: 0.9367962

00:16:16.436 --> 00:16:18.978 is the deputy Deans and the chairs we
NOTE Confidence: 0.9367962

00:16:18.978 --> 00:16:20.904 take to faculty advisory committee to
NOTE Confidence: 0.9367962

00:16:20.904 --> 00:16:22.310 say here's what we're thinking about
NOTE Confidence: 0.9367962

00:16:22.310 --> 00:16:23.990 what are your what are your thoughts.
NOTE Confidence: 0.9367962

00:16:23.990 --> 00:16:27.470 We just did that with one on Monday.
NOTE Confidence: 0.9367962

00:16:27.470 --> 00:16:30.332 And and it's important to be very
NOTE Confidence: 0.9367962

00:16:30.332 --> 00:16:31.799 honest and have that open debate.
NOTE Confidence: 0.9367962

00:16:31.800 --> 00:16:32.556 At the end of the day,
NOTE Confidence: 0.9367962

00:16:32.560 --> 00:16:34.344 we have to come to a decision about
NOTE Confidence: 0.9367962

00:16:34.344 --> 00:16:36.382 how we're going to go forward and not
NOTE Confidence: 0.9367962

00:16:36.382 --> 00:16:38.160 everyone will agree with that decision.
NOTE Confidence: 0.9367962

00:16:38.160 --> 00:16:40.040 And at that point we all have to say okay,
NOTE Confidence: 0.9367962

00:16:40.040 --> 00:16:41.220 we've had the discussion and

NOTE Confidence: 0.9367962

00:16:41.220 --> 00:16:42.400 we're going to go forward.

NOTE Confidence: 0.9367962

00:16:42.400 --> 00:16:45.676 And then my last one is,

NOTE Confidence: 0.9367962

00:16:45.680 --> 00:16:47.999 you know, please,

NOTE Confidence: 0.9367962

00:16:48.000 --> 00:16:49.680 it's a good way to remain

NOTE Confidence: 0.9367962

00:16:49.680 --> 00:16:50.940 retain your perspective,

NOTE Confidence: 0.9367962

00:16:50.940 --> 00:16:53.124 which is just don't forget to laugh

NOTE Confidence: 0.9367962

00:16:53.124 --> 00:16:54.844 every once in a while because this

NOTE Confidence: 0.9367962

00:16:54.844 --> 00:16:56.518 sometimes things can be pretty absurd.

NOTE Confidence: 0.9367962

00:16:56.520 --> 00:17:01.716 So that is what I have and I don't

NOTE Confidence: 0.9367962

00:17:01.716 --> 00:17:03.944 know if you want to do go straight

NOTE Confidence: 0.9367962

00:17:03.944 --> 00:17:05.714 to Baba or any quick questions

NOTE Confidence: 0.8993104

00:17:12.890 --> 00:17:13.650 okay, great.