

WEBVTT

NOTE duration:"00:53:29"

NOTE recognizability:0.890

NOTE language:en-us

NOTE Confidence: 0.951978061428571

00:00:00.000 --> 00:00:01.833 OK, welcome everybody.

NOTE Confidence: 0.951978061428571

00:00:01.833 --> 00:00:04.277 Everybody in the room.

NOTE Confidence: 0.951978061428571

00:00:04.280 --> 00:00:07.480 Also everybody over zoom,

NOTE Confidence: 0.951978061428571

00:00:07.480 --> 00:00:10.462 welcome to our newest edition of the

NOTE Confidence: 0.951978061428571

00:00:10.462 --> 00:00:14.120 on leadership brand Rounds Talk.

NOTE Confidence: 0.951978061428571

00:00:14.120 --> 00:00:16.232 It is my great pleasure to

NOTE Confidence: 0.951978061428571

00:00:16.232 --> 00:00:17.640 introduce our speaker today,

NOTE Confidence: 0.951978061428571

00:00:17.640 --> 00:00:18.690 Sonia La Barbara.

NOTE Confidence: 0.951978061428571

00:00:18.690 --> 00:00:20.790 She is President and CEO of

NOTE Confidence: 0.951978061428571

00:00:20.790 --> 00:00:22.599 Gaylord Specialty Healthcare,

NOTE Confidence: 0.951978061428571

00:00:22.600 --> 00:00:25.570 which is a rehabilitation focused nonprofit

NOTE Confidence: 0.951978061428571

00:00:25.570 --> 00:00:28.719 health system located in in Wallingford.

NOTE Confidence: 0.951978061428571

00:00:28.720 --> 00:00:30.934 The system is committed to providing

NOTE Confidence: 0.951978061428571

00:00:30.934 --> 00:00:33.082 inpatient and outpatient care for people
NOTE Confidence: 0.951978061428571

00:00:33.082 --> 00:00:35.231 at every point in their journey from
NOTE Confidence: 0.951978061428571

00:00:35.231 --> 00:00:37.277 illness or injury to maximum recovery.
NOTE Confidence: 0.951978061428571

00:00:37.280 --> 00:00:38.880 Named CEO in 2019,
NOTE Confidence: 0.951978061428571

00:00:38.880 --> 00:00:41.111 Miss La Barbara rose through the ranks
NOTE Confidence: 0.951978061428571

00:00:41.111 --> 00:00:43.919 of Gaylord over a span of 15 years,
NOTE Confidence: 0.951978061428571

00:00:43.920 --> 00:00:46.160 holding such positions as Director
NOTE Confidence: 0.951978061428571

00:00:46.160 --> 00:00:47.952 of Inpatient Therapy Services,
NOTE Confidence: 0.951978061428571

00:00:47.960 --> 00:00:49.696 Senior Director of Therapy
NOTE Confidence: 0.951978061428571

00:00:49.696 --> 00:00:50.998 and Outpatient Services,
NOTE Confidence: 0.951978061428571

00:00:51.000 --> 00:00:53.400 Vice President of Operations and Strategy,
NOTE Confidence: 0.951978061428571

00:00:53.400 --> 00:00:55.120 and and Chief Operating Officer.
NOTE Confidence: 0.951978061428571

00:00:55.120 --> 00:00:57.070 Because before she was named
NOTE Confidence: 0.951978061428571

00:00:57.070 --> 00:00:58.240 CEO and President.
NOTE Confidence: 0.951978061428571

00:00:58.240 --> 00:01:00.074 In addition to her training as a
NOTE Confidence: 0.951978061428571

00:01:00.074 --> 00:01:01.520 Speech and Language pathologist,

NOTE Confidence: 0.951978061428571
00:01:01.520 --> 00:01:04.632 Sonya holds a Master of Science degree in
NOTE Confidence: 0.951978061428571
00:01:04.632 --> 00:01:06.400 organizational leadership from Quinnipiac,
NOTE Confidence: 0.951978061428571
00:01:06.400 --> 00:01:07.564 A clinician at heart.
NOTE Confidence: 0.951978061428571
00:01:07.564 --> 00:01:09.019 Sonya's tremendous work ethic and
NOTE Confidence: 0.951978061428571
00:01:09.019 --> 00:01:10.527 deep care for the people working
NOTE Confidence: 0.951978061428571
00:01:10.527 --> 00:01:12.351 for her and with her have been
NOTE Confidence: 0.951978061428571
00:01:12.351 --> 00:01:13.571 recognized by the Quinnipiac
NOTE Confidence: 0.951978061428571
00:01:13.571 --> 00:01:15.172 Chamber of Conference of Commerce,
NOTE Confidence: 0.951978061428571
00:01:15.172 --> 00:01:18.520 who named her Woman of the Year in 2019.
NOTE Confidence: 0.951978061428571
00:01:18.520 --> 00:01:20.480 She's also been named a Power 25
NOTE Confidence: 0.951978061428571
00:01:20.480 --> 00:01:22.014 in Healthcare by Hartford Business
NOTE Confidence: 0.951978061428571
00:01:22.014 --> 00:01:24.219 Journal and one of six women who
NOTE Confidence: 0.951978061428571
00:01:24.219 --> 00:01:26.076 mean business by New Haven Biz.
NOTE Confidence: 0.951978061428571
00:01:26.080 --> 00:01:27.718 Please join me in welcoming Miss Sonia
NOTE Confidence: 0.951978061428571
00:01:27.718 --> 00:01:29.279 Labarbera to the Child Study Center.
NOTE Confidence: 0.956620448965517

00:01:36.520 --> 00:01:38.680 Thank you Darren for that lovely
NOTE Confidence: 0.956620448965517

00:01:38.680 --> 00:01:40.676 introduction and thank you to all
NOTE Confidence: 0.956620448965517

00:01:40.676 --> 00:01:42.628 of you for inviting me to be here
NOTE Confidence: 0.956620448965517

00:01:42.694 --> 00:01:44.640 with you today to talk a little
NOTE Confidence: 0.956620448965517

00:01:44.640 --> 00:01:46.632 bit about my history, my journey.
NOTE Confidence: 0.956620448965517

00:01:46.632 --> 00:01:50.129 And I promise I will do my best to not
NOTE Confidence: 0.956620448965517

00:01:50.129 --> 00:01:52.600 be long winded as I tell my story.
NOTE Confidence: 0.956620448965517

00:01:52.600 --> 00:01:54.157 But I think it's good to just get a
NOTE Confidence: 0.956620448965517

00:01:54.157 --> 00:01:55.584 little bit of perspective of who I am
NOTE Confidence: 0.956620448965517

00:01:55.584 --> 00:01:57.070 and where I come from and then I'll
NOTE Confidence: 0.956620448965517

00:01:57.070 --> 00:01:58.578 tell you a little bit about Gaylord.
NOTE Confidence: 0.956620448965517

00:01:58.578 --> 00:02:00.312 But the majority of our time
NOTE Confidence: 0.956620448965517

00:02:00.312 --> 00:02:02.199 we will spend in conversation.
NOTE Confidence: 0.84278889

00:02:04.560 --> 00:02:05.480 I'm never too short
NOTE Confidence: 0.940708167333333

00:02:07.560 --> 00:02:09.064 in conversation answering questions,
NOTE Confidence: 0.940708167333333

00:02:09.064 --> 00:02:11.730 and I'm sure Darren will ask me

NOTE Confidence: 0.940708167333333
00:02:11.730 --> 00:02:13.296 some really tough questions and
NOTE Confidence: 0.940708167333333
00:02:13.296 --> 00:02:14.000 I'll have trouble answering.
NOTE Confidence: 0.940708167333333
00:02:14.000 --> 00:02:16.880 But So what can I tell you about me?
NOTE Confidence: 0.940708167333333
00:02:16.880 --> 00:02:17.708 So I grew up.
NOTE Confidence: 0.940708167333333
00:02:17.708 --> 00:02:19.720 I I promise I'll make 50 years really,
NOTE Confidence: 0.940708167333333
00:02:19.720 --> 00:02:22.156 really short. 50 years and 5 minutes.
NOTE Confidence: 0.940708167333333
00:02:22.160 --> 00:02:24.036 I grew up in Western New York,
NOTE Confidence: 0.940708167333333
00:02:24.040 --> 00:02:25.640 right outside of Buffalo in
NOTE Confidence: 0.940708167333333
00:02:25.640 --> 00:02:26.920 a very small town.
NOTE Confidence: 0.940708167333333
00:02:26.920 --> 00:02:28.216 I am probably the biggest and
NOTE Confidence: 0.940708167333333
00:02:28.216 --> 00:02:29.995 one of the few Buffalo Bills fans
NOTE Confidence: 0.940708167333333
00:02:29.995 --> 00:02:31.435 in the state of Connecticut.
NOTE Confidence: 0.940708167333333
00:02:31.440 --> 00:02:33.440 I doubt that there's very many of us.
NOTE Confidence: 0.940708167333333
00:02:33.440 --> 00:02:34.880 I am the youngest of three.
NOTE Confidence: 0.940708167333333
00:02:34.880 --> 00:02:37.360 I have two older sisters.
NOTE Confidence: 0.940708167333333

00:02:37.360 --> 00:02:38.146 My middle sister,
NOTE Confidence: 0.9407081673333333

00:02:38.146 --> 00:02:39.718 who's two years older than me,
NOTE Confidence: 0.9407081673333333

00:02:39.720 --> 00:02:41.916 is the brainiac of the family.
NOTE Confidence: 0.9407081673333333

00:02:41.920 --> 00:02:43.220 She was the valedictorian.
NOTE Confidence: 0.9407081673333333

00:02:43.220 --> 00:02:44.520 She was the scientist.
NOTE Confidence: 0.9407081673333333

00:02:44.520 --> 00:02:46.000 She's the current physician.
NOTE Confidence: 0.9407081673333333

00:02:46.000 --> 00:02:49.598 And I was a little bit more the social 1,
NOTE Confidence: 0.9407081673333333

00:02:49.600 --> 00:02:51.145 the boundary pusher.
NOTE Confidence: 0.9407081673333333

00:02:51.145 --> 00:02:54.235 My mother called me the instigator,
NOTE Confidence: 0.9407081673333333

00:02:54.240 --> 00:02:56.499 and I gave her most of the Gray hair
NOTE Confidence: 0.9407081673333333

00:02:56.499 --> 00:02:58.595 that she currently has in her 80s.
NOTE Confidence: 0.9407081673333333

00:02:58.600 --> 00:02:59.208 I'm sure.
NOTE Confidence: 0.9407081673333333

00:02:59.208 --> 00:03:00.120 And you know,
NOTE Confidence: 0.9407081673333333

00:03:00.120 --> 00:03:00.747 in this crowd,
NOTE Confidence: 0.9407081673333333

00:03:00.747 --> 00:03:02.001 we could spend probably at least
NOTE Confidence: 0.9407081673333333

00:03:02.001 --> 00:03:03.397 the next hour talking about birth

NOTE Confidence: 0.940708167333333
00:03:03.397 --> 00:03:05.000 order and how that impacts everybody,
NOTE Confidence: 0.940708167333333
00:03:05.000 --> 00:03:06.356 but we will not do that.
NOTE Confidence: 0.940708167333333
00:03:06.360 --> 00:03:07.914 But we found where our strengths
NOTE Confidence: 0.940708167333333
00:03:07.914 --> 00:03:09.502 were and and we leveraged them
NOTE Confidence: 0.940708167333333
00:03:09.502 --> 00:03:10.996 as we sort of grew up.
NOTE Confidence: 0.940708167333333
00:03:11.000 --> 00:03:12.284 So I went to College in
NOTE Confidence: 0.940708167333333
00:03:12.284 --> 00:03:13.640 Western New York in Fredonia.
NOTE Confidence: 0.940708167333333
00:03:13.640 --> 00:03:15.236 I'm sure nobody knows where Fredonia is,
NOTE Confidence: 0.940708167333333
00:03:15.240 --> 00:03:18.440 but it was 20 minutes from where I grew up.
NOTE Confidence: 0.940708167333333
00:03:18.440 --> 00:03:20.480 I became a speech language pathologist.
NOTE Confidence: 0.940708167333333
00:03:20.480 --> 00:03:22.316 So I finished my bachelor's degree
NOTE Confidence: 0.940708167333333
00:03:22.316 --> 00:03:24.239 and my master's degree at Fredonia.
NOTE Confidence: 0.940708167333333
00:03:24.240 --> 00:03:26.837 And then while I was in school,
NOTE Confidence: 0.940708167333333
00:03:26.840 --> 00:03:28.250 I worked four different jobs in
NOTE Confidence: 0.940708167333333
00:03:28.250 --> 00:03:29.600 addition to going to college.
NOTE Confidence: 0.940708167333333

00:03:29.600 --> 00:03:33.490 So I was ATA for a professor.
NOTE Confidence: 0.9407081673333333

00:03:33.490 --> 00:03:35.800 I worked in a retail store.
NOTE Confidence: 0.9407081673333333

00:03:35.800 --> 00:03:37.000 I was a church organist,
NOTE Confidence: 0.9407081673333333

00:03:37.000 --> 00:03:38.064 believe it or not,
NOTE Confidence: 0.9407081673333333

00:03:38.064 --> 00:03:38.596 still AM,
NOTE Confidence: 0.9407081673333333

00:03:38.600 --> 00:03:42.520 and also worked at my family's restaurant.
NOTE Confidence: 0.9407081673333333

00:03:42.520 --> 00:03:44.560 My parents owned a restaurant my entire life,
NOTE Confidence: 0.9407081673333333

00:03:44.560 --> 00:03:46.126 and I think that that's where
NOTE Confidence: 0.9407081673333333

00:03:46.126 --> 00:03:47.929 I really learned a lot about
NOTE Confidence: 0.9407081673333333

00:03:47.929 --> 00:03:49.679 leadership working in a restaurant.
NOTE Confidence: 0.9407081673333333

00:03:49.680 --> 00:03:51.864 It is chaos most of the time on
NOTE Confidence: 0.9407081673333333

00:03:51.864 --> 00:03:54.279 a busy Friday or Saturday night,
NOTE Confidence: 0.9407081673333333

00:03:54.280 --> 00:03:56.104 and I was the Hostess every
NOTE Confidence: 0.9407081673333333

00:03:56.104 --> 00:03:57.320 Friday and Saturday night.
NOTE Confidence: 0.9407081673333333

00:03:57.320 --> 00:03:58.517 So why do I tell you that?
NOTE Confidence: 0.9407081673333333

00:03:58.520 --> 00:04:00.488 Because it became really clear to

NOTE Confidence: 0.940708167333333
00:04:00.488 --> 00:04:03.192 me at an early age that building
NOTE Confidence: 0.940708167333333
00:04:03.192 --> 00:04:05.832 relationships was the key to everything.
NOTE Confidence: 0.940708167333333
00:04:05.840 --> 00:04:07.802 And that's the theme that you're
NOTE Confidence: 0.940708167333333
00:04:07.802 --> 00:04:09.760 going to hear from me today.
NOTE Confidence: 0.940708167333333
00:04:09.760 --> 00:04:11.038 I used to take those aptitude
NOTE Confidence: 0.940708167333333
00:04:11.038 --> 00:04:12.399 tests when I was in school.
NOTE Confidence: 0.940708167333333
00:04:12.400 --> 00:04:13.318 I'm sure you all took them.
NOTE Confidence: 0.940708167333333
00:04:13.320 --> 00:04:14.670 And it always said that what
NOTE Confidence: 0.940708167333333
00:04:14.670 --> 00:04:16.200 should you be when you grow up?
NOTE Confidence: 0.940708167333333
00:04:16.200 --> 00:04:17.310 Air traffic controller.
NOTE Confidence: 0.940708167333333
00:04:17.310 --> 00:04:19.160 I probably took those aptitude
NOTE Confidence: 0.940708167333333
00:04:19.160 --> 00:04:20.799 tests seven or eight times.
NOTE Confidence: 0.940708167333333
00:04:20.800 --> 00:04:21.838 And my mother kept making them.
NOTE Confidence: 0.940708167333333
00:04:21.840 --> 00:04:23.845 Take again, take it again, take it again.
NOTE Confidence: 0.940708167333333
00:04:23.845 --> 00:04:24.920 You should be a teacher.
NOTE Confidence: 0.940708167333333

00:04:24.920 --> 00:04:25.520 You should be this.
NOTE Confidence: 0.940708167333333

00:04:25.520 --> 00:04:26.120 You should be that.
NOTE Confidence: 0.940708167333333

00:04:26.120 --> 00:04:26.455 Nope.
NOTE Confidence: 0.940708167333333

00:04:26.455 --> 00:04:27.460 Air traffic controller.
NOTE Confidence: 0.940708167333333

00:04:27.460 --> 00:04:29.796 So I guess being a hospital CEO
NOTE Confidence: 0.940708167333333

00:04:29.796 --> 00:04:31.868 is the closest I'm going to get to
NOTE Confidence: 0.940708167333333

00:04:31.868 --> 00:04:33.720 being an air traffic controller.
NOTE Confidence: 0.940708167333333

00:04:33.720 --> 00:04:35.598 So I mentioned the family restaurant,
NOTE Confidence: 0.940708167333333

00:04:35.600 --> 00:04:38.000 and I think that's important because
NOTE Confidence: 0.955804013333333

00:04:38.000 --> 00:04:39.038 I learned a lot about that.
NOTE Confidence: 0.955804013333333

00:04:39.040 --> 00:04:41.154 I learned how to work with people.
NOTE Confidence: 0.955804013333333

00:04:41.160 --> 00:04:43.240 I learned how to work as a team.
NOTE Confidence: 0.955804013333333

00:04:43.240 --> 00:04:45.152 I learned how to smile and say yes
NOTE Confidence: 0.955804013333333

00:04:45.152 --> 00:04:47.114 to the people that, oh, you know,
NOTE Confidence: 0.955804013333333

00:04:47.114 --> 00:04:48.780 always thought that they were correct with
NOTE Confidence: 0.955804013333333

00:04:48.826 --> 00:04:50.394 whatever the issue was in the moment.

NOTE Confidence: 0.955804013333333
00:04:50.400 --> 00:04:52.518 And I also learned that sometimes,
NOTE Confidence: 0.955804013333333
00:04:52.520 --> 00:04:54.235 you know, working together as a team,
NOTE Confidence: 0.955804013333333
00:04:54.240 --> 00:04:56.000 you can make anything happen.
NOTE Confidence: 0.955804013333333
00:04:56.000 --> 00:04:57.912 So I think that that's what I took
NOTE Confidence: 0.955804013333333
00:04:57.912 --> 00:04:59.760 away from working in a restaurant.
NOTE Confidence: 0.955804013333333
00:04:59.760 --> 00:05:00.800 You have to learn how to be nimble.
NOTE Confidence: 0.955804013333333
00:05:00.800 --> 00:05:02.960 You got to be a light on your
NOTE Confidence: 0.955804013333333
00:05:02.960 --> 00:05:04.637 feet and work as a team.
NOTE Confidence: 0.955804013333333
00:05:04.640 --> 00:05:06.840 When I finished college again,
NOTE Confidence: 0.955804013333333
00:05:06.840 --> 00:05:08.198 I was the troublemaker in my family.
NOTE Confidence: 0.955804013333333
00:05:08.200 --> 00:05:09.920 I wanted to get away,
NOTE Confidence: 0.955804013333333
00:05:09.920 --> 00:05:11.600 so I actually opened a paper map.
NOTE Confidence: 0.955804013333333
00:05:11.600 --> 00:05:13.408 I know many of you probably don't even
NOTE Confidence: 0.955804013333333
00:05:13.408 --> 00:05:14.999 know what a paper map looks like.
NOTE Confidence: 0.955804013333333
00:05:15.000 --> 00:05:16.688 Drew a line and ended up closing my
NOTE Confidence: 0.955804013333333

00:05:16.688 --> 00:05:18.320 eyes and pointing to Connecticut.
NOTE Confidence: 0.955804013333333

00:05:18.320 --> 00:05:20.357 And that's how I ended up here.
NOTE Confidence: 0.955804013333333

00:05:20.360 --> 00:05:21.336 Didn't have a job,
NOTE Confidence: 0.955804013333333

00:05:21.336 --> 00:05:22.800 didn't have a place to live,
NOTE Confidence: 0.955804013333333

00:05:22.800 --> 00:05:23.766 didn't know anybody.
NOTE Confidence: 0.955804013333333

00:05:23.766 --> 00:05:26.410 But that was how I started off here
NOTE Confidence: 0.955804013333333

00:05:26.410 --> 00:05:28.360 in Connecticut in my early 20s.
NOTE Confidence: 0.955804013333333

00:05:28.360 --> 00:05:29.710 I then started working as a
NOTE Confidence: 0.955804013333333

00:05:29.710 --> 00:05:30.160 treating clinician.
NOTE Confidence: 0.955804013333333

00:05:30.160 --> 00:05:31.558 So I'm a speech language pathologist,
NOTE Confidence: 0.955804013333333

00:05:31.560 --> 00:05:33.396 as you heard during the introduction.
NOTE Confidence: 0.955804013333333

00:05:33.400 --> 00:05:35.276 And I worked in pretty much every
NOTE Confidence: 0.955804013333333

00:05:35.276 --> 00:05:36.878 clinical setting you could think of.
NOTE Confidence: 0.955804013333333

00:05:36.880 --> 00:05:38.228 I worked in schools.
NOTE Confidence: 0.955804013333333

00:05:38.228 --> 00:05:39.913 I worked birth to three.
NOTE Confidence: 0.955804013333333

00:05:39.920 --> 00:05:43.360 I worked in home care, acute care hospitals.

NOTE Confidence: 0.955804013333333
00:05:43.360 --> 00:05:46.560 I pretty much worked rehab,
NOTE Confidence: 0.955804013333333
00:05:46.560 --> 00:05:47.972 pretty much anything that
NOTE Confidence: 0.955804013333333
00:05:47.972 --> 00:05:49.800 anybody would give me a job.
NOTE Confidence: 0.955804013333333
00:05:49.800 --> 00:05:51.812 And I learned and I started taking
NOTE Confidence: 0.955804013333333
00:05:51.812 --> 00:05:53.277 on more and more responsibility.
NOTE Confidence: 0.955804013333333
00:05:53.280 --> 00:05:54.999 So you know, if you're good at your job,
NOTE Confidence: 0.955804013333333
00:05:55.000 --> 00:05:55.608 somebody's going to say,
NOTE Confidence: 0.955804013333333
00:05:55.608 --> 00:05:56.640 hey, you want to be a,
NOTE Confidence: 0.955804013333333
00:05:56.640 --> 00:05:58.240 you want to take on some more responsibility,
NOTE Confidence: 0.955804013333333
00:05:58.240 --> 00:05:59.356 you want to be a supervisor,
NOTE Confidence: 0.955804013333333
00:05:59.360 --> 00:06:01.222 you want to take on a clinical
NOTE Confidence: 0.955804013333333
00:06:01.222 --> 00:06:01.754 leadership role.
NOTE Confidence: 0.955804013333333
00:06:01.760 --> 00:06:02.971 And so I just kept taking on
NOTE Confidence: 0.955804013333333
00:06:02.971 --> 00:06:04.160 more and more responsibility.
NOTE Confidence: 0.955804013333333
00:06:04.160 --> 00:06:04.940 I was a supervisor,
NOTE Confidence: 0.955804013333333

00:06:04.940 --> 00:06:05.720 I was a manager,
NOTE Confidence: 0.955804013333333

00:06:05.720 --> 00:06:07.960 I was a director and really had no
NOTE Confidence: 0.955804013333333

00:06:07.960 --> 00:06:09.471 formal training and leadership other
NOTE Confidence: 0.955804013333333

00:06:09.471 --> 00:06:12.000 than I knew how to interact with people.
NOTE Confidence: 0.955804013333333

00:06:12.000 --> 00:06:13.897 And so that's really what I ended
NOTE Confidence: 0.955804013333333

00:06:13.897 --> 00:06:15.742 up leveraging as I took more
NOTE Confidence: 0.955804013333333

00:06:15.742 --> 00:06:16.717 and more responsibility.
NOTE Confidence: 0.955804013333333

00:06:16.720 --> 00:06:20.160 And then I got recruited to Gaylord in
NOTE Confidence: 0.955804013333333

00:06:20.160 --> 00:06:22.918 22,005 as the director of Inpatient Therapy.
NOTE Confidence: 0.955804013333333

00:06:22.920 --> 00:06:24.880 And I stayed in that job for about 7 years.
NOTE Confidence: 0.955804013333333

00:06:24.880 --> 00:06:27.625 And I loved that job because I was close
NOTE Confidence: 0.955804013333333

00:06:27.625 --> 00:06:30.560 to the patients still making an impact.
NOTE Confidence: 0.955804013333333

00:06:30.560 --> 00:06:35.120 And then we got a new CEO in 2012,
NOTE Confidence: 0.955804013333333

00:06:35.120 --> 00:06:36.440 and he later became my mentor.
NOTE Confidence: 0.955804013333333

00:06:36.440 --> 00:06:37.238 But when he first came in,
NOTE Confidence: 0.955804013333333

00:06:37.240 --> 00:06:38.550 he pretty much wiped out

NOTE Confidence: 0.955804013333333
00:06:38.550 --> 00:06:39.598 the entire leadership team.
NOTE Confidence: 0.955804013333333
00:06:39.600 --> 00:06:40.795 And that's many times what
NOTE Confidence: 0.955804013333333
00:06:40.795 --> 00:06:42.440 happens when you get a new CEO.
NOTE Confidence: 0.955804013333333
00:06:42.440 --> 00:06:43.872 And so many of us were kind of
NOTE Confidence: 0.955804013333333
00:06:43.872 --> 00:06:45.205 a little squirrely at the time
NOTE Confidence: 0.955804013333333
00:06:45.205 --> 00:06:46.355 what was going to come.
NOTE Confidence: 0.955804013333333
00:06:46.360 --> 00:06:48.200 And I came to find out that he
NOTE Confidence: 0.955804013333333
00:06:48.200 --> 00:06:49.590 was really looking for future
NOTE Confidence: 0.955804013333333
00:06:49.590 --> 00:06:51.627 leaders who had a can do attitude
NOTE Confidence: 0.955804013333333
00:06:51.692 --> 00:06:53.596 instead of why can't we do things.
NOTE Confidence: 0.955804013333333
00:06:53.600 --> 00:06:55.280 It was more what can we do
NOTE Confidence: 0.955804013333333
00:06:55.280 --> 00:06:56.000 and let's figure
NOTE Confidence: 0.97331379125
00:06:56.059 --> 00:06:57.955 out ways to do things differently.
NOTE Confidence: 0.97331379125
00:06:57.960 --> 00:06:59.912 So he really plucked many of us that
NOTE Confidence: 0.97331379125
00:06:59.912 --> 00:07:01.781 were sort of in that middle management
NOTE Confidence: 0.97331379125

00:07:01.781 --> 00:07:03.960 role and gave us more responsibility.
NOTE Confidence: 0.97331379125

00:07:03.960 --> 00:07:06.120 So I took on different departments.
NOTE Confidence: 0.97331379125

00:07:06.120 --> 00:07:08.412 I took on different business lines
NOTE Confidence: 0.97331379125

00:07:08.412 --> 00:07:10.680 that maybe needed some attention.
NOTE Confidence: 0.97331379125

00:07:10.680 --> 00:07:12.318 And you know, eventually I had
NOTE Confidence: 0.97331379125

00:07:12.318 --> 00:07:14.252 a new job title as Darren Read
NOTE Confidence: 0.97331379125

00:07:14.252 --> 00:07:16.079 some of them to you just now.
NOTE Confidence: 0.97331379125

00:07:16.080 --> 00:07:18.240 Probably every year I had to end up with
NOTE Confidence: 0.97331379125

00:07:18.240 --> 00:07:21.039 a different job title in a different few
NOTE Confidence: 0.97331379125

00:07:21.039 --> 00:07:23.356 departments and then I became the CEO.
NOTE Confidence: 0.97331379125

00:07:23.360 --> 00:07:25.120 And you know, as I look back on it and
NOTE Confidence: 0.97331379125

00:07:25.167 --> 00:07:27.159 Darren and I have talked about this before,
NOTE Confidence: 0.97331379125

00:07:27.160 --> 00:07:28.822 I didn't want to be a COOI
NOTE Confidence: 0.97331379125

00:07:28.822 --> 00:07:30.634 definitely didn't want to be aceo.
NOTE Confidence: 0.97331379125

00:07:30.640 --> 00:07:32.674 And it's sort of just all evolved as you
NOTE Confidence: 0.97331379125

00:07:32.674 --> 00:07:34.557 took on more and more responsibility.

NOTE Confidence: 0.97331379125

00:07:34.560 --> 00:07:37.479 The jobs just continued to to change.

NOTE Confidence: 0.97331379125

00:07:37.480 --> 00:07:41.724 But leadership really is about,

NOTE Confidence: 0.97331379125

00:07:41.724 --> 00:07:43.851 as I said before, is about relationships.

NOTE Confidence: 0.97331379125

00:07:43.851 --> 00:07:46.581 And that's sort of how I built my career

NOTE Confidence: 0.97331379125

00:07:46.581 --> 00:07:48.639 at Gaylord was getting to know people,

NOTE Confidence: 0.97331379125

00:07:48.640 --> 00:07:50.240 getting to know the patients.

NOTE Confidence: 0.97331379125

00:07:50.240 --> 00:07:51.920 You know, as a clinician,

NOTE Confidence: 0.97331379125

00:07:51.920 --> 00:07:54.285 you work with an individual patient, right?

NOTE Confidence: 0.97331379125

00:07:54.285 --> 00:07:55.995 You figure out what motivates them,

NOTE Confidence: 0.97331379125

00:07:56.000 --> 00:07:58.400 what are their deficits, what do they need.

NOTE Confidence: 0.97331379125

00:07:58.400 --> 00:07:59.865 Same thing holds true when

NOTE Confidence: 0.97331379125

00:07:59.865 --> 00:08:01.037 you become a leader.

NOTE Confidence: 0.97331379125

00:08:01.040 --> 00:08:03.218 You have to net to know your staff just

NOTE Confidence: 0.97331379125

00:08:03.218 --> 00:08:05.440 the way you got to know your patients.

NOTE Confidence: 0.97331379125

00:08:05.440 --> 00:08:06.604 What motivates people?

NOTE Confidence: 0.97331379125

00:08:06.604 --> 00:08:09.320 How do you get them excited about,
NOTE Confidence: 0.97331379125

00:08:09.320 --> 00:08:09.894 you know,
NOTE Confidence: 0.97331379125

00:08:09.894 --> 00:08:11.042 what's the next challenge
NOTE Confidence: 0.97331379125

00:08:11.042 --> 00:08:12.680 that they have to take on?
NOTE Confidence: 0.97331379125

00:08:12.680 --> 00:08:14.784 How do you set a vision that everybody
NOTE Confidence: 0.97331379125

00:08:14.784 --> 00:08:16.959 can rally around and get excited about?
NOTE Confidence: 0.97331379125

00:08:16.960 --> 00:08:18.850 That's really what it became for
NOTE Confidence: 0.97331379125

00:08:18.850 --> 00:08:21.132 me and and finding the right people
NOTE Confidence: 0.97331379125

00:08:21.132 --> 00:08:23.128 around me that we're not the people
NOTE Confidence: 0.97331379125

00:08:23.128 --> 00:08:24.556 that were always going to say yes,
NOTE Confidence: 0.97331379125

00:08:24.560 --> 00:08:26.422 but the people who are going to
NOTE Confidence: 0.97331379125

00:08:26.422 --> 00:08:28.550 say why and also surrounding
NOTE Confidence: 0.97331379125

00:08:28.550 --> 00:08:31.552 yourself with people that have skill
NOTE Confidence: 0.97331379125

00:08:31.552 --> 00:08:32.960 sets different than yours.
NOTE Confidence: 0.97331379125

00:08:32.960 --> 00:08:33.354 You know,
NOTE Confidence: 0.97331379125

00:08:33.354 --> 00:08:35.160 I can tell you guys know I'm very shy.

NOTE Confidence: 0.97331379125

00:08:35.160 --> 00:08:36.960 You can probably see that I'm

NOTE Confidence: 0.97331379125

00:08:36.960 --> 00:08:38.160 not the most analytical person,

NOTE Confidence: 0.97331379125

00:08:38.160 --> 00:08:40.320 so I needed a really strong finance person.

NOTE Confidence: 0.97331379125

00:08:40.320 --> 00:08:42.133 I needed a strong data analytics person

NOTE Confidence: 0.97331379125

00:08:42.133 --> 00:08:43.948 because I was the person that wanted

NOTE Confidence: 0.97331379125

00:08:43.948 --> 00:08:45.960 to be out and about talking to people,

NOTE Confidence: 0.97331379125

00:08:45.960 --> 00:08:46.542 building relationships.

NOTE Confidence: 0.97331379125

00:08:46.542 --> 00:08:48.870 And so you just build a team around

NOTE Confidence: 0.97331379125

00:08:48.919 --> 00:08:50.676 you to sort of compensate for the

NOTE Confidence: 0.97331379125

00:08:50.676 --> 00:08:52.520 things that maybe you're not strong in.

NOTE Confidence: 0.97331379125

00:08:52.520 --> 00:08:54.200 And that's OK to say.

NOTE Confidence: 0.97331379125

00:08:54.200 --> 00:08:55.880 I'm not perfect at everything.

NOTE Confidence: 0.97331379125

00:08:55.880 --> 00:08:57.228 I don't know everything.

NOTE Confidence: 0.97331379125

00:08:57.228 --> 00:08:58.239 And in fact,

NOTE Confidence: 0.97331379125

00:08:58.240 --> 00:08:59.904 I think that that gives you a lot

NOTE Confidence: 0.97331379125

00:08:59.904 --> 00:09:01.028 of credibility is when you're
NOTE Confidence: 0.97331379125

00:09:01.028 --> 00:09:02.354 talking to people and you know,
NOTE Confidence: 0.97331379125

00:09:02.360 --> 00:09:05.440 you say I don't know and that's OK.
NOTE Confidence: 0.97331379125

00:09:05.440 --> 00:09:07.106 And I think people respond to that
NOTE Confidence: 0.97331379125

00:09:07.106 --> 00:09:08.719 and they also want to help you.
NOTE Confidence: 0.97331379125

00:09:08.720 --> 00:09:09.920 They want to teach you.
NOTE Confidence: 0.97331379125

00:09:09.920 --> 00:09:10.390 You know,
NOTE Confidence: 0.97331379125

00:09:10.390 --> 00:09:11.800 who helped me turn around all
NOTE Confidence: 0.97331379125

00:09:11.800 --> 00:09:12.930 the departments that I turned
NOTE Confidence: 0.97331379125

00:09:12.930 --> 00:09:14.154 around in my time at Gaylord,
NOTE Confidence: 0.97331379125

00:09:14.160 --> 00:09:15.408 Not the CEO,
NOTE Confidence: 0.97331379125

00:09:15.408 --> 00:09:16.240 many times,
NOTE Confidence: 0.97331379125

00:09:16.240 --> 00:09:18.354 not even the manager of that department.
NOTE Confidence: 0.97331379125

00:09:18.360 --> 00:09:20.112 It was the people that actually
NOTE Confidence: 0.97331379125

00:09:20.112 --> 00:09:21.280 worked with the patients,
NOTE Confidence: 0.97331379125

00:09:21.280 --> 00:09:22.444 worked in the departments

NOTE Confidence: 0.97331379125

00:09:22.444 --> 00:09:24.190 who could tell me where the

NOTE Confidence: 0.923027602307692

00:09:24.254 --> 00:09:26.720 real opportunities were and then we were able

NOTE Confidence: 0.923027602307692

00:09:26.720 --> 00:09:29.237 to to really have an impact and fix things.

NOTE Confidence: 0.923027602307692

00:09:29.240 --> 00:09:31.920 So again, you know, I, I was the CEO,

NOTE Confidence: 0.923027602307692

00:09:31.920 --> 00:09:34.320 My mentor was getting ready to retire.

NOTE Confidence: 0.923027602307692

00:09:34.320 --> 00:09:36.288 This was in 2018 and he said I

NOTE Confidence: 0.923027602307692

00:09:36.288 --> 00:09:37.632 really think you should throw

NOTE Confidence: 0.923027602307692

00:09:37.632 --> 00:09:39.473 your hat in the ring for CEO.

NOTE Confidence: 0.923027602307692

00:09:39.480 --> 00:09:41.200 And I said, Oh no,

NOTE Confidence: 0.923027602307692

00:09:41.200 --> 00:09:43.076 I'm happy to be the number two.

NOTE Confidence: 0.923027602307692

00:09:43.080 --> 00:09:45.040 I'm happy to be the operations person.

NOTE Confidence: 0.923027602307692

00:09:45.040 --> 00:09:46.916 I'm happy to be the support person.

NOTE Confidence: 0.923027602307692

00:09:46.920 --> 00:09:48.330 But that's not really what

NOTE Confidence: 0.923027602307692

00:09:48.330 --> 00:09:50.319 I want to do with my life.

NOTE Confidence: 0.923027602307692

00:09:50.320 --> 00:09:51.640 It was just too much pressure

NOTE Confidence: 0.923027602307692

00:09:51.640 --> 00:09:53.076 and I didn't really want to
NOTE Confidence: 0.923027602307692

00:09:53.076 --> 00:09:54.356 take on all that responsibility.
NOTE Confidence: 0.923027602307692

00:09:54.360 --> 00:09:55.920 And so he let it go for a little while.
NOTE Confidence: 0.923027602307692

00:09:55.920 --> 00:09:56.952 And then, you know,
NOTE Confidence: 0.923027602307692

00:09:56.952 --> 00:09:58.840 the hospital hired me an executive coach,
NOTE Confidence: 0.923027602307692

00:09:58.840 --> 00:10:01.012 which was very helpful because that
NOTE Confidence: 0.923027602307692

00:10:01.012 --> 00:10:03.318 person really helped me see that maybe
NOTE Confidence: 0.923027602307692

00:10:03.318 --> 00:10:05.719 this was the path I did want to take.
NOTE Confidence: 0.923027602307692

00:10:05.720 --> 00:10:06.773 And finally, my,
NOTE Confidence: 0.923027602307692

00:10:06.773 --> 00:10:08.879 the CEO that was retiring said,
NOTE Confidence: 0.923027602307692

00:10:08.880 --> 00:10:10.398 OK, this is your last chance.
NOTE Confidence: 0.923027602307692

00:10:10.400 --> 00:10:12.440 You got to throw your hat in the ring or not.
NOTE Confidence: 0.923027602307692

00:10:12.440 --> 00:10:14.280 They're still going to do a national search.
NOTE Confidence: 0.923027602307692

00:10:14.280 --> 00:10:15.480 But we really think that you
NOTE Confidence: 0.923027602307692

00:10:15.480 --> 00:10:16.800 should throw your hat in the ring.
NOTE Confidence: 0.923027602307692

00:10:16.800 --> 00:10:19.278 And he said, keep in mind,

NOTE Confidence: 0.923027602307692
00:10:19.280 --> 00:10:20.720 if you don't do this,
NOTE Confidence: 0.923027602307692
00:10:20.720 --> 00:10:22.344 and this is the only reason that I
NOTE Confidence: 0.923027602307692
00:10:22.344 --> 00:10:23.871 applied it was more of a defense
NOTE Confidence: 0.923027602307692
00:10:23.871 --> 00:10:24.513 than an offense.
NOTE Confidence: 0.923027602307692
00:10:24.520 --> 00:10:25.520 If you don't do this,
NOTE Confidence: 0.923027602307692
00:10:25.520 --> 00:10:27.884 somebody new might come into this
NOTE Confidence: 0.923027602307692
00:10:27.884 --> 00:10:29.272 organization and change everything that
NOTE Confidence: 0.923027602307692
00:10:29.272 --> 00:10:31.200 you've spent the last 10 years building.
NOTE Confidence: 0.923027602307692
00:10:31.200 --> 00:10:33.000 This is your vision, your mission,
NOTE Confidence: 0.923027602307692
00:10:33.000 --> 00:10:34.164 your strategy, your people.
NOTE Confidence: 0.923027602307692
00:10:34.164 --> 00:10:35.910 Somebody new coming in from the
NOTE Confidence: 0.923027602307692
00:10:35.960 --> 00:10:37.440 outside could change all that.
NOTE Confidence: 0.923027602307692
00:10:37.440 --> 00:10:38.640 Are you willing to accept that?
NOTE Confidence: 0.923027602307692
00:10:38.640 --> 00:10:40.236 And I was like, oh crap,
NOTE Confidence: 0.923027602307692
00:10:40.240 --> 00:10:40.818 OK now,
NOTE Confidence: 0.923027602307692

00:10:40.818 --> 00:10:43.130 now I decided that was really what it
NOTE Confidence: 0.923027602307692

00:10:43.201 --> 00:10:45.838 took to inspire me to apply for that job.
NOTE Confidence: 0.923027602307692

00:10:45.840 --> 00:10:47.048 So Long story short,
NOTE Confidence: 0.923027602307692

00:10:47.048 --> 00:10:49.377 I became the CEO in 2019 after
NOTE Confidence: 0.923027602307692

00:10:49.377 --> 00:10:52.059 what I would consider an exhaustive
NOTE Confidence: 0.923027602307692

00:10:52.059 --> 00:10:52.953 interview process,
NOTE Confidence: 0.923027602307692

00:10:52.960 --> 00:10:55.360 and I'm sure Darren will ask me a
NOTE Confidence: 0.923027602307692

00:10:55.360 --> 00:10:57.440 question or two about that later.
NOTE Confidence: 0.923027602307692

00:10:57.440 --> 00:10:59.414 And then my timing was perfect
NOTE Confidence: 0.923027602307692

00:10:59.414 --> 00:11:01.479 because 2019 I was a new CEO.
NOTE Confidence: 0.923027602307692

00:11:01.480 --> 00:11:03.755 I came into healthcare, it was fantastic.
NOTE Confidence: 0.923027602307692

00:11:03.760 --> 00:11:05.671 And then COVID hit in 2020 and
NOTE Confidence: 0.923027602307692

00:11:05.671 --> 00:11:06.920 all hell broke loose.
NOTE Confidence: 0.923027602307692

00:11:06.920 --> 00:11:08.656 So it was not exactly the easiest
NOTE Confidence: 0.923027602307692

00:11:08.656 --> 00:11:10.879 time to be in healthcare leadership,
NOTE Confidence: 0.923027602307692

00:11:10.880 --> 00:11:13.372 but I think because I came up

NOTE Confidence: 0.923027602307692
00:11:13.372 --> 00:11:15.359 through the ranks at Gaylord,
NOTE Confidence: 0.923027602307692
00:11:15.360 --> 00:11:17.355 I had built all of those relationships.
NOTE Confidence: 0.923027602307692
00:11:17.360 --> 00:11:19.445 Those relationships were easier to
NOTE Confidence: 0.923027602307692
00:11:19.445 --> 00:11:21.364 leverage during the pandemic because
NOTE Confidence: 0.923027602307692
00:11:21.364 --> 00:11:24.200 when I went out on the floors as a clinician,
NOTE Confidence: 0.923027602307692
00:11:24.200 --> 00:11:25.572 I wasn't afraid to be out on
NOTE Confidence: 0.923027602307692
00:11:25.572 --> 00:11:26.880 the floors with everybody else.
NOTE Confidence: 0.923027602307692
00:11:26.880 --> 00:11:28.280 I wasn't afraid to go and talk
NOTE Confidence: 0.923027602307692
00:11:28.280 --> 00:11:28.880 to the patients.
NOTE Confidence: 0.923027602307692
00:11:28.880 --> 00:11:30.696 I wasn't afraid to talk to the families
NOTE Confidence: 0.923027602307692
00:11:30.696 --> 00:11:32.516 and I had to ask the clinicians.
NOTE Confidence: 0.923027602307692
00:11:32.520 --> 00:11:34.062 They were willing to tell me
NOTE Confidence: 0.923027602307692
00:11:34.062 --> 00:11:34.833 what they needed.
NOTE Confidence: 0.923027602307692
00:11:34.840 --> 00:11:35.314 You know,
NOTE Confidence: 0.923027602307692
00:11:35.314 --> 00:11:37.520 people said how did you guys fare so well?
NOTE Confidence: 0.923027602307692

00:11:37.520 --> 00:11:39.770 Because we had better retention
NOTE Confidence: 0.923027602307692

00:11:39.770 --> 00:11:41.120 than most organizations.
NOTE Confidence: 0.923027602307692

00:11:41.120 --> 00:11:43.120 We've never had a travelling
NOTE Confidence: 0.923027602307692

00:11:43.120 --> 00:11:44.870 nurse in the organization During
NOTE Confidence: 0.923027602307692

00:11:44.870 --> 00:11:45.920 the entire pandemic.
NOTE Confidence: 0.923027602307692

00:11:45.920 --> 00:11:47.220 We were able to maintain
NOTE Confidence: 0.923027602307692

00:11:47.220 --> 00:11:48.520 our staffing and that I
NOTE Confidence: 0.931405444444445

00:11:48.579 --> 00:11:50.179 really truly believe is because
NOTE Confidence: 0.931405444444445

00:11:50.179 --> 00:11:52.098 of the culture because they we
NOTE Confidence: 0.931405444444445

00:11:52.098 --> 00:11:53.676 we asked them what they needed.
NOTE Confidence: 0.931405444444445

00:11:53.680 --> 00:11:54.898 They told us and we did what
NOTE Confidence: 0.931405444444445

00:11:54.898 --> 00:11:56.160 we could to give it to them.
NOTE Confidence: 0.931405444444445

00:11:56.160 --> 00:11:57.875 Now, not everything we couldn't give people,
NOTE Confidence: 0.931405444444445

00:11:57.880 --> 00:11:59.536 you know, the shifts they wanted
NOTE Confidence: 0.931405444444445

00:11:59.536 --> 00:12:01.136 necessarily or no weekends, no holidays,
NOTE Confidence: 0.931405444444445

00:12:01.136 --> 00:12:02.872 all the things that people asked for.

NOTE Confidence: 0.931405444444445
00:12:02.880 --> 00:12:05.536 But we really had a really strong
NOTE Confidence: 0.931405444444445
00:12:05.536 --> 00:12:07.610 culture and a good organizational
NOTE Confidence: 0.931405444444445
00:12:07.610 --> 00:12:11.030 structure of leadership and we were
NOTE Confidence: 0.931405444444445
00:12:11.030 --> 00:12:13.378 present and and I think that was what
NOTE Confidence: 0.931405444444445
00:12:13.378 --> 00:12:15.159 helped us really get through the
NOTE Confidence: 0.931405444444445
00:12:15.159 --> 00:12:17.073 pandemic in a pretty successful way.
NOTE Confidence: 0.931405444444445
00:12:17.080 --> 00:12:19.391 The two years of the pandemic in 2021
NOTE Confidence: 0.931405444444445
00:12:19.391 --> 00:12:21.239 and 22 are some of our best years,
NOTE Confidence: 0.931405444444445
00:12:21.240 --> 00:12:23.060 both in clinical outcomes as
NOTE Confidence: 0.931405444444445
00:12:23.060 --> 00:12:24.880 well as in financial outcomes.
NOTE Confidence: 0.931405444444445
00:12:24.880 --> 00:12:27.280 So I know that's a little bit odd,
NOTE Confidence: 0.931405444444445
00:12:27.280 --> 00:12:28.564 but I think that that was
NOTE Confidence: 0.931405444444445
00:12:28.564 --> 00:12:29.840 really what drove our culture,
NOTE Confidence: 0.931405444444445
00:12:29.840 --> 00:12:31.358 was really what drove that success.
NOTE Confidence: 0.931405444444445
00:12:31.360 --> 00:12:33.166 So it's all I'm going to say
NOTE Confidence: 0.931405444444445

00:12:33.166 --> 00:12:34.840 about my story for right now.
NOTE Confidence: 0.9314054444444445

00:12:34.840 --> 00:12:36.872 I'm going to take just a couple seconds
NOTE Confidence: 0.9314054444444445

00:12:36.872 --> 00:12:38.518 to Orient everybody to Gaylord.
NOTE Confidence: 0.9314054444444445

00:12:38.520 --> 00:12:40.760 I think how many of you have
NOTE Confidence: 0.9314054444444445

00:12:40.760 --> 00:12:41.720 heard of Gaylord?
NOTE Confidence: 0.9314054444444445

00:12:41.720 --> 00:12:42.383 OK, most people.
NOTE Confidence: 0.9314054444444445

00:12:42.383 --> 00:12:44.520 So I won't spend a lot of time here,
NOTE Confidence: 0.9314054444444445

00:12:44.520 --> 00:12:46.920 but I just want to make sure that
NOTE Confidence: 0.9314054444444445

00:12:46.920 --> 00:12:48.909 everybody knows sort of where Gaylord
NOTE Confidence: 0.9314054444444445

00:12:48.909 --> 00:12:51.253 fell in the continuum during the pandemic
NOTE Confidence: 0.9314054444444445

00:12:51.253 --> 00:12:53.554 where what we do and then we can
NOTE Confidence: 0.9314054444444445

00:12:53.554 --> 00:12:55.353 get into the question and answer period,
NOTE Confidence: 0.9314054444444445

00:12:55.360 --> 00:12:57.250 which I think will be much more
NOTE Confidence: 0.9314054444444445

00:12:57.250 --> 00:12:58.520 interesting than listening to me talk,
NOTE Confidence: 0.9314054444444445

00:12:58.520 --> 00:12:58.817 OK,
NOTE Confidence: 0.9314054444444445

00:12:58.817 --> 00:13:01.193 so Gaylord's a long term acute care hospital.

NOTE Confidence: 0.931405444444445
00:13:01.200 --> 00:13:02.496 What does that mean?
NOTE Confidence: 0.931405444444445
00:13:02.496 --> 00:13:04.440 We are licensed as a hospital.
NOTE Confidence: 0.931405444444445
00:13:04.440 --> 00:13:05.440 We're not a rehab.
NOTE Confidence: 0.931405444444445
00:13:05.440 --> 00:13:07.480 I know that's going to shock everybody
NOTE Confidence: 0.931405444444445
00:13:07.480 --> 00:13:09.398 because everybody knows Gaylord has a rehab,
NOTE Confidence: 0.931405444444445
00:13:09.400 --> 00:13:11.080 but we are actually a long
NOTE Confidence: 0.931405444444445
00:13:11.080 --> 00:13:12.200 term acute care hospital,
NOTE Confidence: 0.931405444444445
00:13:12.200 --> 00:13:14.587 meaning that we have a length of
NOTE Confidence: 0.931405444444445
00:13:14.587 --> 00:13:16.279 stay of about 25 days.
NOTE Confidence: 0.931405444444445
00:13:16.280 --> 00:13:18.800 We are still free standing,
NOTE Confidence: 0.931405444444445
00:13:18.800 --> 00:13:21.152 not-for-profit independent and
NOTE Confidence: 0.931405444444445
00:13:21.152 --> 00:13:24.148 I will to my dying day hope that
NOTE Confidence: 0.931405444444445
00:13:24.148 --> 00:13:25.839 we can stay that way forever.
NOTE Confidence: 0.931405444444445
00:13:25.840 --> 00:13:28.080 We have a 400 acre campus in Wallingford,
NOTE Confidence: 0.931405444444445
00:13:28.080 --> 00:13:31.275 so we are blessed with lots of green space,
NOTE Confidence: 0.931405444444445

00:13:31.280 --> 00:13:32.640 lots of healing green space.
NOTE Confidence: 0.9314054444444445

00:13:32.640 --> 00:13:34.976 So a lot of our patients get to
NOTE Confidence: 0.9314054444444445

00:13:34.976 --> 00:13:37.160 be outside as they're recovering.
NOTE Confidence: 0.9314054444444445

00:13:37.160 --> 00:13:38.600 You know this is what I just talked about,
NOTE Confidence: 0.9314054444444445

00:13:38.600 --> 00:13:40.328 this is sort of the healthcare
NOTE Confidence: 0.9314054444444445

00:13:40.328 --> 00:13:41.480 continuum here in Connecticut.
NOTE Confidence: 0.9314054444444445

00:13:41.480 --> 00:13:43.504 So we have short term acute cares which
NOTE Confidence: 0.9314054444444445

00:13:43.504 --> 00:13:45.735 are like Yale long term acute then
NOTE Confidence: 0.9314054444444445

00:13:45.735 --> 00:13:47.400 inpatient rehab then skilled nursing.
NOTE Confidence: 0.9314054444444445

00:13:47.400 --> 00:13:49.458 So Gaylord many time gets confused
NOTE Confidence: 0.9314054444444445

00:13:49.458 --> 00:13:52.336 as to where we fit and so we are
NOTE Confidence: 0.9314054444444445

00:13:52.336 --> 00:13:54.160 the most acute setting right after
NOTE Confidence: 0.9314054444444445

00:13:54.231 --> 00:13:56.672 the acute care we do pay take
NOTE Confidence: 0.9314054444444445

00:13:56.672 --> 00:13:59.000 patients directly out of the ICU.
NOTE Confidence: 0.9314054444444445

00:13:59.000 --> 00:14:01.488 Our nurse to pace ratios are very similar
NOTE Confidence: 0.9314054444444445

00:14:01.488 --> 00:14:04.079 to a Med surg unit in a hospital.

NOTE Confidence: 0.931405444444445
00:14:04.080 --> 00:14:06.678 Obviously we have 24/7 medical coverage,
NOTE Confidence: 0.931405444444445
00:14:06.680 --> 00:14:08.736 respiratory coverage, nursing coverage,
NOTE Confidence: 0.931405444444445
00:14:08.736 --> 00:14:11.306 but we're also very focused
NOTE Confidence: 0.931405444444445
00:14:11.306 --> 00:14:13.000 on rehabilitation.
NOTE Confidence: 0.931405444444445
00:14:13.000 --> 00:14:15.240 These are our primary programs,
NOTE Confidence: 0.931405444444445
00:14:15.240 --> 00:14:16.200 complex rehab,
NOTE Confidence: 0.931405444444445
00:14:16.200 --> 00:14:18.700 spinal cord brain injury, stroke,
NOTE Confidence: 0.931405444444445
00:14:18.700 --> 00:14:20.440 ortho, neurologic diseases.
NOTE Confidence: 0.931405444444445
00:14:20.440 --> 00:14:24.582 But then we have a whole couple of
NOTE Confidence: 0.931405444444445
00:14:24.582 --> 00:14:26.237 programs related to medical complex.
NOTE Confidence: 0.931405444444445
00:14:26.240 --> 00:14:27.944 What does that mean?
NOTE Confidence: 0.931405444444445
00:14:27.944 --> 00:14:30.074 Patients that have had transplants,
NOTE Confidence: 0.910813127692308
00:14:30.080 --> 00:14:32.552 complex wounds, cardiac, those type of
NOTE Confidence: 0.910813127692308
00:14:32.552 --> 00:14:35.478 patients and then a lot of pulmonary,
NOTE Confidence: 0.910813127692308
00:14:35.480 --> 00:14:37.000 that's where our history lies.
NOTE Confidence: 0.910813127692308

00:14:37.000 --> 00:14:39.540 We were at TB sanatorium in 19 O2 and we've

NOTE Confidence: 0.910813127692308

00:14:39.600 --> 00:14:42.197 done pulmonary rehab pretty much ever since.

NOTE Confidence: 0.910813127692308

00:14:42.200 --> 00:14:44.280 So a lot of vent leaning back in the day,

NOTE Confidence: 0.910813127692308

00:14:44.280 --> 00:14:45.576 actually post COVID, we've seen a

NOTE Confidence: 0.910813127692308

00:14:45.576 --> 00:14:47.239 little bit of a decrease in that,

NOTE Confidence: 0.910813127692308

00:14:47.240 --> 00:14:50.318 but definitely still doing pulmonary rehab.

NOTE Confidence: 0.910813127692308

00:14:50.320 --> 00:14:52.078 We also have 5 outpatient locations,

NOTE Confidence: 0.910813127692308

00:14:52.080 --> 00:14:53.619 primarily therapy related

NOTE Confidence: 0.910813127692308

00:14:53.619 --> 00:14:55.158 except in Wallingford.

NOTE Confidence: 0.910813127692308

00:14:55.160 --> 00:14:58.320 We do have physiatrists and

NOTE Confidence: 0.910813127692308

00:14:58.320 --> 00:15:00.080 we also have psychologists,

NOTE Confidence: 0.910813127692308

00:15:00.080 --> 00:15:02.285 social workers and neuropsychologists in

NOTE Confidence: 0.910813127692308

00:15:02.285 --> 00:15:05.880 our neuro clinic in the Wallingford campus.

NOTE Confidence: 0.910813127692308

00:15:05.880 --> 00:15:07.780 I put this slide in here only because I know

NOTE Confidence: 0.910813127692308

00:15:07.825 --> 00:15:09.638 this audience might be interested in this.

NOTE Confidence: 0.910813127692308

00:15:09.640 --> 00:15:11.848 How many of you have heard of the

NOTE Confidence: 0.910813127692308
00:15:11.848 --> 00:15:13.680 Traurig House man that breaks my heart?
NOTE Confidence: 0.910813127692308
00:15:13.680 --> 00:15:15.680 So only facility in Connecticut
NOTE Confidence: 0.910813127692308
00:15:15.680 --> 00:15:18.760 right on the Gaylord campus that is a
NOTE Confidence: 0.910813127692308
00:15:18.760 --> 00:15:20.560 residential Center for brain injury.
NOTE Confidence: 0.910813127692308
00:15:20.560 --> 00:15:22.486 What that essentially means is patients
NOTE Confidence: 0.910813127692308
00:15:22.486 --> 00:15:24.640 who have finished their acute care stay,
NOTE Confidence: 0.910813127692308
00:15:24.640 --> 00:15:26.356 maybe have finished their rehab stay,
NOTE Confidence: 0.910813127692308
00:15:26.360 --> 00:15:28.278 but aren't ready to go home right.
NOTE Confidence: 0.910813127692308
00:15:28.280 --> 00:15:30.040 They still need supervision.
NOTE Confidence: 0.910813127692308
00:15:30.040 --> 00:15:32.240 They still need cognitive rehab,
NOTE Confidence: 0.910813127692308
00:15:32.240 --> 00:15:33.640 they still need aphasia rehab.
NOTE Confidence: 0.910813127692308
00:15:33.640 --> 00:15:35.320 They still need something that's
NOTE Confidence: 0.910813127692308
00:15:35.320 --> 00:15:37.000 preventing them from going home.
NOTE Confidence: 0.910813127692308
00:15:37.000 --> 00:15:39.190 So we built this residential care
NOTE Confidence: 0.910813127692308
00:15:39.190 --> 00:15:41.876 center probably 20 or 30 years ago.
NOTE Confidence: 0.910813127692308

00:15:41.880 --> 00:15:43.800 And those patients can go into
NOTE Confidence: 0.910813127692308

00:15:43.800 --> 00:15:45.080 the residential care facility.
NOTE Confidence: 0.910813127692308

00:15:45.080 --> 00:15:47.194 They learn how to do daily skills.
NOTE Confidence: 0.910813127692308

00:15:47.200 --> 00:15:48.240 They cook their own meals,
NOTE Confidence: 0.910813127692308

00:15:48.240 --> 00:15:49.680 they do their own laundry.
NOTE Confidence: 0.910813127692308

00:15:49.680 --> 00:15:51.198 They go out in the community,
NOTE Confidence: 0.910813127692308

00:15:51.200 --> 00:15:52.838 They learn how to take their meds.
NOTE Confidence: 0.910813127692308

00:15:52.840 --> 00:15:54.796 They go home on the weekends.
NOTE Confidence: 0.910813127692308

00:15:54.800 --> 00:15:57.216 So that's the key piece that helps the
NOTE Confidence: 0.910813127692308

00:15:57.216 --> 00:15:58.810 families transition into having their
NOTE Confidence: 0.910813127692308

00:15:58.810 --> 00:16:00.994 their newly injured person back with them.
NOTE Confidence: 0.910813127692308

00:16:01.000 --> 00:16:01.960 And then on Monday they come
NOTE Confidence: 0.910813127692308

00:16:01.960 --> 00:16:02.600 back and they say,
NOTE Confidence: 0.910813127692308

00:16:02.600 --> 00:16:02.827 OK,
NOTE Confidence: 0.910813127692308

00:16:02.827 --> 00:16:04.189 these are the things we struggled
NOTE Confidence: 0.910813127692308

00:16:04.189 --> 00:16:05.653 with over the weekend and we

NOTE Confidence: 0.910813127692308
00:16:05.653 --> 00:16:06.878 can address those in therapy.
NOTE Confidence: 0.910813127692308
00:16:06.880 --> 00:16:08.848 So I point this out to this crowd
NOTE Confidence: 0.910813127692308
00:16:08.848 --> 00:16:11.079 because I think this is a very unknown
NOTE Confidence: 0.910813127692308
00:16:11.079 --> 00:16:13.119 service that we have at Gaylord Now.
NOTE Confidence: 0.910813127692308
00:16:13.120 --> 00:16:14.400 I will tell you,
NOTE Confidence: 0.910813127692308
00:16:14.400 --> 00:16:16.560 most insurance companies don't pay for it.
NOTE Confidence: 0.910813127692308
00:16:16.560 --> 00:16:16.866 Shocking,
NOTE Confidence: 0.910813127692308
00:16:16.866 --> 00:16:19.314 but we do have a donor who will
NOTE Confidence: 0.910813127692308
00:16:19.314 --> 00:16:21.584 cover the care for any patient
NOTE Confidence: 0.910813127692308
00:16:21.584 --> 00:16:23.474 whose insurance doesn't cover it.
NOTE Confidence: 0.910813127692308
00:16:23.480 --> 00:16:24.760 So believe it or not,
NOTE Confidence: 0.910813127692308
00:16:24.760 --> 00:16:26.482 I have a donor who loves this
NOTE Confidence: 0.910813127692308
00:16:26.482 --> 00:16:28.024 program so much that any patient
NOTE Confidence: 0.910813127692308
00:16:28.024 --> 00:16:29.518 who needs it can get it.
NOTE Confidence: 0.910813127692308
00:16:29.520 --> 00:16:31.000 So if you have patients,
NOTE Confidence: 0.910813127692308

00:16:31.000 --> 00:16:32.476 it might be appropriate for this.
NOTE Confidence: 0.910813127692308

00:16:32.480 --> 00:16:34.559 Would love to talk to you more about that.
NOTE Confidence: 0.910813127692308

00:16:34.560 --> 00:16:35.424 And then quickly,
NOTE Confidence: 0.910813127692308

00:16:35.424 --> 00:16:36.000 you know,
NOTE Confidence: 0.910813127692308

00:16:36.000 --> 00:16:37.602 I talked about this a little bit over lunch
NOTE Confidence: 0.910813127692308

00:16:37.602 --> 00:16:39.116 with the group that I ate with at lunch.
NOTE Confidence: 0.910813127692308

00:16:39.120 --> 00:16:41.112 But over the last several years
NOTE Confidence: 0.910813127692308

00:16:41.112 --> 00:16:43.399 since I took over as President,
NOTE Confidence: 0.910813127692308

00:16:43.400 --> 00:16:46.580 we've been focused a lot on campus renewal,
NOTE Confidence: 0.910813127692308

00:16:46.580 --> 00:16:48.080 what I like to call that.
NOTE Confidence: 0.910813127692308

00:16:48.080 --> 00:16:50.717 So we did patient upgrades to all the rooms.
NOTE Confidence: 0.910813127692308

00:16:50.720 --> 00:16:52.440 We've added outdoor treatment spaces,
NOTE Confidence: 0.910813127692308

00:16:52.440 --> 00:16:54.155 which is that top middle picture there,
NOTE Confidence: 0.910813127692308

00:16:54.160 --> 00:16:54.770 you know,
NOTE Confidence: 0.910813127692308

00:16:54.770 --> 00:16:56.600 contiguous to the gym so people
NOTE Confidence: 0.910813127692308

00:16:56.600 --> 00:16:58.358 can go outside to treat.

NOTE Confidence: 0.910813127692308
00:16:58.360 --> 00:17:01.895 But then we really started to incorporate
NOTE Confidence: 0.910813127692308
00:17:01.895 --> 00:17:05.316 education as well as innovation and research.
NOTE Confidence: 0.910813127692308
00:17:05.320 --> 00:17:06.920 So we've always been a
NOTE Confidence: 0.910813127692308
00:17:06.920 --> 00:17:08.520 fantastic provider of care in
NOTE Confidence: 0.965562423636364
00:17:08.582 --> 00:17:10.432 Connecticut, but we're now just
NOTE Confidence: 0.965562423636364
00:17:10.432 --> 00:17:12.100 starting to get into really the
NOTE Confidence: 0.965562423636364
00:17:12.155 --> 00:17:13.959 research in rehabilitation medicine.
NOTE Confidence: 0.965562423636364
00:17:13.959 --> 00:17:16.677 We started a physiatry residency program,
NOTE Confidence: 0.965562423636364
00:17:16.680 --> 00:17:18.624 the first one in the state
NOTE Confidence: 0.965562423636364
00:17:18.624 --> 00:17:19.920 in conjunction with UConn.
NOTE Confidence: 0.965562423636364
00:17:19.920 --> 00:17:21.720 And we've started many programs
NOTE Confidence: 0.965562423636364
00:17:21.720 --> 00:17:23.160 related to nursing retention,
NOTE Confidence: 0.965562423636364
00:17:23.160 --> 00:17:26.320 nurse residency programs, ACNA Academy.
NOTE Confidence: 0.965562423636364
00:17:26.320 --> 00:17:28.595 So I think it's really important that
NOTE Confidence: 0.965562423636364
00:17:28.595 --> 00:17:30.580 providers not only look at providing
NOTE Confidence: 0.965562423636364

00:17:30.580 --> 00:17:32.476 care to patients in the moment,
NOTE Confidence: 0.965562423636364

00:17:32.480 --> 00:17:33.848 but what's coming next,
NOTE Confidence: 0.965562423636364

00:17:33.848 --> 00:17:35.558 How do we incorporate technology,
NOTE Confidence: 0.965562423636364

00:17:35.560 --> 00:17:37.688 How do we do things differently to
NOTE Confidence: 0.965562423636364

00:17:37.688 --> 00:17:40.040 really allow for growth and development?
NOTE Confidence: 0.965562423636364

00:17:40.040 --> 00:17:40.910 So with that,
NOTE Confidence: 0.965562423636364

00:17:40.910 --> 00:17:43.388 I will stop and see if there are
NOTE Confidence: 0.965562423636364

00:17:43.388 --> 00:17:45.638 any questions about my life story,
NOTE Confidence: 0.965562423636364

00:17:45.640 --> 00:17:47.320 which you heard in 5 minutes
NOTE Confidence: 0.965562423636364

00:17:47.320 --> 00:17:48.616 or less or Gaylord.
NOTE Confidence: 0.965562423636364

00:17:48.616 --> 00:17:52.480 And then I think we will go back to Darren.
NOTE Confidence: 0.965562423636364

00:17:52.480 --> 00:17:53.758 Anybody have any questions for me?
NOTE Confidence: 0.73138823

00:17:56.440 --> 00:17:58.756 Perfect. All right. Oh, I'm ready.
NOTE Confidence: 0.73138823

00:17:58.760 --> 00:17:59.800 I have one question. Yeah.
NOTE Confidence: 0.73138823

00:17:59.800 --> 00:18:01.440 And it's just something
NOTE Confidence: 0.75156144

00:18:01.520 --> 00:18:02.560 I've always wondered about.

NOTE Confidence: 0.75156144

00:18:02.560 --> 00:18:03.790 You know, great reputation,

NOTE Confidence: 0.75156144

00:18:03.790 --> 00:18:05.920 Gaylord, but you know pick up

NOTE Confidence: 0.75156144

00:18:05.920 --> 00:18:09.200 the setting with you know,

NOTE Confidence: 0.75156144

00:18:09.200 --> 00:18:14.000 chronic relief, typical patients some

NOTE Confidence: 0.4000174125

00:18:14.000 --> 00:18:17.800 of whom are unconscious.

NOTE Confidence: 0.4000174125

00:18:17.800 --> 00:18:22.880 We maintain positive cultural

NOTE Confidence: 0.4000174125

00:18:22.880 --> 00:18:25.496 environment for staff when the

NOTE Confidence: 0.4000174125

00:18:25.496 --> 00:18:27.360 people you're working with are so

NOTE Confidence: 0.5400332625

00:18:28.320 --> 00:18:29.520 don't care and and

NOTE Confidence: 0.847813458571429

00:18:34.160 --> 00:18:37.079 yeah, so that's a really good question.

NOTE Confidence: 0.847813458571429

00:18:37.080 --> 00:18:38.590 And so even though the

NOTE Confidence: 0.847813458571429

00:18:38.590 --> 00:18:39.798 patients are very difficult,

NOTE Confidence: 0.847813458571429

00:18:39.800 --> 00:18:41.480 they all have a recovery journey too.

NOTE Confidence: 0.847813458571429

00:18:41.480 --> 00:18:43.656 So I mean they may come in, you know,

NOTE Confidence: 0.847813458571429

00:18:43.656 --> 00:18:44.796 like our brain injury population,

NOTE Confidence: 0.847813458571429

00:18:44.800 --> 00:18:47.760 many of them come in very low level.
NOTE Confidence: 0.847813458571429

00:18:47.760 --> 00:18:48.960 They're not able to speak,
NOTE Confidence: 0.847813458571429

00:18:48.960 --> 00:18:50.000 they're not able to walk,
NOTE Confidence: 0.847813458571429

00:18:50.000 --> 00:18:51.398 they come in on a stretcher.
NOTE Confidence: 0.847813458571429

00:18:51.400 --> 00:18:53.423 You would be surprised the vast majority
NOTE Confidence: 0.847813458571429

00:18:53.423 --> 00:18:55.277 of our patients walk out the door.
NOTE Confidence: 0.847813458571429

00:18:55.280 --> 00:18:57.392 So it's actually as much as people think
NOTE Confidence: 0.847813458571429

00:18:57.392 --> 00:18:59.611 it's really hard work, which it is.
NOTE Confidence: 0.847813458571429

00:18:59.611 --> 00:19:01.433 It's also very motivating because
NOTE Confidence: 0.847813458571429

00:19:01.433 --> 00:19:02.998 those little steps that people
NOTE Confidence: 0.847813458571429

00:19:02.998 --> 00:19:04.760 take and on their journey,
NOTE Confidence: 0.847813458571429

00:19:04.760 --> 00:19:06.890 recovery with their families and everyone
NOTE Confidence: 0.847813458571429

00:19:06.890 --> 00:19:09.599 around them is very motivating for staff.
NOTE Confidence: 0.847813458571429

00:19:09.600 --> 00:19:11.595 So I think it's actually the opposite.
NOTE Confidence: 0.847813458571429

00:19:11.600 --> 00:19:13.676 Yes, it's a difficult patient population,
NOTE Confidence: 0.847813458571429

00:19:13.680 --> 00:19:16.392 but I think people get motivated in helping

NOTE Confidence: 0.847813458571429
00:19:16.392 --> 00:19:18.055 those most catastrophically injured
NOTE Confidence: 0.847813458571429
00:19:18.055 --> 00:19:21.275 actually recover and get their life back.
NOTE Confidence: 0.847813458571429
00:19:21.280 --> 00:19:21.992 So the way we,
NOTE Confidence: 0.847813458571429
00:19:21.992 --> 00:19:23.966 what we say at Gaylord is you come to the
NOTE Confidence: 0.847813458571429
00:19:23.966 --> 00:19:25.520 acute care hospital to save your life,
NOTE Confidence: 0.847813458571429
00:19:25.520 --> 00:19:26.408 but then you come to Gaylord
NOTE Confidence: 0.847813458571429
00:19:26.408 --> 00:19:27.200 to get your life back,
NOTE Confidence: 0.847813458571429
00:19:27.200 --> 00:19:28.800 whatever that's going to be.
NOTE Confidence: 0.847813458571429
00:19:28.800 --> 00:19:31.280 And so we've become sort of part of
NOTE Confidence: 0.847813458571429
00:19:31.280 --> 00:19:33.720 the family in that person's recovery.
NOTE Confidence: 0.847813458571429
00:19:33.720 --> 00:19:34.696 So yes,
NOTE Confidence: 0.847813458571429
00:19:34.696 --> 00:19:36.160 it's difficult work,
NOTE Confidence: 0.847813458571429
00:19:36.160 --> 00:19:38.645 but I have found that for most
NOTE Confidence: 0.847813458571429
00:19:38.645 --> 00:19:40.636 people it's actually very motivating
NOTE Confidence: 0.847813458571429
00:19:40.636 --> 00:19:42.761 and an environment that promotes
NOTE Confidence: 0.847813458571429

00:19:42.761 --> 00:19:44.745 sort of that can do spirit,
NOTE Confidence: 0.847813458571429

00:19:44.745 --> 00:19:45.920 we call it think possible.
NOTE Confidence: 0.847813458571429

00:19:45.920 --> 00:19:48.398 At Gaylord, it's cheesy that's our tagline.
NOTE Confidence: 0.847813458571429

00:19:48.400 --> 00:19:49.989 But we think possible for our patients
NOTE Confidence: 0.847813458571429

00:19:49.989 --> 00:19:51.435 and we think possible for what's
NOTE Confidence: 0.847813458571429

00:19:51.435 --> 00:19:53.115 what the future can hold for them.
NOTE Confidence: 0.847813458571429

00:19:53.120 --> 00:19:54.350 And so that's that's sort of
NOTE Confidence: 0.847813458571429

00:19:54.350 --> 00:19:55.599 the mindset that we all have.
NOTE Confidence: 0.897638141666667

00:20:01.480 --> 00:20:03.629 And and honestly, when people have the
NOTE Confidence: 0.897638141666667

00:20:03.629 --> 00:20:05.579 choice of recovering in an urban area
NOTE Confidence: 0.897638141666667

00:20:05.579 --> 00:20:07.600 or they can go someplace where they have
NOTE Confidence: 0.897638141666667

00:20:07.600 --> 00:20:09.592 access to 400 acres of green space and
NOTE Confidence: 0.897638141666667

00:20:09.600 --> 00:20:11.916 gardens and outdoor areas and everything,
NOTE Confidence: 0.897638141666667

00:20:11.920 --> 00:20:13.805 most people will choose that
NOTE Confidence: 0.897638141666667

00:20:13.805 --> 00:20:15.313 sort of healing environment.
NOTE Confidence: 0.897638141666667

00:20:15.320 --> 00:20:16.940 And we've really focused on

NOTE Confidence: 0.897638141666667
00:20:16.940 --> 00:20:18.236 treating the whole person,
NOTE Confidence: 0.897638141666667
00:20:18.240 --> 00:20:20.200 not just the medical diagnosis.
NOTE Confidence: 0.897638141666667
00:20:20.200 --> 00:20:22.120 So we've added programs in our
NOTE Confidence: 0.897638141666667
00:20:22.120 --> 00:20:23.400 office of Integrative Medicine,
NOTE Confidence: 0.897638141666667
00:20:23.400 --> 00:20:26.160 you know, mindfulness, massage, Reiki,
NOTE Confidence: 0.897638141666667
00:20:26.160 --> 00:20:29.612 all of sort of the ancillary sort
NOTE Confidence: 0.897638141666667
00:20:29.612 --> 00:20:31.620 of programs that people are looking
NOTE Confidence: 0.897638141666667
00:20:31.620 --> 00:20:33.320 for to sort of help them recover.
NOTE Confidence: 0.897638141666667
00:20:33.320 --> 00:20:35.238 We just built a beautiful new Chapel,
NOTE Confidence: 0.897638141666667
00:20:35.240 --> 00:20:37.242 you know, to sort of speak to
NOTE Confidence: 0.897638141666667
00:20:37.242 --> 00:20:38.100 everyone's spirituality because
NOTE Confidence: 0.897638141666667
00:20:38.150 --> 00:20:39.837 people have to be treated as people,
NOTE Confidence: 0.897638141666667
00:20:39.840 --> 00:20:40.563 not a diagnosis.
NOTE Confidence: 0.897638141666667
00:20:40.563 --> 00:20:42.250 And so we had to create an
NOTE Confidence: 0.897638141666667
00:20:42.307 --> 00:20:43.719 environment that treated the
NOTE Confidence: 0.897638141666667

00:20:43.719 --> 00:20:45.837 whole person and the whole family.
NOTE Confidence: 0.897638141666667

00:20:45.840 --> 00:20:47.919 So I know I'm speaking to the choir here.
NOTE Confidence: 0.897638141666667

00:20:47.920 --> 00:20:49.870 Go ahead. Yeah.
NOTE Confidence: 0.897638141666667

00:20:49.870 --> 00:20:50.520 Yeah.
NOTE Confidence: 0.897638141666667

00:20:50.520 --> 00:20:52.480 We've built a lot of social
NOTE Confidence: 0.897638141666667

00:20:52.480 --> 00:20:53.680 capital and social credibility
NOTE Confidence: 0.897638141666667

00:20:53.680 --> 00:20:55.960 by having been part of the
NOTE Confidence: 0.7968797025

00:20:58.880 --> 00:21:02.360 other side of that is folks
NOTE Confidence: 0.850518384090909

00:21:02.360 --> 00:21:04.040 that that move up to higher echelons
NOTE Confidence: 0.850518384090909

00:21:04.040 --> 00:21:05.407 but then have relationships that
NOTE Confidence: 0.850518384090909

00:21:05.407 --> 00:21:07.195 have changed with the people with
NOTE Confidence: 0.850518384090909

00:21:07.195 --> 00:21:10.040 whom they had worked before.
NOTE Confidence: 0.788042383333333

00:21:10.040 --> 00:21:10.478 Or I'm just
NOTE Confidence: 0.904613851818182

00:21:10.480 --> 00:21:11.920 wondering what's that's like either for
NOTE Confidence: 0.904613851818182

00:21:11.920 --> 00:21:14.360 you or your leadership team. And you
NOTE Confidence: 0.904559446

00:21:14.360 --> 00:21:15.360 know I think any leadership

NOTE Confidence: 0.904559446

00:21:15.360 --> 00:21:16.360 team you should have a,

NOTE Confidence: 0.904559446

00:21:16.360 --> 00:21:17.921 you shouldn't have all people that have

NOTE Confidence: 0.904559446

00:21:17.921 --> 00:21:19.598 grown up from inside an organization.

NOTE Confidence: 0.904559446

00:21:19.600 --> 00:21:21.136 So we have my senior team

NOTE Confidence: 0.904559446

00:21:21.136 --> 00:21:22.297 is a blend of outsiders.

NOTE Confidence: 0.904559446

00:21:22.297 --> 00:21:23.393 I don't mean to say it that way,

NOTE Confidence: 0.904559446

00:21:23.400 --> 00:21:24.905 but people that have come in from

NOTE Confidence: 0.904559446

00:21:24.905 --> 00:21:26.205 the outside as well as people

NOTE Confidence: 0.904559446

00:21:26.205 --> 00:21:27.619 have sort of come in and grown

NOTE Confidence: 0.904559446

00:21:27.663 --> 00:21:28.919 up through the organization.

NOTE Confidence: 0.904559446

00:21:28.920 --> 00:21:31.256 But it is very challenging when you

NOTE Confidence: 0.904559446

00:21:31.256 --> 00:21:33.240 are used to working side by side with

NOTE Confidence: 0.904559446

00:21:33.294 --> 00:21:35.202 someone and then you become their

NOTE Confidence: 0.904559446

00:21:35.202 --> 00:21:36.960 their supervisor or their manager.

NOTE Confidence: 0.904559446

00:21:36.960 --> 00:21:38.920 The you have to set very clear

NOTE Confidence: 0.904559446

00:21:38.920 --> 00:21:39.760 boundaries pretty quickly.
NOTE Confidence: 0.904559446

00:21:39.760 --> 00:21:42.544 And that doesn't mean that you can't keep
NOTE Confidence: 0.904559446

00:21:42.544 --> 00:21:45.077 the familiarity and sort of the relationship,
NOTE Confidence: 0.904559446

00:21:45.080 --> 00:21:45.908 but it does change.
NOTE Confidence: 0.904559446

00:21:45.908 --> 00:21:48.038 And so you have to be very honest with
NOTE Confidence: 0.904559446

00:21:48.038 --> 00:21:49.984 those people that the role has changed
NOTE Confidence: 0.904559446

00:21:50.037 --> 00:21:51.765 and you have to present yourself
NOTE Confidence: 0.904559446

00:21:51.765 --> 00:21:53.536 a little bit differently and you
NOTE Confidence: 0.904559446

00:21:53.536 --> 00:21:55.076 have to address things differently.
NOTE Confidence: 0.904559446

00:21:55.080 --> 00:21:56.784 But I will tell you that most people
NOTE Confidence: 0.904559446

00:21:56.784 --> 00:21:58.758 that I work with in the organization,
NOTE Confidence: 0.904559446

00:21:58.760 --> 00:21:59.840 I'm not friends with them.
NOTE Confidence: 0.904559446

00:21:59.840 --> 00:22:00.640 I mean, I have,
NOTE Confidence: 0.904559446

00:22:00.640 --> 00:22:01.640 I have a great relationship
NOTE Confidence: 0.904559446

00:22:01.640 --> 00:22:02.760 with all of the employees,
NOTE Confidence: 0.904559446

00:22:02.760 --> 00:22:03.664 but we're not out,

NOTE Confidence: 0.904559446

00:22:03.664 --> 00:22:04.116 you know,

NOTE Confidence: 0.904559446

00:22:04.120 --> 00:22:05.500 having cocktails after work together

NOTE Confidence: 0.904559446

00:22:05.500 --> 00:22:07.560 and you have to maintain that boundary.

NOTE Confidence: 0.904559446

00:22:07.560 --> 00:22:09.318 And I think for some supervisors

NOTE Confidence: 0.904559446

00:22:09.318 --> 00:22:10.197 that's very challenging.

NOTE Confidence: 0.904559446

00:22:10.200 --> 00:22:11.580 When you when you were peers

NOTE Confidence: 0.904559446

00:22:11.580 --> 00:22:13.120 and now you're a supervisor,

NOTE Confidence: 0.904559446

00:22:13.120 --> 00:22:14.560 how do you make that transition?

NOTE Confidence: 0.904559446

00:22:14.560 --> 00:22:16.640 And so we spent a lot of time

NOTE Confidence: 0.904559446

00:22:16.640 --> 00:22:18.788 actually and my VP of HR and I

NOTE Confidence: 0.904559446

00:22:18.788 --> 00:22:20.392 working with new leaders on just

NOTE Confidence: 0.904559446

00:22:20.392 --> 00:22:22.045 that because it is important to

NOTE Confidence: 0.904559446

00:22:22.045 --> 00:22:23.795 set those boundaries early on or

NOTE Confidence: 0.904559446

00:22:23.795 --> 00:22:25.511 it can make for very uncomfortable

NOTE Confidence: 0.904559446

00:22:25.511 --> 00:22:26.680 situations down the line.

NOTE Confidence: 0.904559446

00:22:26.680 --> 00:22:27.120 Yes,
NOTE Confidence: 0.711419925

00:22:28.040 --> 00:22:30.038 this is somewhat related I suppose.
NOTE Confidence: 0.711419925

00:22:30.040 --> 00:22:34.159 But you know as a CEOI imagine you're
NOTE Confidence: 0.711419925

00:22:34.159 --> 00:22:36.637 you're working with a myriad of
NOTE Confidence: 0.711419925

00:22:36.640 --> 00:22:38.760 professionals from different specialties,
NOTE Confidence: 0.711419925

00:22:38.760 --> 00:22:41.280 positions not positions. And I'm,
NOTE Confidence: 0.711419925

00:22:41.280 --> 00:22:45.759 I'm kind of wondering what you've learned,
NOTE Confidence: 0.711419925

00:22:45.760 --> 00:22:48.315 you know and navigating and like what
NOTE Confidence: 0.711419925

00:22:48.315 --> 00:22:51.140 ecosystems have you created to help give
NOTE Confidence: 0.711419925

00:22:51.140 --> 00:22:54.640 feedback to these different specialities.
NOTE Confidence: 0.711419925

00:22:54.640 --> 00:22:58.612 You know someone who isn't a physician
NOTE Confidence: 0.711419925

00:22:58.612 --> 00:23:01.356 but working with physicians.
NOTE Confidence: 0.711419925

00:23:01.360 --> 00:23:03.264 And because I I can imagine like
NOTE Confidence: 0.711419925

00:23:03.264 --> 00:23:05.504 you know if if I become a leader
NOTE Confidence: 0.711419925

00:23:05.504 --> 00:23:07.360 in some respect in some system,
NOTE Confidence: 0.711419925

00:23:07.360 --> 00:23:08.660 I'll be working with people

NOTE Confidence: 0.711419925

00:23:08.660 --> 00:23:09.960 outside of my own speciality.

NOTE Confidence: 0.711419925

00:23:09.960 --> 00:23:12.356 So just kind of wondering what it's like,

NOTE Confidence: 0.711419925

00:23:12.360 --> 00:23:13.064 what you,

NOTE Confidence: 0.711419925

00:23:13.064 --> 00:23:15.176 what strategies you've kind of come

NOTE Confidence: 0.711419925

00:23:15.176 --> 00:23:17.400 up with to learn about someone else's

NOTE Confidence: 0.711419925

00:23:17.400 --> 00:23:19.979 like niche and then feel like it's a

NOTE Confidence: 0.711419925

00:23:19.979 --> 00:23:21.634 healthy ecosystem to give feedback.

NOTE Confidence: 0.810737895

00:23:21.800 --> 00:23:24.080 Yeah. So I mean that's a that's a good point.

NOTE Confidence: 0.810737895

00:23:24.080 --> 00:23:25.616 I've worked with all sorts of

NOTE Confidence: 0.810737895

00:23:25.616 --> 00:23:26.640 different disciplines as you

NOTE Confidence: 0.810737895

00:23:26.684 --> 00:23:27.920 can imagine in in my career.

NOTE Confidence: 0.810737895

00:23:27.920 --> 00:23:29.873 The first thing you have to do is admit

NOTE Confidence: 0.810737895

00:23:29.873 --> 00:23:31.676 that you don't know what what their,

NOTE Confidence: 0.810737895

00:23:31.680 --> 00:23:33.912 what their role is and have them explain it

NOTE Confidence: 0.810737895

00:23:33.912 --> 00:23:36.834 to you, you know, so spend time with them.

NOTE Confidence: 0.810737895

00:23:36.840 --> 00:23:38.504 I've done shadowing in all of the different
NOTE Confidence: 0.810737895

00:23:38.504 --> 00:23:40.200 areas of the hospital, just observing.
NOTE Confidence: 0.810737895

00:23:40.200 --> 00:23:41.992 You know what? And then you ask,
NOTE Confidence: 0.810737895

00:23:41.992 --> 00:23:43.280 what are the challenges that you face?
NOTE Confidence: 0.810737895

00:23:43.280 --> 00:23:45.415 Tell me about what you need me
NOTE Confidence: 0.810737895

00:23:45.415 --> 00:23:47.825 to know as the CEO, and trust me,
NOTE Confidence: 0.810737895

00:23:47.825 --> 00:23:49.200 people will eventually open up.
NOTE Confidence: 0.810737895

00:23:49.200 --> 00:23:51.016 You come tearing in to meet with a
NOTE Confidence: 0.810737895

00:23:51.016 --> 00:23:52.984 new group of people and you act like
NOTE Confidence: 0.810737895

00:23:52.984 --> 00:23:54.680 you know you're dead in the water.
NOTE Confidence: 0.810737895

00:23:54.680 --> 00:23:56.675 You have to take the time to
NOTE Confidence: 0.810737895

00:23:56.675 --> 00:23:58.599 hear from them what they need,
NOTE Confidence: 0.810737895

00:23:58.600 --> 00:24:00.520 what they know, and let them teach you.
NOTE Confidence: 0.810737895

00:24:00.520 --> 00:24:02.347 That's been my my sort of philosophy
NOTE Confidence: 0.810737895

00:24:02.347 --> 00:24:04.704 is go in and let somebody else teach
NOTE Confidence: 0.810737895

00:24:04.704 --> 00:24:06.533 you what they do because you'll

NOTE Confidence: 0.810737895

00:24:06.533 --> 00:24:08.597 never know it as well as they do.

NOTE Confidence: 0.810737895

00:24:08.600 --> 00:24:09.914 And you have to be OK to say that,

NOTE Confidence: 0.810737895

00:24:09.920 --> 00:24:11.600 that you'll never know it as well as I do.

NOTE Confidence: 0.810737895

00:24:11.600 --> 00:24:12.690 The speech pathologists are the

NOTE Confidence: 0.810737895

00:24:12.690 --> 00:24:14.273 ones that I really had the most

NOTE Confidence: 0.810737895

00:24:14.273 --> 00:24:15.398 trouble with because you know,

NOTE Confidence: 0.810737895

00:24:15.400 --> 00:24:17.318 of course that's my, that's my field.

NOTE Confidence: 0.810737895

00:24:17.320 --> 00:24:19.691 So I I go in and I'm like, why are no,

NOTE Confidence: 0.810737895

00:24:19.691 --> 00:24:20.993 OK, I'm not going to judge.

NOTE Confidence: 0.810737895

00:24:21.000 --> 00:24:22.704 Tell me what's going on, you know.

NOTE Confidence: 0.810737895

00:24:22.704 --> 00:24:25.520 And so but I think it it all comes

NOTE Confidence: 0.810737895

00:24:25.520 --> 00:24:27.968 down to being humble and being

NOTE Confidence: 0.810737895

00:24:27.968 --> 00:24:30.053 willing to listen and taking time.

NOTE Confidence: 0.810737895

00:24:30.053 --> 00:24:32.295 You can't ever come in too quickly and

NOTE Confidence: 0.810737895

00:24:32.295 --> 00:24:34.017 pretend that you know everything because

NOTE Confidence: 0.810737895

00:24:34.017 --> 00:24:36.640 I I think that's that's the kiss of death.

NOTE Confidence: 0.810737895

00:24:36.640 --> 00:24:38.375 But physicians especially want to

NOTE Confidence: 0.810737895

00:24:38.375 --> 00:24:40.760 teach you about their sub specialty.

NOTE Confidence: 0.810737895

00:24:40.760 --> 00:24:42.443 And so if you take the time to to

NOTE Confidence: 0.810737895

00:24:42.443 --> 00:24:43.974 observe and talk to their patients and

NOTE Confidence: 0.810737895

00:24:43.974 --> 00:24:45.800 talk to them and talk to their staff,

NOTE Confidence: 0.810737895

00:24:45.800 --> 00:24:46.900 goes a long way.

NOTE Confidence: 0.810737895

00:24:46.900 --> 00:24:48.275 Did that answer your question?

NOTE Confidence: 0.810737895

00:24:48.280 --> 00:24:49.480 Yeah,

NOTE Confidence: 0.810737895

00:24:49.480 --> 00:24:50.680 Yeah.

NOTE Confidence: 0.810737895

00:24:50.680 --> 00:24:52.600 Anybody else have a question before

NOTE Confidence: 0.810737895

00:24:52.600 --> 00:24:53.560 we move on?

NOTE Confidence: 0.643241178

00:24:56.440 --> 00:24:59.000 All right, Darren, you ready? All right.

NOTE Confidence: 0.643241178

00:24:59.000 --> 00:25:00.476 Now, now comes the tough questions.

NOTE Confidence: 0.60172235

00:25:02.880 --> 00:25:03.960 Are we sitting here? Yeah.

NOTE Confidence: 0.60172235

00:25:03.960 --> 00:25:05.880 Do we need the microphones or?

NOTE Confidence: 0.60172235

00:25:05.880 --> 00:25:06.372 I don't know.

NOTE Confidence: 0.60172235

00:25:06.372 --> 00:25:07.520 Can the people on Zoom hear us?

NOTE Confidence: 0.60172235

00:25:07.520 --> 00:25:09.361 You. Me as well. If you can, we.

NOTE Confidence: 0.60172235

00:25:09.361 --> 00:25:10.567 Oh, I'm getting a nod that

NOTE Confidence: 0.60172235

00:25:10.567 --> 00:25:11.360 they can hear us.

NOTE Confidence: 0.60172235

00:25:11.360 --> 00:25:13.280 But do you want to use the microphone?

NOTE Confidence: 0.60172235

00:25:13.280 --> 00:25:13.640 It's fine. They

NOTE Confidence: 0.421180014

00:25:15.720 --> 00:25:16.920 are on, though. Are there?

NOTE Confidence: 0.8123924933333333

00:25:17.920 --> 00:25:19.000 I have a very loud nod.

NOTE Confidence: 0.5627731666666667

00:25:26.440 --> 00:25:28.530 Now it's on. Is it on? OK.

NOTE Confidence: 0.5627731666666667

00:25:28.530 --> 00:25:30.672 There we go. All right. Ready.

NOTE Confidence: 0.5627731666666667

00:25:30.672 --> 00:25:32.520 Darren, what do you got for me?

NOTE Confidence: 0.5627731666666667

00:25:32.520 --> 00:25:34.800 It's not that bad. OK.

NOTE Confidence: 0.5627731666666667

00:25:34.800 --> 00:25:38.344 So thank you for everything

NOTE Confidence: 0.5627731666666667

00:25:38.344 --> 00:25:39.874 that you shared so far.

NOTE Confidence: 0.5627731666666667

00:25:39.880 --> 00:25:41.112 I knew that when you started talking
NOTE Confidence: 0.562773166666667

00:25:41.112 --> 00:25:42.256 about your leadership, it was,
NOTE Confidence: 0.562773166666667

00:25:42.256 --> 00:25:44.960 did you learn something lot? Yeah.
NOTE Confidence: 0.562773166666667

00:25:44.960 --> 00:25:47.912 But you know one of the one of the
NOTE Confidence: 0.562773166666667

00:25:47.912 --> 00:25:50.395 main reasons that we had invited you
NOTE Confidence: 0.562773166666667

00:25:50.395 --> 00:25:52.862 to speak is because I knew that how
NOTE Confidence: 0.562773166666667

00:25:52.862 --> 00:25:55.018 much you invest in people and how
NOTE Confidence: 0.562773166666667

00:25:55.088 --> 00:25:57.276 much you think about service and sort
NOTE Confidence: 0.562773166666667

00:25:57.276 --> 00:25:59.320 of leading from the ground up how,
NOTE Confidence: 0.562773166666667

00:25:59.320 --> 00:26:00.796 how important that is to you.
NOTE Confidence: 0.562773166666667

00:26:00.800 --> 00:26:03.401 So I guess my my first question is a
NOTE Confidence: 0.562773166666667

00:26:03.401 --> 00:26:06.239 more general one or more open-ended one,
NOTE Confidence: 0.562773166666667

00:26:06.240 --> 00:26:07.720 which is you know
NOTE Confidence: 0.97194314

00:26:09.920 --> 00:26:12.729 who within your organization,
NOTE Confidence: 0.97194314

00:26:12.729 --> 00:26:15.550 who are the folks that you feel
NOTE Confidence: 0.97194314

00:26:15.627 --> 00:26:18.052 most beholden to and how do you,

NOTE Confidence: 0.97194314

00:26:18.052 --> 00:26:20.760 how does that frame up how you lead,

NOTE Confidence: 0.97194314

00:26:20.760 --> 00:26:22.257 who am I most beholden to? OK.

NOTE Confidence: 0.97194314

00:26:22.257 --> 00:26:24.279 So first I would say definitely

NOTE Confidence: 0.97194314

00:26:24.279 --> 00:26:26.520 the patience probably then their

NOTE Confidence: 0.97194314

00:26:26.520 --> 00:26:28.984 families and our employees. You know,

NOTE Confidence: 0.97194314

00:26:28.984 --> 00:26:30.520 I know the right answer is my board,

NOTE Confidence: 0.97194314

00:26:30.520 --> 00:26:32.221 my donors, those that would be the

NOTE Confidence: 0.97194314

00:26:32.221 --> 00:26:33.893 right answers for the for those people

NOTE Confidence: 0.97194314

00:26:33.893 --> 00:26:35.520 that would be sitting in my room.

NOTE Confidence: 0.97194314

00:26:35.520 --> 00:26:38.672 But I truly believe that the most important

NOTE Confidence: 0.97194314

00:26:38.672 --> 00:26:41.397 stakeholders in healthcare are the patients.

NOTE Confidence: 0.97194314

00:26:41.400 --> 00:26:44.116 So if you don't make them your

NOTE Confidence: 0.97194314

00:26:44.116 --> 00:26:45.750 number one priority that's that's

NOTE Confidence: 0.97194314

00:26:45.750 --> 00:26:47.395 not going to work out very well.

NOTE Confidence: 0.97194314

00:26:47.400 --> 00:26:49.440 So how do you do that?

NOTE Confidence: 0.97194314

00:26:49.440 --> 00:26:51.156 Talk to them, listen to them,
NOTE Confidence: 0.97194314

00:26:51.160 --> 00:26:52.087 hear their feedback.
NOTE Confidence: 0.97194314

00:26:52.087 --> 00:26:55.437 So I am happiest when I am out on the units,
NOTE Confidence: 0.97194314

00:26:55.440 --> 00:26:57.678 talking to patients, talking to families.
NOTE Confidence: 0.97194314

00:26:57.680 --> 00:26:59.648 Everybody has a story to tell
NOTE Confidence: 0.97194314

00:26:59.648 --> 00:27:01.679 and they want to tell you.
NOTE Confidence: 0.97194314

00:27:01.680 --> 00:27:03.064 So it's OK to walk into a patient's
NOTE Confidence: 0.97194314

00:27:03.064 --> 00:27:04.986 room and they're like, who are you?
NOTE Confidence: 0.97194314

00:27:04.986 --> 00:27:06.354 And I always ask,
NOTE Confidence: 0.97194314

00:27:06.360 --> 00:27:08.676 what's going well with your stay?
NOTE Confidence: 0.97194314

00:27:08.680 --> 00:27:10.072 What's not going well?
NOTE Confidence: 0.97194314

00:27:10.072 --> 00:27:12.160 What could we be doing better?
NOTE Confidence: 0.97194314

00:27:12.160 --> 00:27:13.840 That's my favorite question to ask,
NOTE Confidence: 0.97194314

00:27:13.840 --> 00:27:14.800 whether it's a patient,
NOTE Confidence: 0.97194314

00:27:14.800 --> 00:27:16.240 a family member or an employee,
NOTE Confidence: 0.97194314

00:27:16.240 --> 00:27:17.398 what could we be doing better?

NOTE Confidence: 0.97194314

00:27:17.400 --> 00:27:17.920 Because honestly,

NOTE Confidence: 0.97194314

00:27:17.920 --> 00:27:20.000 that's the only way to hear from people.

NOTE Confidence: 0.97194314

00:27:20.000 --> 00:27:21.680 Surveys don't really work all that well.

NOTE Confidence: 0.97194314

00:27:21.680 --> 00:27:23.320 I mean, yes, you get some survey feedback,

NOTE Confidence: 0.97194314

00:27:23.320 --> 00:27:24.420 but most people don't bother

NOTE Confidence: 0.97194314

00:27:24.420 --> 00:27:25.520 to fill them out completely.

NOTE Confidence: 0.97194314

00:27:25.520 --> 00:27:27.264 But when you actually sit down and have

NOTE Confidence: 0.97194314

00:27:27.264 --> 00:27:28.758 a conversation with somebody eye to eye,

NOTE Confidence: 0.97194314

00:27:28.760 --> 00:27:31.718 you, you get the true story.

NOTE Confidence: 0.97194314

00:27:31.720 --> 00:27:35.640 So, and how about with your staff?

NOTE Confidence: 0.97194314

00:27:35.640 --> 00:27:36.282 Same thing.

NOTE Confidence: 0.97194314

00:27:36.282 --> 00:27:38.850 I I think leadership rounding is probably the

NOTE Confidence: 0.97194314

00:27:38.911 --> 00:27:41.279 most important thing that a leader can do.

NOTE Confidence: 0.97194314

00:27:41.280 --> 00:27:42.240 And I don't mean rounding,

NOTE Confidence: 0.97194314

00:27:42.240 --> 00:27:43.800 walking around and saying hi,

NOTE Confidence: 0.97194314

00:27:43.800 --> 00:27:45.240 hello, how you doing?
NOTE Confidence: 0.97194314

00:27:45.240 --> 00:27:47.360 No, it's actually asking the questions.
NOTE Confidence: 0.97194314

00:27:47.360 --> 00:27:48.780 And my standard questions
NOTE Confidence: 0.97194314

00:27:48.780 --> 00:27:50.200 are what's working well,
NOTE Confidence: 0.97194314

00:27:50.200 --> 00:27:50.770 what's not?
NOTE Confidence: 0.97194314

00:27:50.770 --> 00:27:52.765 What tools do you need to do
NOTE Confidence: 0.97194314

00:27:52.765 --> 00:27:54.638 your job that you don't have?
NOTE Confidence: 0.97194314

00:27:54.640 --> 00:27:56.663 Is there anybody that you want to
NOTE Confidence: 0.97194314

00:27:56.663 --> 00:27:58.489 recognize because you want to build
NOTE Confidence: 0.97194314

00:27:58.489 --> 00:27:59.999 that culture of recognition too?
NOTE Confidence: 0.97194314

00:28:00.000 --> 00:28:02.093 So people will often say, oh,
NOTE Confidence: 0.97194314

00:28:02.093 --> 00:28:03.358 this person did something nice
NOTE Confidence: 0.97194314

00:28:03.358 --> 00:28:04.117 for me yesterday,
NOTE Confidence: 0.97194314

00:28:04.120 --> 00:28:05.398 and then I will go back to my office,
NOTE Confidence: 0.97194314

00:28:05.400 --> 00:28:07.280 write them a card, send them an e-mail,
NOTE Confidence: 0.97194314

00:28:07.280 --> 00:28:08.800 find them and congratulate them.

NOTE Confidence: 0.97194314

00:28:08.800 --> 00:28:10.798 So what's working well? What's not?

NOTE Confidence: 0.97194314

00:28:10.800 --> 00:28:11.916 Who do you want to recognize?

NOTE Confidence: 0.97194314

00:28:11.920 --> 00:28:13.360 What tools do you need?

NOTE Confidence: 0.97194314

00:28:13.360 --> 00:28:14.640 And what else do you want to share with me?

NOTE Confidence: 0.97194314

00:28:14.640 --> 00:28:16.445 What programs and services should

NOTE Confidence: 0.97194314

00:28:16.445 --> 00:28:18.560 we be providing that we're not?

NOTE Confidence: 0.97194314

00:28:18.560 --> 00:28:20.130 What are the challenges that

NOTE Confidence: 0.97194314

00:28:20.130 --> 00:28:22.018 you have in your day-to-day job

NOTE Confidence: 0.97194314

00:28:22.018 --> 00:28:23.554 that I can help you address?

NOTE Confidence: 0.97194314

00:28:23.560 --> 00:28:25.541 So once a month I have lunch

NOTE Confidence: 0.97194314

00:28:25.541 --> 00:28:27.839 with a group of random employees.

NOTE Confidence: 0.97194314

00:28:27.840 --> 00:28:28.876 They get picked out of a hat.

NOTE Confidence: 0.97194314

00:28:28.880 --> 00:28:30.038 I don't know who picks them.

NOTE Confidence: 0.97194314

00:28:30.040 --> 00:28:31.480 Somebody in HR picks them.

NOTE Confidence: 0.97194314

00:28:31.480 --> 00:28:32.542 And we sit around a table

NOTE Confidence: 0.97194314

00:28:32.542 --> 00:28:33.599 for an hour and a half.
NOTE Confidence: 0.97194314

00:28:33.600 --> 00:28:35.520 We have lunch very socially,
NOTE Confidence: 0.97194314

00:28:35.520 --> 00:28:37.300 and we have these conversations
NOTE Confidence: 0.97194314

00:28:37.300 --> 00:28:39.080 because I think if you're
NOTE Confidence: 0.941290475

00:28:39.146 --> 00:28:40.901 too far removed from what's
NOTE Confidence: 0.941290475

00:28:40.901 --> 00:28:42.235 actually going on it,
NOTE Confidence: 0.941290475

00:28:42.235 --> 00:28:44.435 you're never going to hear the true story.
NOTE Confidence: 0.941290475

00:28:44.440 --> 00:28:48.480 So, yeah, And what about deliberately
NOTE Confidence: 0.941290475

00:28:48.480 --> 00:28:50.528 or intentionally developing the
NOTE Confidence: 0.941290475

00:28:50.528 --> 00:28:52.571 people who work for you? How?
NOTE Confidence: 0.941290475

00:28:52.571 --> 00:28:54.077 How have you integrated that into
NOTE Confidence: 0.941290475

00:28:54.077 --> 00:28:55.540 into your into your leadership
NOTE Confidence: 0.941290475

00:28:55.540 --> 00:28:57.195 philosophy and what you're doing?
NOTE Confidence: 0.941290475

00:28:57.200 --> 00:28:58.439 That's the best part of the job,
NOTE Confidence: 0.941290475

00:28:58.440 --> 00:28:59.920 to be quite honest.
NOTE Confidence: 0.941290475

00:28:59.920 --> 00:29:01.400 I love nothing more.

NOTE Confidence: 0.941290475

00:29:01.400 --> 00:29:03.864 When an employee shows up in my doorstep

NOTE Confidence: 0.941290475

00:29:03.864 --> 00:29:05.520 and says I don't know what's next,

NOTE Confidence: 0.941290475

00:29:05.520 --> 00:29:07.454 can you help me figure out, you know,

NOTE Confidence: 0.941290475

00:29:07.454 --> 00:29:09.725 what else I might be able to do or

NOTE Confidence: 0.941290475

00:29:09.725 --> 00:29:11.840 how I can grow or how I can develop?

NOTE Confidence: 0.941290475

00:29:11.840 --> 00:29:13.280 I say that right at new

NOTE Confidence: 0.941290475

00:29:13.280 --> 00:29:14.240 employee orientation at Gaylord.

NOTE Confidence: 0.941290475

00:29:14.240 --> 00:29:16.238 I say my door is open all the time.

NOTE Confidence: 0.941290475

00:29:16.240 --> 00:29:17.605 Please show up in my office because

NOTE Confidence: 0.941290475

00:29:17.605 --> 00:29:19.234 that means I don't have to go to

NOTE Confidence: 0.941290475

00:29:19.234 --> 00:29:20.229 a budget meeting or something

NOTE Confidence: 0.941290475

00:29:20.279 --> 00:29:21.551 else if somebody's in my office

NOTE Confidence: 0.941290475

00:29:21.551 --> 00:29:22.765 telling me what they need.

NOTE Confidence: 0.941290475

00:29:22.765 --> 00:29:25.320 So it's it's been sort of a

NOTE Confidence: 0.941290475

00:29:25.320 --> 00:29:27.199 cornerstone of of leadership.

NOTE Confidence: 0.941290475

00:29:27.200 --> 00:29:29.540 And I would say my proudest
NOTE Confidence: 0.941290475

00:29:29.540 --> 00:29:31.100 moments are actually watching
NOTE Confidence: 0.941290475

00:29:31.173 --> 00:29:33.466 the people that are growing and
NOTE Confidence: 0.941290475

00:29:33.466 --> 00:29:35.154 developing within the organization.
NOTE Confidence: 0.941290475

00:29:35.160 --> 00:29:36.750 Most people don't go into
NOTE Confidence: 0.941290475

00:29:36.750 --> 00:29:38.640 healthcare to do the status quo.
NOTE Confidence: 0.941290475

00:29:38.640 --> 00:29:40.160 They're looking for what's next.
NOTE Confidence: 0.941290475

00:29:40.160 --> 00:29:41.066 It's something different
NOTE Confidence: 0.941290475

00:29:41.066 --> 00:29:42.274 for every single person.
NOTE Confidence: 0.941290475

00:29:42.280 --> 00:29:44.720 Leadership is not for everybody,
NOTE Confidence: 0.941290475

00:29:44.720 --> 00:29:46.140 but there's always ways to
NOTE Confidence: 0.941290475

00:29:46.140 --> 00:29:47.560 help people grow and develop.
NOTE Confidence: 0.941290475

00:29:47.560 --> 00:29:48.890 And if they're unhappy with
NOTE Confidence: 0.941290475

00:29:48.890 --> 00:29:49.954 what they're currently doing,
NOTE Confidence: 0.941290475

00:29:49.960 --> 00:29:52.137 there's a way to to shift gears
NOTE Confidence: 0.941290475

00:29:52.137 --> 00:29:53.920 and find the right seat.

NOTE Confidence: 0.941290475

00:29:53.920 --> 00:29:55.159 They may be on the right bus,

NOTE Confidence: 0.941290475

00:29:55.160 --> 00:29:56.360 but not in the right seat.

NOTE Confidence: 0.941290475

00:29:56.360 --> 00:29:58.012 So there have been plenty of people

NOTE Confidence: 0.941290475

00:29:58.012 --> 00:29:59.694 who've been in jobs and we've created

NOTE Confidence: 0.941290475

00:29:59.694 --> 00:30:01.423 new jobs for them based on their

NOTE Confidence: 0.941290475

00:30:01.423 --> 00:30:02.878 strengths and and their skills.

NOTE Confidence: 0.941290475

00:30:02.880 --> 00:30:05.152 And I think that that's part of that

NOTE Confidence: 0.941290475

00:30:05.152 --> 00:30:07.360 culture of growing and developing is

NOTE Confidence: 0.941290475

00:30:07.360 --> 00:30:09.280 to have that sort of open door policy.

NOTE Confidence: 0.941290475

00:30:09.280 --> 00:30:11.278 So I love when people are

NOTE Confidence: 0.941290475

00:30:11.278 --> 00:30:12.277 looking for mentors.

NOTE Confidence: 0.941290475

00:30:12.280 --> 00:30:14.456 I get called all the time and I

NOTE Confidence: 0.941290475

00:30:14.456 --> 00:30:16.122 make time for that all the time.

NOTE Confidence: 0.941290475

00:30:16.122 --> 00:30:17.166 I mean it's it's the number

NOTE Confidence: 0.941290475

00:30:17.166 --> 00:30:18.317 one thing that I like to do.

NOTE Confidence: 0.941290475

00:30:18.320 --> 00:30:19.790 And I have to say that's partially
NOTE Confidence: 0.941290475

00:30:19.790 --> 00:30:21.028 because I've had some good mentors
NOTE Confidence: 0.941290475

00:30:21.028 --> 00:30:22.330 in my life too and it makes
NOTE Confidence: 0.941290475

00:30:22.372 --> 00:30:23.632 a big difference if you have
NOTE Confidence: 0.941290475

00:30:23.632 --> 00:30:24.600 somebody that can help you.
NOTE Confidence: 0.8228731911111111

00:30:26.880 --> 00:30:27.678 OK. Sorry, Darren.
NOTE Confidence: 0.8228731911111111

00:30:27.678 --> 00:30:29.274 I get excited about these things.
NOTE Confidence: 0.8228731911111111

00:30:29.280 --> 00:30:31.092 I'm going to jump off my
NOTE Confidence: 0.8228731911111111

00:30:31.092 --> 00:30:32.380 chair pretty soon. Go ahead.
NOTE Confidence: 0.8228731911111111

00:30:32.380 --> 00:30:34.204 And I'm going to and now I'm going to
NOTE Confidence: 0.8228731911111111

00:30:34.204 --> 00:30:35.758 ask some some more difficult questions.
NOTE Confidence: 0.8228731911111111

00:30:35.760 --> 00:30:38.080 Yeah, we had the positive ones. OK.
NOTE Confidence: 0.8228731911111111

00:30:38.080 --> 00:30:41.126 So what is the biggest leadership challenge
NOTE Confidence: 0.8228731911111111

00:30:41.126 --> 00:30:43.480 you feel you have faced in your career?
NOTE Confidence: 0.8228731911111111

00:30:43.480 --> 00:30:44.764 I think it's, I'm facing it
NOTE Confidence: 0.8228731911111111

00:30:44.764 --> 00:30:46.320 right now to be quite honest.

NOTE Confidence: 0.8228731911111111
00:30:46.320 --> 00:30:47.920 When we started talking about it at lunch.
NOTE Confidence: 0.904288446666667
00:30:50.360 --> 00:30:51.568 The financial implications of
NOTE Confidence: 0.904288446666667
00:30:51.568 --> 00:30:53.078 healthcare right now are very,
NOTE Confidence: 0.904288446666667
00:30:53.080 --> 00:30:54.880 very challenging. So you know,
NOTE Confidence: 0.904288446666667
00:30:54.880 --> 00:30:56.680 you've always been able to do the right
NOTE Confidence: 0.904288446666667
00:30:56.680 --> 00:30:58.615 thing by your patients and and make a
NOTE Confidence: 0.904288446666667
00:30:58.615 --> 00:31:00.279 margin and that's been my experience.
NOTE Confidence: 0.904288446666667
00:31:00.280 --> 00:31:01.696 You know, if you're not being
NOTE Confidence: 0.904288446666667
00:31:01.696 --> 00:31:03.984 excessive and you're not, you know,
NOTE Confidence: 0.904288446666667
00:31:03.984 --> 00:31:06.708 and you're mindful you've been able
NOTE Confidence: 0.904288446666667
00:31:06.708 --> 00:31:08.669 to do the right thing and you've been
NOTE Confidence: 0.904288446666667
00:31:08.669 --> 00:31:10.199 able to make a minuscule margin.
NOTE Confidence: 0.904288446666667
00:31:10.200 --> 00:31:11.360 Healthcare's never making huge margins,
NOTE Confidence: 0.904288446666667
00:31:11.360 --> 00:31:13.806 but at least a minuscule margin right now.
NOTE Confidence: 0.904288446666667
00:31:13.806 --> 00:31:15.264 It has become more and more
NOTE Confidence: 0.904288446666667

00:31:15.264 --> 00:31:16.200 challenging post pandemic.
NOTE Confidence: 0.904288446666667

00:31:16.200 --> 00:31:17.916 Salary costs are through the roof.
NOTE Confidence: 0.904288446666667

00:31:17.920 --> 00:31:19.438 I think everybody probably knows that.
NOTE Confidence: 0.904288446666667

00:31:19.440 --> 00:31:21.946 I think at Gaylord our average salary
NOTE Confidence: 0.904288446666667

00:31:21.946 --> 00:31:24.240 increases over the last couple years,
NOTE Confidence: 0.904288446666667

00:31:24.240 --> 00:31:26.372 it's like 13%, right.
NOTE Confidence: 0.904288446666667

00:31:26.372 --> 00:31:29.037 So especially in nursing physicians,
NOTE Confidence: 0.904288446666667

00:31:29.040 --> 00:31:29.412 therapists,
NOTE Confidence: 0.904288446666667

00:31:29.412 --> 00:31:31.644 those those rates have gone up
NOTE Confidence: 0.904288446666667

00:31:31.644 --> 00:31:33.085 significantly cause competition is
NOTE Confidence: 0.904288446666667

00:31:33.085 --> 00:31:34.711 significant and you know there are
NOTE Confidence: 0.904288446666667

00:31:34.711 --> 00:31:36.524 hospitals in the state that we're
NOTE Confidence: 0.904288446666667

00:31:36.524 --> 00:31:38.760 offering \$30,000 sign on bonuses for nurses.
NOTE Confidence: 0.904288446666667

00:31:38.760 --> 00:31:40.560 I mean you you can't compete with that.
NOTE Confidence: 0.904288446666667

00:31:40.560 --> 00:31:42.548 So financially it's becoming
NOTE Confidence: 0.904288446666667

00:31:42.548 --> 00:31:44.039 harder and harder.

NOTE Confidence: 0.904288446666667
00:31:44.040 --> 00:31:45.780 Supply costs are up,
NOTE Confidence: 0.904288446666667
00:31:45.780 --> 00:31:47.520 pharmacy costs are up,
NOTE Confidence: 0.904288446666667
00:31:47.520 --> 00:31:48.916 food costs are up.
NOTE Confidence: 0.904288446666667
00:31:48.916 --> 00:31:51.351 So all the costs are probably up
NOTE Confidence: 0.904288446666667
00:31:51.351 --> 00:31:53.040 about 10 to 15% and reimbursement
NOTE Confidence: 0.904288446666667
00:31:53.040 --> 00:31:55.758 has gone up 1 to 2% if you're lucky.
NOTE Confidence: 0.904288446666667
00:31:55.758 --> 00:31:57.354 Medicaid hasn't gone up at all.
NOTE Confidence: 0.904288446666667
00:31:57.360 --> 00:31:59.800 Medicare has been about flat for me anyway.
NOTE Confidence: 0.904288446666667
00:31:59.800 --> 00:32:01.440 I don't know about for all of you,
NOTE Confidence: 0.904288446666667
00:32:01.440 --> 00:32:03.064 but you know the and the commercial
NOTE Confidence: 0.904288446666667
00:32:03.064 --> 00:32:04.317 rates maybe go up 1 or 2%,
NOTE Confidence: 0.904288446666667
00:32:04.320 --> 00:32:05.481 that's not sustainable.
NOTE Confidence: 0.904288446666667
00:32:05.481 --> 00:32:07.416 So the greatest challenge that
NOTE Confidence: 0.904288446666667
00:32:07.416 --> 00:32:10.094 we face now is how do you keep
NOTE Confidence: 0.904288446666667
00:32:10.094 --> 00:32:11.318 doing mission driven work,
NOTE Confidence: 0.904288446666667

00:32:11.320 --> 00:32:13.720 doing what's right by your patients
NOTE Confidence: 0.904288446666667

00:32:13.720 --> 00:32:15.328 and making at least a margin
NOTE Confidence: 0.904288446666667

00:32:15.328 --> 00:32:17.288 so that you're not at risk for
NOTE Confidence: 0.904288446666667

00:32:17.288 --> 00:32:18.673 having to close your doors.
NOTE Confidence: 0.904288446666667

00:32:18.680 --> 00:32:20.330 And so we've started to look
NOTE Confidence: 0.904288446666667

00:32:20.330 --> 00:32:21.155 at revenue diversification.
NOTE Confidence: 0.904288446666667

00:32:21.160 --> 00:32:22.558 What else could we be doing?
NOTE Confidence: 0.904288446666667

00:32:22.560 --> 00:32:24.800 What other services could we be providing?
NOTE Confidence: 0.904288446666667

00:32:24.800 --> 00:32:26.240 Are there any other programs
NOTE Confidence: 0.904288446666667

00:32:26.240 --> 00:32:27.680 that play to our strengths?
NOTE Confidence: 0.904288446666667

00:32:27.680 --> 00:32:29.120 We've got 400 acres of land.
NOTE Confidence: 0.904288446666667

00:32:29.120 --> 00:32:30.320 Do we want to be a solar farm?
NOTE Confidence: 0.904288446666667

00:32:30.320 --> 00:32:31.244 I mean there's there's.
NOTE Confidence: 0.904288446666667

00:32:31.244 --> 00:32:32.945 So we've had to look outside of
NOTE Confidence: 0.904288446666667

00:32:32.945 --> 00:32:34.280 ourselves and really think about,
NOTE Confidence: 0.904288446666667

00:32:34.280 --> 00:32:34.574 OK,

NOTE Confidence: 0.904288446666667
00:32:34.574 --> 00:32:36.338 where else can we generate revenue
NOTE Confidence: 0.904288446666667
00:32:36.338 --> 00:32:38.411 to support the mission so that we
NOTE Confidence: 0.904288446666667
00:32:38.411 --> 00:32:40.109 don't have to change the mission
NOTE Confidence: 0.904288446666667
00:32:40.166 --> 00:32:41.586 because insurance companies aren't
NOTE Confidence: 0.904288446666667
00:32:41.586 --> 00:32:44.106 paying the way that they need to.
NOTE Confidence: 0.904288446666667
00:32:44.106 --> 00:32:46.036 We've also been very fortunate.
NOTE Confidence: 0.904288446666667
00:32:46.040 --> 00:32:48.994 I mentioned one donor that we've had
NOTE Confidence: 0.904288446666667
00:32:49.000 --> 00:32:50.638 when I was talking about Traurig.
NOTE Confidence: 0.904288446666667
00:32:50.640 --> 00:32:52.404 But in the last five years I've
NOTE Confidence: 0.904288446666667
00:32:52.404 --> 00:32:54.640 spent a lot of time in philanthropy.
NOTE Confidence: 0.904288446666667
00:32:54.640 --> 00:32:56.551 Not anybody's favorite thing to do is
NOTE Confidence: 0.904288446666667
00:32:56.551 --> 00:32:58.878 to go out and ask people for money.
NOTE Confidence: 0.904288446666667
00:32:58.880 --> 00:33:01.358 But if you're a mission driven organization,
NOTE Confidence: 0.904288446666667
00:33:01.360 --> 00:33:02.364 philanthropy is a reality.
NOTE Confidence: 0.904288446666667
00:33:02.364 --> 00:33:04.538 So you have to go out and find
NOTE Confidence: 0.904288446666667

00:33:04.538 --> 00:33:06.078 grants and investors and people
NOTE Confidence: 0.904288446666667

00:33:06.078 --> 00:33:07.656 who are interested in maintaining
NOTE Confidence: 0.904288446666667

00:33:07.656 --> 00:33:09.444 the mission and being able to
NOTE Confidence: 0.904288446666667

00:33:09.444 --> 00:33:10.448 support that mission financially
NOTE Confidence: 0.904288446666667

00:33:10.448 --> 00:33:12.080 so that we can keep doing the good
NOTE Confidence: 0.904288446666667

00:33:12.126 --> 00:33:12.958 work that we're doing.
NOTE Confidence: 0.904288446666667

00:33:12.960 --> 00:33:14.841 So I would say of all of the years
NOTE Confidence: 0.904288446666667

00:33:14.841 --> 00:33:16.398 that I've been in leadership,
NOTE Confidence: 0.904288446666667

00:33:16.400 --> 00:33:19.040 right now is the most difficult
NOTE Confidence: 0.904288446666667

00:33:19.040 --> 00:33:20.515 time and I don't see it
NOTE Confidence: 0.904288446666667

00:33:20.515 --> 00:33:21.550 getting better anytime soon to
NOTE Confidence: 0.928265612307692

00:33:21.601 --> 00:33:22.279 be quite honest.
NOTE Confidence: 0.928265612307692

00:33:22.280 --> 00:33:24.584 So as a leader, how do you manage
NOTE Confidence: 0.928265612307692

00:33:24.584 --> 00:33:26.399 that personally and psychologically?
NOTE Confidence: 0.928265612307692

00:33:26.400 --> 00:33:27.996 What do you do for yourself?
NOTE Confidence: 0.928265612307692

00:33:28.000 --> 00:33:30.296 Given that I should have guessed that was

NOTE Confidence: 0.928265612307692
00:33:30.296 --> 00:33:32.600 going to be one of the questions here.
NOTE Confidence: 0.928265612307692
00:33:32.600 --> 00:33:37.135 So it, you know for me personally,
NOTE Confidence: 0.928265612307692
00:33:37.135 --> 00:33:39.661 you have to find OK,
NOTE Confidence: 0.928265612307692
00:33:39.661 --> 00:33:41.488 so I'll I there's some things that
NOTE Confidence: 0.928265612307692
00:33:41.488 --> 00:33:43.158 I've sort of had to structure.
NOTE Confidence: 0.928265612307692
00:33:43.160 --> 00:33:45.400 I structure thinking time into my calendar.
NOTE Confidence: 0.928265612307692
00:33:45.400 --> 00:33:47.140 I know that sounds ridiculous but
NOTE Confidence: 0.928265612307692
00:33:47.140 --> 00:33:49.456 I have two hours a block on my
NOTE Confidence: 0.928265612307692
00:33:49.456 --> 00:33:51.094 calendar every week to just think
NOTE Confidence: 0.928265612307692
00:33:51.154 --> 00:33:52.839 about what's next what's new.
NOTE Confidence: 0.928265612307692
00:33:52.840 --> 00:33:55.760 It's the it's my time where I close my doors.
NOTE Confidence: 0.928265612307692
00:33:55.760 --> 00:33:56.976 I have those papers,
NOTE Confidence: 0.928265612307692
00:33:56.976 --> 00:33:59.719 those three M papers all over my wall and I,
NOTE Confidence: 0.928265612307692
00:33:59.720 --> 00:34:01.020 you know, scribble my,
NOTE Confidence: 0.928265612307692
00:34:01.020 --> 00:34:01.995 my musings about,
NOTE Confidence: 0.928265612307692

00:34:02.000 --> 00:34:03.036 you know what we could be doing.
NOTE Confidence: 0.928265612307692

00:34:03.040 --> 00:34:04.937 So that gives me some outlet for
NOTE Confidence: 0.928265612307692

00:34:04.937 --> 00:34:06.480 some of that creativity.
NOTE Confidence: 0.928265612307692

00:34:06.480 --> 00:34:07.440 But for me personally,
NOTE Confidence: 0.928265612307692

00:34:07.440 --> 00:34:08.640 you have to find self-care.
NOTE Confidence: 0.928265612307692

00:34:08.640 --> 00:34:10.920 And I had a really good executive coach
NOTE Confidence: 0.928265612307692

00:34:10.920 --> 00:34:13.267 a few years ago who beat that into
NOTE Confidence: 0.928265612307692

00:34:13.267 --> 00:34:15.712 my head that I was always looking at
NOTE Confidence: 0.928265612307692

00:34:15.712 --> 00:34:17.947 other people 1st and never looking at
NOTE Confidence: 0.928265612307692

00:34:17.947 --> 00:34:20.600 what I needed to sort of refill my cup.
NOTE Confidence: 0.928265612307692

00:34:20.600 --> 00:34:22.625 And so I have now made it so that
NOTE Confidence: 0.928265612307692

00:34:22.625 --> 00:34:24.892 I don't have events more than two
NOTE Confidence: 0.928265612307692

00:34:24.892 --> 00:34:27.240 nights a week, which I was going to
NOTE Confidence: 0.928265612307692

00:34:27.240 --> 00:34:28.920 different events five nights a week,
NOTE Confidence: 0.928265612307692

00:34:28.920 --> 00:34:32.360 galas, people's fundraisers, talks,
NOTE Confidence: 0.928265612307692

00:34:32.360 --> 00:34:34.641 social events, whatever it was,

NOTE Confidence: 0.928265612307692
00:34:34.641 --> 00:34:36.600 you felt like you had to be at everything.
NOTE Confidence: 0.928265612307692
00:34:36.600 --> 00:34:37.530 But you don't really have
NOTE Confidence: 0.928265612307692
00:34:37.530 --> 00:34:38.274 to be at everything.
NOTE Confidence: 0.928265612307692
00:34:38.280 --> 00:34:38.943 So, you know,
NOTE Confidence: 0.928265612307692
00:34:38.943 --> 00:34:40.760 I really have now limited where I have
NOTE Confidence: 0.928265612307692
00:34:40.760 --> 00:34:42.512 at least three nights a week at home.
NOTE Confidence: 0.928265612307692
00:34:42.520 --> 00:34:43.996 And that for me is important.
NOTE Confidence: 0.928265612307692
00:34:44.000 --> 00:34:45.536 I do one sort of self-care
NOTE Confidence: 0.928265612307692
00:34:45.536 --> 00:34:47.040 thing a week for myself,
NOTE Confidence: 0.928265612307692
00:34:47.040 --> 00:34:48.120 whether it's getting a massage,
NOTE Confidence: 0.928265612307692
00:34:48.120 --> 00:34:49.440 going to get my nails done,
NOTE Confidence: 0.928265612307692
00:34:49.440 --> 00:34:52.880 whatever it is something that's just for me.
NOTE Confidence: 0.928265612307692
00:34:52.880 --> 00:34:54.483 And now I've also taken up the
NOTE Confidence: 0.928265612307692
00:34:54.483 --> 00:34:55.959 practice of yoga and meditation,
NOTE Confidence: 0.928265612307692
00:34:55.960 --> 00:34:58.277 both of which have been supremely helpful.
NOTE Confidence: 0.928265612307692

00:34:58.280 --> 00:34:58.931 Five years ago,
NOTE Confidence: 0.928265612307692

00:34:58.931 --> 00:35:00.736 I would have laughed if you told me
NOTE Confidence: 0.928265612307692

00:35:00.736 --> 00:35:02.381 that mindfulness was going to work for
NOTE Confidence: 0.928265612307692

00:35:02.381 --> 00:35:06.400 me because I'm not the most Zen person,
NOTE Confidence: 0.928265612307692

00:35:06.400 --> 00:35:08.422 but it has really helped me
NOTE Confidence: 0.928265612307692

00:35:08.422 --> 00:35:10.360 sort of refocus my energy.
NOTE Confidence: 0.928265612307692

00:35:10.360 --> 00:35:11.599 So I don't know if that answered
NOTE Confidence: 0.928265612307692

00:35:11.599 --> 00:35:12.995 the question, but you know,
NOTE Confidence: 0.928265612307692

00:35:12.995 --> 00:35:15.065 I have taken what I've personally
NOTE Confidence: 0.928265612307692

00:35:15.065 --> 00:35:16.757 learned and tried to instill
NOTE Confidence: 0.928265612307692

00:35:16.757 --> 00:35:18.677 that in some of the employees.
NOTE Confidence: 0.928265612307692

00:35:18.680 --> 00:35:20.507 You have to take care of yourself
NOTE Confidence: 0.928265612307692

00:35:20.507 --> 00:35:22.519 so that other people can take care,
NOTE Confidence: 0.928265612307692

00:35:22.520 --> 00:35:24.520 so that you can take care of patients.
NOTE Confidence: 0.928265612307692

00:35:24.520 --> 00:35:26.288 And so I walk around the units all
NOTE Confidence: 0.928265612307692

00:35:26.288 --> 00:35:27.917 the time and say to the nurses,

NOTE Confidence: 0.928265612307692
00:35:27.920 --> 00:35:29.516 we've got this 400 acre campus,
NOTE Confidence: 0.928265612307692
00:35:29.520 --> 00:35:30.471 it's 60° outside.
NOTE Confidence: 0.928265612307692
00:35:30.471 --> 00:35:32.373 Go outside and get some fresh
NOTE Confidence: 0.928265612307692
00:35:32.373 --> 00:35:34.320 air on your face, get some,
NOTE Confidence: 0.928265612307692
00:35:34.320 --> 00:35:35.840 you know, get something,
NOTE Confidence: 0.928265612307692
00:35:35.840 --> 00:35:37.305 some sense of refresh rejuvenation
NOTE Confidence: 0.928265612307692
00:35:37.305 --> 00:35:39.389 so that you can come back and
NOTE Confidence: 0.928265612307692
00:35:39.389 --> 00:35:40.794 take care of patients again.
NOTE Confidence: 0.928265612307692
00:35:40.800 --> 00:35:42.304 And you would be shocked how hard it
NOTE Confidence: 0.928265612307692
00:35:42.304 --> 00:35:44.160 is to get nurses to leave the bedside.
NOTE Confidence: 0.928265612307692
00:35:44.160 --> 00:35:45.384 They don't want to,
NOTE Confidence: 0.928265612307692
00:35:45.384 --> 00:35:46.914 but when they come back,
NOTE Confidence: 0.928265612307692
00:35:46.920 --> 00:35:47.655 then they feel much better
NOTE Confidence: 0.928265612307692
00:35:47.655 --> 00:35:48.390 and they can give back
NOTE Confidence: 0.880893154615385
00:35:48.420 --> 00:35:48.960 to their patients.
NOTE Confidence: 0.880893154615385

00:35:48.960 --> 00:35:50.718 So what I've learned from myself,
NOTE Confidence: 0.880893154615385

00:35:50.720 --> 00:35:51.994 I've tried to instill in other people,
NOTE Confidence: 0.880893154615385

00:35:52.000 --> 00:35:55.659 but it's still we hired right during COVID,
NOTE Confidence: 0.880893154615385

00:35:55.659 --> 00:35:57.224 we hired mindfulness facilitators to
NOTE Confidence: 0.880893154615385

00:35:57.224 --> 00:35:59.012 actually work with the staff on the
NOTE Confidence: 0.880893154615385

00:35:59.012 --> 00:36:00.422 units and those people still come
NOTE Confidence: 0.880893154615385

00:36:00.422 --> 00:36:01.874 in from the Copper Beach Society.
NOTE Confidence: 0.880893154615385

00:36:01.880 --> 00:36:04.440 It's a it's a meditation
NOTE Confidence: 0.880893154615385

00:36:04.440 --> 00:36:06.360 retreat center in West Hartford.
NOTE Confidence: 0.880893154615385

00:36:06.360 --> 00:36:08.552 So they actually came in when we do
NOTE Confidence: 0.880893154615385

00:36:08.552 --> 00:36:10.000 mindfulness and meditation with the
NOTE Confidence: 0.880893154615385

00:36:10.000 --> 00:36:12.164 staff sort of right on the units and
NOTE Confidence: 0.880893154615385

00:36:12.164 --> 00:36:13.796 that that I think sort of help them
NOTE Confidence: 0.880893154615385

00:36:13.796 --> 00:36:15.440 sort of have permission to do that.
NOTE Confidence: 0.880893154615385

00:36:15.440 --> 00:36:17.141 I mean during COVID we had Wellness
NOTE Confidence: 0.880893154615385

00:36:17.141 --> 00:36:18.998 carts that would go around and you know,

NOTE Confidence: 0.880893154615385
00:36:19.000 --> 00:36:20.540 trying to get people to to take
NOTE Confidence: 0.880893154615385
00:36:20.540 --> 00:36:21.200 care of themselves,
NOTE Confidence: 0.880893154615385
00:36:21.200 --> 00:36:23.720 but it's not always easy to do.
NOTE Confidence: 0.880893154615385
00:36:23.720 --> 00:36:24.760 Healthcare workers are stubborn.
NOTE Confidence: 0.9225206
00:36:27.160 --> 00:36:29.720 Sorry, that's my filter falling off
NOTE Confidence: 0.825867145
00:36:31.920 --> 00:36:35.320 physicians especially. OK.
NOTE Confidence: 0.825867145
00:36:35.320 --> 00:36:39.480 So this this question,
NOTE Confidence: 0.825867145
00:36:39.480 --> 00:36:40.957 I don't know it's an obligatory question,
NOTE Confidence: 0.825867145
00:36:40.960 --> 00:36:43.279 but I did, I did want to ask you about when
NOTE Confidence: 0.825867145
00:36:43.279 --> 00:36:47.220 you made your transition to the CEO role,
NOTE Confidence: 0.825867145
00:36:47.220 --> 00:36:51.692 you were mid career, you were the first
NOTE Confidence: 0.825867145
00:36:51.692 --> 00:36:55.080 woman to assume that role and you also,
NOTE Confidence: 0.825867145
00:36:55.080 --> 00:36:57.552 as you mentioned in your talk before,
NOTE Confidence: 0.825867145
00:36:57.552 --> 00:37:01.120 you were the, you were an internal candidate.
NOTE Confidence: 0.825867145
00:37:01.120 --> 00:37:04.240 So I'm curious, maybe we go 123.
NOTE Confidence: 0.825867145

00:37:04.240 --> 00:37:06.880 Those 3 aspects of your identity,
NOTE Confidence: 0.825867145

00:37:06.880 --> 00:37:08.179 what that was,
NOTE Confidence: 0.825867145

00:37:08.179 --> 00:37:11.560 I'd like for you how those factored in,
NOTE Confidence: 0.825867145

00:37:11.560 --> 00:37:12.552 what your experience was.
NOTE Confidence: 0.825867145

00:37:12.552 --> 00:37:15.236 Yeah, so people have asked me many,
NOTE Confidence: 0.825867145

00:37:15.240 --> 00:37:18.240 many times about the gender question.
NOTE Confidence: 0.825867145

00:37:18.240 --> 00:37:19.960 And you know, for me,
NOTE Confidence: 0.825867145

00:37:19.960 --> 00:37:22.292 gender was never really an issue until
NOTE Confidence: 0.825867145

00:37:22.292 --> 00:37:24.200 I threw my hat in the ring for CEO,
NOTE Confidence: 0.825867145

00:37:24.200 --> 00:37:26.040 and I'll talk about that in a second.
NOTE Confidence: 0.825867145

00:37:26.040 --> 00:37:26.826 But you know,
NOTE Confidence: 0.825867145

00:37:26.826 --> 00:37:28.393 when Healthcare is 80% female,
NOTE Confidence: 0.825867145

00:37:28.393 --> 00:37:30.958 so it was never really,
NOTE Confidence: 0.825867145

00:37:30.960 --> 00:37:32.728 I didn't feel like I ever hit that
NOTE Confidence: 0.825867145

00:37:32.728 --> 00:37:34.349 glass ceiling and people didn't offer
NOTE Confidence: 0.825867145

00:37:34.349 --> 00:37:36.035 me opportunities either because I was

NOTE Confidence: 0.825867145

00:37:36.090 --> 00:37:37.800 a woman or not because I was a woman.

NOTE Confidence: 0.825867145

00:37:37.800 --> 00:37:40.915 I didn't ever have that that feeling.

NOTE Confidence: 0.825867145

00:37:40.920 --> 00:37:44.232 When I decided to apply for the CEO position,

NOTE Confidence: 0.825867145

00:37:44.240 --> 00:37:45.488 my board of directors,

NOTE Confidence: 0.825867145

00:37:45.488 --> 00:37:47.360 who obviously was doing the search,

NOTE Confidence: 0.825867145

00:37:47.360 --> 00:37:53.560 was primarily white, male, older.

NOTE Confidence: 0.825867145

00:37:53.560 --> 00:37:55.352 And you know that that was the

NOTE Confidence: 0.825867145

00:37:55.352 --> 00:37:56.817 first inkling that I had that

NOTE Confidence: 0.825867145

00:37:56.817 --> 00:37:58.315 this was going to be an issue,

NOTE Confidence: 0.825867145

00:37:58.320 --> 00:38:00.336 that I was female.

NOTE Confidence: 0.825867145

00:38:00.336 --> 00:38:02.886 However, I think they hurdled that one

NOTE Confidence: 0.825867145

00:38:02.886 --> 00:38:05.380 a little bit easier than the mid career.

NOTE Confidence: 0.825867145

00:38:05.380 --> 00:38:06.680 They felt I was young,

NOTE Confidence: 0.825867145

00:38:06.680 --> 00:38:07.224 I was,

NOTE Confidence: 0.825867145

00:38:07.224 --> 00:38:07.768 you know,

NOTE Confidence: 0.825867145

00:38:07.768 --> 00:38:10.142 in my early 40s and all of the CE
NOTE Confidence: 0.825867145

00:38:10.142 --> 00:38:12.094 OS or most of the CE OS before
NOTE Confidence: 0.825867145

00:38:12.094 --> 00:38:14.240 me had been end of career and
NOTE Confidence: 0.825867145

00:38:14.240 --> 00:38:15.360 they retired from Gaylord.
NOTE Confidence: 0.825867145

00:38:15.360 --> 00:38:18.865 So it was a totally different vibe for them.
NOTE Confidence: 0.825867145

00:38:18.865 --> 00:38:21.235 But I actually think the highest
NOTE Confidence: 0.825867145

00:38:21.235 --> 00:38:23.598 hurdle for them was clinician because
NOTE Confidence: 0.825867145

00:38:23.598 --> 00:38:25.544 I think they struggled with all of
NOTE Confidence: 0.825867145

00:38:25.544 --> 00:38:27.319 our previous CE OS were businessmen,
NOTE Confidence: 0.825867145

00:38:27.320 --> 00:38:27.736 bankers,
NOTE Confidence: 0.825867145

00:38:27.736 --> 00:38:30.232 finance people and they struggled with
NOTE Confidence: 0.825867145

00:38:30.232 --> 00:38:33.281 how can a clinician understand the
NOTE Confidence: 0.825867145

00:38:33.281 --> 00:38:36.616 business of healthcare and be able to
NOTE Confidence: 0.825867145

00:38:36.616 --> 00:38:39.040 translate that and be a clinician.
NOTE Confidence: 0.825867145

00:38:39.040 --> 00:38:41.000 And so I think that was actually the,
NOTE Confidence: 0.825867145

00:38:41.000 --> 00:38:41.399 the,

NOTE Confidence: 0.825867145

00:38:41.399 --> 00:38:44.192 the hardest thing for the board to

NOTE Confidence: 0.825867145

00:38:44.192 --> 00:38:46.477 understand was that it is possible

NOTE Confidence: 0.825867145

00:38:46.480 --> 00:38:49.154 and much more so than age and

NOTE Confidence: 0.825867145

00:38:49.154 --> 00:38:52.142 and being a female and you know,

NOTE Confidence: 0.825867145

00:38:52.142 --> 00:38:53.718 talking about a rigorous

NOTE Confidence: 0.879507838571429

00:38:55.920 --> 00:38:57.880 interview process, you know, most of the,

NOTE Confidence: 0.879507838571429

00:38:57.880 --> 00:38:59.635 I was there for the previous two CE OS,

NOTE Confidence: 0.879507838571429

00:38:59.640 --> 00:39:01.656 right. They had one day of interviews

NOTE Confidence: 0.879507838571429

00:39:01.656 --> 00:39:03.748 and **** they're, they're the CEO,

NOTE Confidence: 0.879507838571429

00:39:03.748 --> 00:39:05.792 fantastic for me, internal candidate,

NOTE Confidence: 0.879507838571429

00:39:05.792 --> 00:39:07.160 clinician, younger, female.

NOTE Confidence: 0.879507838571429

00:39:07.160 --> 00:39:10.278 It was almost six months of interviews with

NOTE Confidence: 0.879507838571429

00:39:10.278 --> 00:39:13.344 every board member multiple times with every

NOTE Confidence: 0.879507838571429

00:39:13.344 --> 00:39:16.238 person that you could possibly imagine.

NOTE Confidence: 0.879507838571429

00:39:16.240 --> 00:39:17.560 And it got to the point where I was like,

NOTE Confidence: 0.879507838571429

00:39:17.560 --> 00:39:18.400 why am I doing this?
NOTE Confidence: 0.879507838571429

00:39:18.400 --> 00:39:20.848 This is way too much hassle. And again,
NOTE Confidence: 0.879507838571429

00:39:20.848 --> 00:39:22.556 my executive coach at the time said,
NOTE Confidence: 0.879507838571429

00:39:22.560 --> 00:39:24.317 if this is something you really want,
NOTE Confidence: 0.879507838571429

00:39:24.320 --> 00:39:26.036 take it and prove them wrong.
NOTE Confidence: 0.879507838571429

00:39:26.040 --> 00:39:26.800 And so here we are.
NOTE Confidence: 0.879507838571429

00:39:26.800 --> 00:39:27.840 And that's what I did.
NOTE Confidence: 0.879507838571429

00:39:27.840 --> 00:39:28.758 You know, you take the job,
NOTE Confidence: 0.879507838571429

00:39:28.760 --> 00:39:30.296 you get the job, and then you spend
NOTE Confidence: 0.879507838571429

00:39:30.296 --> 00:39:31.920 the next six months saying, you know,
NOTE Confidence: 0.879507838571429

00:39:31.920 --> 00:39:33.120 these are all the things that.
NOTE Confidence: 0.879507838571429

00:39:33.120 --> 00:39:35.200 And we've made tremendous progress.
NOTE Confidence: 0.879507838571429

00:39:35.200 --> 00:39:38.089 And I think all the board members who had
NOTE Confidence: 0.879507838571429

00:39:38.089 --> 00:39:40.120 hesitations are now no longer hesitant.
NOTE Confidence: 0.879507838571429

00:39:40.120 --> 00:39:42.800 So that's the fun part is get to be like,
NOTE Confidence: 0.879507838571429

00:39:42.800 --> 00:39:44.840 you know, ha, ha.

NOTE Confidence: 0.879507838571429
00:39:44.840 --> 00:39:46.674 After it was six months of painful,
NOTE Confidence: 0.879507838571429
00:39:46.680 --> 00:39:47.280 torturous interviews.
NOTE Confidence: 0.879507838571429
00:39:47.280 --> 00:39:49.080 So did that answer your question?
NOTE Confidence: 0.879507838571429
00:39:49.080 --> 00:39:51.112 Yeah, sort of. Yeah. No, it did.
NOTE Confidence: 0.879507838571429
00:39:51.112 --> 00:39:51.760 It did. And.
NOTE Confidence: 0.879507838571429
00:39:51.760 --> 00:39:54.456 And does any of that come up now,
NOTE Confidence: 0.879507838571429
00:39:54.456 --> 00:39:55.584 even indirectly or?
NOTE Confidence: 0.879507838571429
00:39:55.584 --> 00:39:56.312 No, no.
NOTE Confidence: 0.879507838571429
00:39:56.312 --> 00:39:57.720 And I actually think,
NOTE Confidence: 0.879507838571429
00:39:57.720 --> 00:39:59.840 you know, it's made me,
NOTE Confidence: 0.879507838571429
00:39:59.840 --> 00:40:01.760 it made me really want this job more,
NOTE Confidence: 0.879507838571429
00:40:01.760 --> 00:40:03.060 going through that rigorous interview
NOTE Confidence: 0.879507838571429
00:40:03.060 --> 00:40:04.160 process, 'cause I didn't really want it.
NOTE Confidence: 0.879507838571429
00:40:04.160 --> 00:40:05.636 And then when you had to fight for it,
NOTE Confidence: 0.879507838571429
00:40:05.640 --> 00:40:07.240 you really wanted it.
NOTE Confidence: 0.879507838571429

00:40:07.240 --> 00:40:10.848 And then I think it's actually made me
NOTE Confidence: 0.879507838571429

00:40:10.848 --> 00:40:13.245 more in tune to how other people might
NOTE Confidence: 0.879507838571429

00:40:13.245 --> 00:40:15.138 feel going into different leadership
NOTE Confidence: 0.879507838571429

00:40:15.138 --> 00:40:17.158 roles from different backgrounds.
NOTE Confidence: 0.879507838571429

00:40:17.160 --> 00:40:18.760 And I can relate to that a little bit better,
NOTE Confidence: 0.879507838571429

00:40:18.760 --> 00:40:21.200 I think.
NOTE Confidence: 0.879507838571429

00:40:21.200 --> 00:40:22.640 Yeah,
NOTE Confidence: 0.879507838571429

00:40:22.640 --> 00:40:23.160 so.
NOTE Confidence: 0.879507838571429

00:40:23.160 --> 00:40:26.280 A question on a slightly different
NOTE Confidence: 0.879507838571429

00:40:26.280 --> 00:40:27.920 from a slightly different vein,
NOTE Confidence: 0.879507838571429

00:40:27.920 --> 00:40:30.377 which is I know over lunch you
NOTE Confidence: 0.879507838571429

00:40:30.377 --> 00:40:32.300 had mentioned that you now have
NOTE Confidence: 0.879507838571429

00:40:32.300 --> 00:40:33.520 some new training programs.
NOTE Confidence: 0.879507838571429

00:40:33.520 --> 00:40:35.960 So I'm wondering if you could say a
NOTE Confidence: 0.879507838571429

00:40:35.960 --> 00:40:37.500 little bit about that because we have
NOTE Confidence: 0.879507838571429

00:40:37.500 --> 00:40:38.909 trainees in the room and that's one

NOTE Confidence: 0.879507838571429

00:40:38.909 --> 00:40:40.498 of our missions at the Child Study

NOTE Confidence: 0.879507838571429

00:40:40.498 --> 00:40:41.793 Center is education and training.

NOTE Confidence: 0.879507838571429

00:40:41.800 --> 00:40:44.648 If you could speak a little bit about

NOTE Confidence: 0.879507838571429

00:40:44.648 --> 00:40:47.240 your programs and then a little bit

NOTE Confidence: 0.879507838571429

00:40:47.240 --> 00:40:48.913 more generally what your thoughts

NOTE Confidence: 0.879507838571429

00:40:48.913 --> 00:40:50.659 are on training the next generation

NOTE Confidence: 0.879507838571429

00:40:50.659 --> 00:40:53.120 and why it's important, Sure.

NOTE Confidence: 0.879507838571429

00:40:53.120 --> 00:40:54.587 So post Pandemic,

NOTE Confidence: 0.879507838571429

00:40:54.587 --> 00:40:57.521 we were not able to recruit

NOTE Confidence: 0.879507838571429

00:40:57.521 --> 00:40:59.120 nursing assistants.

NOTE Confidence: 0.879507838571429

00:40:59.120 --> 00:41:00.270 I don't think anybody could

NOTE Confidence: 0.879507838571429

00:41:00.270 --> 00:41:00.960 recruit nursing assistants.

NOTE Confidence: 0.879507838571429

00:41:00.960 --> 00:41:03.078 So we started our own school.

NOTE Confidence: 0.879507838571429

00:41:03.080 --> 00:41:05.431 It was not as easy as it sounds getting

NOTE Confidence: 0.879507838571429

00:41:05.431 --> 00:41:07.919 through the DPH approvals to start a school,

NOTE Confidence: 0.879507838571429

00:41:07.920 --> 00:41:09.439 but we were able to do that.

NOTE Confidence: 0.879507838571429

00:41:09.440 --> 00:41:12.116 And I think that's one pillar

NOTE Confidence: 0.879507838571429

00:41:12.120 --> 00:41:13.224 in the nursing arena.

NOTE Confidence: 0.879507838571429

00:41:13.224 --> 00:41:14.880 We started a nurse residency program

NOTE Confidence: 0.879507838571429

00:41:14.927 --> 00:41:16.635 so that we could recruit new nurses,

NOTE Confidence: 0.879507838571429

00:41:16.640 --> 00:41:19.916 give them support for an entire year.

NOTE Confidence: 0.879507838571429

00:41:19.920 --> 00:41:22.096 So we have two staff members who are

NOTE Confidence: 0.879507838571429

00:41:22.096 --> 00:41:24.708 sort of the mentors for our new nurses

NOTE Confidence: 0.879507838571429

00:41:24.708 --> 00:41:26.589 and they actually spend time with

NOTE Confidence: 0.879507838571429

00:41:26.589 --> 00:41:28.804 them in the SIM lab or at the bedside,

NOTE Confidence: 0.879507838571429

00:41:28.804 --> 00:41:30.224 whatever they need to make

NOTE Confidence: 0.879507838571429

00:41:30.224 --> 00:41:31.360 them feel more supported.

NOTE Confidence: 0.906179833846154

00:41:31.360 --> 00:41:33.082 Because what we were finding is people

NOTE Confidence: 0.906179833846154

00:41:33.082 --> 00:41:34.801 come out of school especially right

NOTE Confidence: 0.906179833846154

00:41:34.801 --> 00:41:36.661 after the pandemic and they didn't

NOTE Confidence: 0.906179833846154

00:41:36.661 --> 00:41:38.396 have a lot of hands on experience

NOTE Confidence: 0.906179833846154
00:41:38.400 --> 00:41:39.786 and so they were really struggling
NOTE Confidence: 0.906179833846154
00:41:39.786 --> 00:41:41.200 with sort of that first job.
NOTE Confidence: 0.906179833846154
00:41:41.200 --> 00:41:44.156 So we created that in 2021.
NOTE Confidence: 0.906179833846154
00:41:44.156 --> 00:41:46.146 We started the first residency
NOTE Confidence: 0.906179833846154
00:41:46.146 --> 00:41:49.196 program for PM and our physicians
NOTE Confidence: 0.906179833846154
00:41:49.196 --> 00:41:51.560 physical medicine and rehabilitation,
NOTE Confidence: 0.906179833846154
00:41:51.560 --> 00:41:56.125 so physiatry with UConn and that
NOTE Confidence: 0.906179833846154
00:41:56.125 --> 00:41:57.840 was important to us because we were
NOTE Confidence: 0.906179833846154
00:41:57.840 --> 00:41:59.480 first of all identified a need.
NOTE Confidence: 0.906179833846154
00:41:59.480 --> 00:42:00.965 There was no training programs
NOTE Confidence: 0.906179833846154
00:42:00.965 --> 00:42:01.559 in Connecticut.
NOTE Confidence: 0.906179833846154
00:42:01.560 --> 00:42:03.180 You either were training in
NOTE Confidence: 0.906179833846154
00:42:03.180 --> 00:42:04.800 New York or in Boston,
NOTE Confidence: 0.906179833846154
00:42:04.800 --> 00:42:08.396 which made it challenging to get new hires.
NOTE Confidence: 0.906179833846154
00:42:08.396 --> 00:42:10.342 So luckily most of my physiatry team
NOTE Confidence: 0.906179833846154

00:42:10.342 --> 00:42:12.478 has been a Gaylord for over 30 years,
NOTE Confidence: 0.906179833846154

00:42:12.480 --> 00:42:13.758 but they're getting ready to retire.
NOTE Confidence: 0.906179833846154

00:42:13.760 --> 00:42:14.572 And so, you know,
NOTE Confidence: 0.906179833846154

00:42:14.572 --> 00:42:16.846 I want to make sure that we have a good
NOTE Confidence: 0.906179833846154

00:42:16.846 --> 00:42:18.352 pipeline of physiatrist in the state,
NOTE Confidence: 0.906179833846154

00:42:18.360 --> 00:42:20.304 not just for Gaylord but for all of the
NOTE Confidence: 0.906179833846154

00:42:20.304 --> 00:42:21.958 other rehab providers in the state.
NOTE Confidence: 0.906179833846154

00:42:21.960 --> 00:42:24.678 So we started a residency program.
NOTE Confidence: 0.906179833846154

00:42:24.680 --> 00:42:26.913 We have lots of student programs and
NOTE Confidence: 0.906179833846154

00:42:26.913 --> 00:42:28.994 therapies and we take, you know,
NOTE Confidence: 0.906179833846154

00:42:28.994 --> 00:42:30.502 psychology fellows and social
NOTE Confidence: 0.906179833846154

00:42:30.502 --> 00:42:31.633 workers and dietitians.
NOTE Confidence: 0.906179833846154

00:42:31.640 --> 00:42:32.178 I mean,
NOTE Confidence: 0.906179833846154

00:42:32.178 --> 00:42:35.040 so we have sort of this culture of education.
NOTE Confidence: 0.906179833846154

00:42:35.040 --> 00:42:36.800 And why is that important?
NOTE Confidence: 0.906179833846154

00:42:36.800 --> 00:42:37.484 Because I think it,

NOTE Confidence: 0.906179833846154
00:42:37.484 --> 00:42:37.997 first of all,
NOTE Confidence: 0.906179833846154
00:42:38.000 --> 00:42:41.192 it keeps the clinicians at the
NOTE Confidence: 0.906179833846154
00:42:41.192 --> 00:42:43.718 highest level of their practice
NOTE Confidence: 0.906179833846154
00:42:43.718 --> 00:42:44.912 because they're teaching.
NOTE Confidence: 0.906179833846154
00:42:44.912 --> 00:42:46.504 So you're constantly learning
NOTE Confidence: 0.906179833846154
00:42:46.504 --> 00:42:47.840 if you're teaching.
NOTE Confidence: 0.906179833846154
00:42:47.840 --> 00:42:49.376 So I think that helps not
NOTE Confidence: 0.906179833846154
00:42:49.376 --> 00:42:50.400 only provide better service,
NOTE Confidence: 0.906179833846154
00:42:50.400 --> 00:42:52.640 but I also think as a provider,
NOTE Confidence: 0.906179833846154
00:42:52.640 --> 00:42:54.710 it's our responsibility to train the
NOTE Confidence: 0.906179833846154
00:42:54.710 --> 00:42:56.090 next generation because otherwise
NOTE Confidence: 0.906179833846154
00:42:56.147 --> 00:42:57.806 there's going to be nobody there to
NOTE Confidence: 0.906179833846154
00:42:57.806 --> 00:42:59.996 take care of us when we get to that point.
NOTE Confidence: 0.906179833846154
00:43:00.000 --> 00:43:01.946 So we've instilled in all of our
NOTE Confidence: 0.906179833846154
00:43:01.946 --> 00:43:04.170 clinical areas the need to really have
NOTE Confidence: 0.906179833846154

00:43:04.170 --> 00:43:05.835 some sort of educational component,
NOTE Confidence: 0.906179833846154

00:43:05.840 --> 00:43:07.325 either taking students,
NOTE Confidence: 0.906179833846154

00:43:07.325 --> 00:43:09.305 creating an education component
NOTE Confidence: 0.906179833846154

00:43:09.305 --> 00:43:12.110 And then because we're, you know,
NOTE Confidence: 0.906179833846154

00:43:12.110 --> 00:43:12.940 complex rehabilitation,
NOTE Confidence: 0.906179833846154

00:43:12.940 --> 00:43:14.600 everything is team oriented.
NOTE Confidence: 0.906179833846154

00:43:14.600 --> 00:43:15.518 So, you know,
NOTE Confidence: 0.906179833846154

00:43:15.518 --> 00:43:17.048 being part of an interdisciplinary
NOTE Confidence: 0.906179833846154

00:43:17.048 --> 00:43:19.226 team and learning that way and
NOTE Confidence: 0.906179833846154

00:43:19.226 --> 00:43:20.354 that intraprofessional way,
NOTE Confidence: 0.906179833846154

00:43:20.360 --> 00:43:22.328 I also think makes more well-rounded
NOTE Confidence: 0.906179833846154

00:43:22.328 --> 00:43:23.920 clinicians in the long run.
NOTE Confidence: 0.906179833846154

00:43:23.920 --> 00:43:24.136 Yeah.
NOTE Confidence: 0.906179833846154

00:43:24.136 --> 00:43:25.648 Can you say a little more about
NOTE Confidence: 0.906179833846154

00:43:25.648 --> 00:43:27.232 that 'cause we have people from
NOTE Confidence: 0.906179833846154

00:43:27.232 --> 00:43:28.340 many different training backgrounds

NOTE Confidence: 0.906179833846154
00:43:28.340 --> 00:43:29.958 here at the Child Study Center.
NOTE Confidence: 0.906179833846154
00:43:29.960 --> 00:43:30.271 How,
NOTE Confidence: 0.906179833846154
00:43:30.271 --> 00:43:32.448 how do you envision those sort of
NOTE Confidence: 0.906179833846154
00:43:32.448 --> 00:43:34.399 multidisciplinary or interdisciplinary teams?
NOTE Confidence: 0.906179833846154
00:43:34.400 --> 00:43:35.340 How does that work?
NOTE Confidence: 0.906179833846154
00:43:35.340 --> 00:43:37.326 So I mean just from a purely
NOTE Confidence: 0.906179833846154
00:43:37.326 --> 00:43:38.358 provider standpoint,
NOTE Confidence: 0.906179833846154
00:43:38.360 --> 00:43:39.824 you know every patient that comes
NOTE Confidence: 0.906179833846154
00:43:39.824 --> 00:43:41.313 to Gaylord gets assigned A-Team and
NOTE Confidence: 0.906179833846154
00:43:41.313 --> 00:43:43.193 their team is APT and OTA speech pathologist,
NOTE Confidence: 0.906179833846154
00:43:43.200 --> 00:43:45.080 a psychologist, a care manager,
NOTE Confidence: 0.906179833846154
00:43:45.080 --> 00:43:47.078 a physician, APA or an APRN.
NOTE Confidence: 0.906179833846154
00:43:47.080 --> 00:43:49.136 So they they meet twice a week just
NOTE Confidence: 0.906179833846154
00:43:49.136 --> 00:43:51.396 as an interdisciplinary team to talk
NOTE Confidence: 0.906179833846154
00:43:51.396 --> 00:43:53.916 about the treatment of that patient.
NOTE Confidence: 0.906179833846154

00:43:53.920 --> 00:43:55.060 One of those meetings includes
NOTE Confidence: 0.906179833846154

00:43:55.060 --> 00:43:56.200 the patient in the family,
NOTE Confidence: 0.906179833846154

00:43:56.200 --> 00:43:58.000 one of them is just the treating team.
NOTE Confidence: 0.906179833846154

00:43:58.000 --> 00:43:59.480 So we're built that way.
NOTE Confidence: 0.906179833846154

00:43:59.480 --> 00:44:01.958 That's how we That's how we function.
NOTE Confidence: 0.906179833846154

00:44:01.960 --> 00:44:03.878 But I think from an education standpoint,
NOTE Confidence: 0.906179833846154

00:44:03.880 --> 00:44:05.272 having students come in,
NOTE Confidence: 0.906179833846154

00:44:05.272 --> 00:44:07.360 even if they're a different discipline,
NOTE Confidence: 0.906179833846154

00:44:07.360 --> 00:44:08.810 but learning about all of
NOTE Confidence: 0.906179833846154

00:44:08.810 --> 00:44:09.680 the different disciplines,
NOTE Confidence: 0.906179833846154

00:44:09.680 --> 00:44:10.760 sometimes people will be like,
NOTE Confidence: 0.906179833846154

00:44:10.760 --> 00:44:10.952 oh,
NOTE Confidence: 0.906179833846154

00:44:10.952 --> 00:44:11.720 I really like that.
NOTE Confidence: 0.88404004

00:44:11.720 --> 00:44:13.197 Maybe I want to go do that.
NOTE Confidence: 0.88404004

00:44:13.200 --> 00:44:14.790 And it's better to find that
NOTE Confidence: 0.88404004

00:44:14.790 --> 00:44:16.639 out while you're a student than,

NOTE Confidence: 0.88404004

00:44:16.640 --> 00:44:17.720 you know, get into your career.

NOTE Confidence: 0.88404004

00:44:17.720 --> 00:44:19.984 I mean, I've had PTS that have spent

NOTE Confidence: 0.88404004

00:44:19.984 --> 00:44:21.522 seven years in school, you know,

NOTE Confidence: 0.88404004

00:44:21.522 --> 00:44:22.649 and then they start taking care of

NOTE Confidence: 0.88404004

00:44:22.649 --> 00:44:23.560 patients and they're like, yeah,

NOTE Confidence: 0.88404004

00:44:23.560 --> 00:44:25.160 I don't really want to do this anymore.

NOTE Confidence: 0.88404004

00:44:25.160 --> 00:44:25.940 Oh, God, OK,

NOTE Confidence: 0.88404004

00:44:25.940 --> 00:44:27.760 you just spent seven years in school.

NOTE Confidence: 0.88404004

00:44:27.760 --> 00:44:29.344 Maybe we should have figured that out a

NOTE Confidence: 0.88404004

00:44:29.344 --> 00:44:30.719 little sooner in in the in the process.

NOTE Confidence: 0.88404004

00:44:30.720 --> 00:44:32.688 But I think it's really important

NOTE Confidence: 0.88404004

00:44:32.688 --> 00:44:34.440 for people to learn again.

NOTE Confidence: 0.88404004

00:44:34.440 --> 00:44:37.840 As I said before, patients are whole people.

NOTE Confidence: 0.88404004

00:44:37.840 --> 00:44:40.080 They all have interests,

NOTE Confidence: 0.88404004

00:44:40.080 --> 00:44:42.164 goals, individual, you know,

NOTE Confidence: 0.88404004

00:44:42.164 --> 00:44:45.720 aspects of the recovery that are different.
NOTE Confidence: 0.88404004

00:44:45.720 --> 00:44:47.548 And so everybody approaches
NOTE Confidence: 0.88404004

00:44:47.548 --> 00:44:48.919 their recovery differently.
NOTE Confidence: 0.88404004

00:44:48.920 --> 00:44:50.560 So each discipline has a
NOTE Confidence: 0.88404004

00:44:50.560 --> 00:44:51.872 goal for that patient,
NOTE Confidence: 0.88404004

00:44:51.880 --> 00:44:53.182 but it should still be all
NOTE Confidence: 0.88404004

00:44:53.182 --> 00:44:54.050 centered around with that
NOTE Confidence: 0.88404004

00:44:54.096 --> 00:44:55.556 individual patient wants and needs.
NOTE Confidence: 0.88404004

00:44:55.560 --> 00:44:57.394 So I don't know if that helped,
NOTE Confidence: 0.88404004

00:44:57.400 --> 00:44:58.788 but interdisciplinary education I
NOTE Confidence: 0.88404004

00:44:58.788 --> 00:45:01.360 think is the way of the future.
NOTE Confidence: 0.88404004

00:45:01.360 --> 00:45:02.593 And I'm sure you guys are doing that here.
NOTE Confidence: 0.88404004

00:45:02.600 --> 00:45:02.720 Yeah.
NOTE Confidence: 0.8648055305

00:45:06.200 --> 00:45:08.419 OK. So two other questions for you
NOTE Confidence: 0.8648055305

00:45:08.419 --> 00:45:10.653 and then we'll open up to anyone
NOTE Confidence: 0.8648055305

00:45:10.653 --> 00:45:12.477 else who may have a question.

NOTE Confidence: 0.8648055305

00:45:12.480 --> 00:45:13.668 What's the leadership success

NOTE Confidence: 0.8648055305

00:45:13.668 --> 00:45:15.153 you are most proud of?

NOTE Confidence: 0.905010416666667

00:45:17.840 --> 00:45:19.196 Oh, now that's a good one.

NOTE Confidence: 0.905010416666667

00:45:19.200 --> 00:45:21.237 OK, Leadership success, I'm most proud of.

NOTE Confidence: 0.905010416666667

00:45:21.240 --> 00:45:24.320 I would say when I became the CEO in 2019,

NOTE Confidence: 0.905010416666667

00:45:24.320 --> 00:45:26.340 I blew up and redesigned

NOTE Confidence: 0.905010416666667

00:45:26.340 --> 00:45:27.956 our entire strategic plan.

NOTE Confidence: 0.905010416666667

00:45:27.960 --> 00:45:29.544 And that strategic plan had to do with

NOTE Confidence: 0.905010416666667

00:45:29.544 --> 00:45:31.320 all the things we already talked about,

NOTE Confidence: 0.905010416666667

00:45:31.320 --> 00:45:33.960 education, innovation, research,

NOTE Confidence: 0.905010416666667

00:45:33.960 --> 00:45:37.175 campus renewal, we built gardens,

NOTE Confidence: 0.905010416666667

00:45:37.175 --> 00:45:39.600 we we renovated patient rooms.

NOTE Confidence: 0.905010416666667

00:45:39.600 --> 00:45:41.520 And you know, even during COVID,

NOTE Confidence: 0.905010416666667

00:45:41.520 --> 00:45:42.924 we've been able to see the

NOTE Confidence: 0.905010416666667

00:45:42.924 --> 00:45:44.200 fruits of our laborers there.

NOTE Confidence: 0.905010416666667

00:45:44.200 --> 00:45:47.040 So even though we had to stop construction,
NOTE Confidence: 0.905010416666667

00:45:47.040 --> 00:45:48.944 start construction, stop construction,
NOTE Confidence: 0.905010416666667

00:45:48.944 --> 00:45:51.324 we've really made a visible
NOTE Confidence: 0.905010416666667

00:45:51.324 --> 00:45:53.783 impact on the campus we built that
NOTE Confidence: 0.905010416666667

00:45:53.783 --> 00:45:55.720 just opened this past December,
NOTE Confidence: 0.905010416666667

00:45:55.720 --> 00:45:57.495 what we're calling the Institute
NOTE Confidence: 0.905010416666667

00:45:57.495 --> 00:45:58.560 for Advanced Rehabilitation.
NOTE Confidence: 0.905010416666667

00:45:58.560 --> 00:46:01.664 And we've commingled education,
NOTE Confidence: 0.905010416666667

00:46:01.664 --> 00:46:03.524 research and the physiatry residency,
NOTE Confidence: 0.905010416666667

00:46:03.524 --> 00:46:05.150 as well as our office of
NOTE Confidence: 0.905010416666667

00:46:05.205 --> 00:46:06.279 integrative Medicine.
NOTE Confidence: 0.905010416666667

00:46:06.280 --> 00:46:07.400 And a Chapel is down there too.
NOTE Confidence: 0.905010416666667

00:46:07.400 --> 00:46:09.808 But we created sort of this innovation hub
NOTE Confidence: 0.905010416666667

00:46:09.808 --> 00:46:12.035 and anybody in the hospital can go down.
NOTE Confidence: 0.905010416666667

00:46:12.040 --> 00:46:14.021 It's actually a circular space and people
NOTE Confidence: 0.905010416666667

00:46:14.021 --> 00:46:16.640 can go down and have brainstorming sessions.

NOTE Confidence: 0.905010416666667
00:46:16.640 --> 00:46:17.984 It's got this cool light in the
NOTE Confidence: 0.905010416666667
00:46:17.984 --> 00:46:19.322 ceiling where you can change the color
NOTE Confidence: 0.905010416666667
00:46:19.322 --> 00:46:20.720 and do all sorts of crazy things.
NOTE Confidence: 0.905010416666667
00:46:20.720 --> 00:46:22.784 And you were creating an environment
NOTE Confidence: 0.905010416666667
00:46:22.784 --> 00:46:24.160 for people to think,
NOTE Confidence: 0.905010416666667
00:46:24.160 --> 00:46:25.402 people to imagine,
NOTE Confidence: 0.905010416666667
00:46:25.402 --> 00:46:28.300 people to dream away from the hubbub
NOTE Confidence: 0.905010416666667
00:46:28.378 --> 00:46:29.958 of the patient units.
NOTE Confidence: 0.905010416666667
00:46:29.960 --> 00:46:32.050 And So what am I most proud of is the
NOTE Confidence: 0.905010416666667
00:46:32.109 --> 00:46:34.395 fact that we've been able to execute on a
NOTE Confidence: 0.905010416666667
00:46:34.395 --> 00:46:38.320 lot of these things even during a pandemic.
NOTE Confidence: 0.905010416666667
00:46:38.320 --> 00:46:40.945 All of those programs that I've just
NOTE Confidence: 0.905010416666667
00:46:40.945 --> 00:46:43.058 mentioned are almost entirely donor
NOTE Confidence: 0.905010416666667
00:46:43.058 --> 00:46:45.400 funded because you know, when you're,
NOTE Confidence: 0.905010416666667
00:46:45.400 --> 00:46:46.600 when you've got a thin margin,
NOTE Confidence: 0.905010416666667

00:46:46.600 --> 00:46:47.820 you can't be doing construction
NOTE Confidence: 0.905010416666667

00:46:47.820 --> 00:46:48.796 projects with your margin.
NOTE Confidence: 0.905010416666667

00:46:48.800 --> 00:46:50.393 You've got to be giving it to your staff.
NOTE Confidence: 0.905010416666667

00:46:50.400 --> 00:46:51.744 So we've been able to really
NOTE Confidence: 0.905010416666667

00:46:51.744 --> 00:46:53.364 cultivate a lot of individual donors
NOTE Confidence: 0.905010416666667

00:46:53.364 --> 00:46:55.034 that have been very supportive.
NOTE Confidence: 0.905010416666667

00:46:55.040 --> 00:46:56.531 So as much as I don't like
NOTE Confidence: 0.905010416666667

00:46:56.531 --> 00:46:57.640 that aspect of the job,
NOTE Confidence: 0.905010416666667

00:46:57.640 --> 00:46:59.200 it's been pretty successful.
NOTE Confidence: 0.898705396666667

00:47:01.480 --> 00:47:03.640 That's pretty much it I think.
NOTE Confidence: 0.898705396666667

00:47:03.640 --> 00:47:05.260 OK, so final question for me
NOTE Confidence: 0.898705396666667

00:47:05.260 --> 00:47:07.066 and then if anybody else has
NOTE Confidence: 0.898705396666667

00:47:07.066 --> 00:47:08.716 questions here over zoom please,
NOTE Confidence: 0.921525385

00:47:12.120 --> 00:47:14.160 it's kind of a two-part question
NOTE Confidence: 0.921525385

00:47:14.160 --> 00:47:16.679 of course. So testing me,
NOTE Confidence: 0.644947792666667

00:47:18.720 --> 00:47:20.400 looking out at the people here,

NOTE Confidence: 0.644947792666667
00:47:20.408 --> 00:47:24.408 if you had to give one kernel or one
NOTE Confidence: 0.644947792666667
00:47:24.408 --> 00:47:27.624 gem of wisdom about leadership that
NOTE Confidence: 0.644947792666667
00:47:27.624 --> 00:47:31.156 is service focused, what would it be?
NOTE Confidence: 0.644947792666667
00:47:31.156 --> 00:47:33.999 Take the time to get to know what
NOTE Confidence: 0.644947792666667
00:47:33.999 --> 00:47:36.125 inspires your people because I think
NOTE Confidence: 0.644947792666667
00:47:36.125 --> 00:47:38.351 you can have a vision and it that's
NOTE Confidence: 0.644947792666667
00:47:38.351 --> 00:47:40.236 the other part that's important.
NOTE Confidence: 0.644947792666667
00:47:40.240 --> 00:47:42.088 You better be able to articulate
NOTE Confidence: 0.644947792666667
00:47:42.088 --> 00:47:43.978 your vision to your your reports
NOTE Confidence: 0.644947792666667
00:47:43.978 --> 00:47:45.754 at any given point in time.
NOTE Confidence: 0.644947792666667
00:47:45.760 --> 00:47:46.786 Your elevator speech,
NOTE Confidence: 0.644947792666667
00:47:46.786 --> 00:47:49.582 your what's the future look like in a
NOTE Confidence: 0.644947792666667
00:47:49.582 --> 00:47:51.634 succinct way that people can remember.
NOTE Confidence: 0.644947792666667
00:47:51.640 --> 00:47:53.712 OK, so make sure you have that sort
NOTE Confidence: 0.644947792666667
00:47:53.712 --> 00:47:55.367 of mission statement in mind or
NOTE Confidence: 0.644947792666667

00:47:55.367 --> 00:47:57.440 what your vision is for the future.
NOTE Confidence: 0.644947792666667

00:47:57.440 --> 00:48:00.200 But then you have to find and each
NOTE Confidence: 0.644947792666667

00:48:00.200 --> 00:48:02.200 individual person, what motivates them,
NOTE Confidence: 0.644947792666667

00:48:02.200 --> 00:48:04.958 what inspires them, what are their goals.
NOTE Confidence: 0.644947792666667

00:48:04.960 --> 00:48:06.514 And so that would be my advice,
NOTE Confidence: 0.644947792666667

00:48:06.520 --> 00:48:09.100 Relationship, building, building,
NOTE Confidence: 0.644947792666667

00:48:09.100 --> 00:48:12.211 trust, being authentic, all of those.
NOTE Confidence: 0.644947792666667

00:48:12.211 --> 00:48:13.450 I know that was more than one
NOTE Confidence: 0.644947792666667

00:48:13.499 --> 00:48:14.159 piece of advice,
NOTE Confidence: 0.644947792666667

00:48:14.160 --> 00:48:17.040 but it's hard to say just one thing and
NOTE Confidence: 0.644947792666667

00:48:17.040 --> 00:48:18.640 I'm going to sneak in one more question.
NOTE Confidence: 0.644947792666667

00:48:18.640 --> 00:48:19.644 So legacy,
NOTE Confidence: 0.644947792666667

00:48:19.644 --> 00:48:23.158 what do you hope your given that?
NOTE Confidence: 0.644947792666667

00:48:23.160 --> 00:48:25.960 What do you hope your legacy will be?
NOTE Confidence: 0.644947792666667

00:48:25.960 --> 00:48:27.832 So what do I hope my legacy will be?
NOTE Confidence: 0.644947792666667

00:48:27.840 --> 00:48:30.612 I hope that Gaylord will continue to

NOTE Confidence: 0.644947792666667
00:48:30.612 --> 00:48:33.220 be a thriving independent organization
NOTE Confidence: 0.644947792666667
00:48:33.220 --> 00:48:35.520 in the state of Connecticut.
NOTE Confidence: 0.644947792666667
00:48:35.520 --> 00:48:36.400 In order to do so,
NOTE Confidence: 0.644947792666667
00:48:36.400 --> 00:48:39.095 I do think we need to build
NOTE Confidence: 0.644947792666667
00:48:39.095 --> 00:48:41.280 our more national reputation,
NOTE Confidence: 0.644947792666667
00:48:41.280 --> 00:48:43.146 hence the reason for the research
NOTE Confidence: 0.644947792666667
00:48:43.146 --> 00:48:45.036 and education because I think we're
NOTE Confidence: 0.644947792666667
00:48:45.036 --> 00:48:46.794 well known to New Haven County,
NOTE Confidence: 0.644947792666667
00:48:46.800 --> 00:48:47.440 Hartford County.
NOTE Confidence: 0.644947792666667
00:48:47.440 --> 00:48:49.360 But when you go beyond that,
NOTE Confidence: 0.644947792666667
00:48:49.360 --> 00:48:51.280 I think people don't realize
NOTE Confidence: 0.644947792666667
00:48:51.280 --> 00:48:53.200 the gem that is here.
NOTE Confidence: 0.644947792666667
00:48:53.200 --> 00:48:55.580 So I would like for us not to be the
NOTE Confidence: 0.644947792666667
00:48:55.652 --> 00:48:58.126 best kept secret and to really spend
NOTE Confidence: 0.644947792666667
00:48:58.126 --> 00:49:00.556 some time educating the community,
NOTE Confidence: 0.644947792666667

00:49:00.560 --> 00:49:02.728 but also providers as to what the benefits
NOTE Confidence: 0.644947792666667

00:49:02.728 --> 00:49:05.277 are and continuing to grow the organization.
NOTE Confidence: 0.644947792666667

00:49:05.280 --> 00:49:06.744 Because I think if you don't
NOTE Confidence: 0.644947792666667

00:49:06.744 --> 00:49:07.720 grow in this market,
NOTE Confidence: 0.644947792666667

00:49:07.720 --> 00:49:09.400 you're not going to survive.
NOTE Confidence: 0.644947792666667

00:49:09.400 --> 00:49:12.080 So growth,
NOTE Confidence: 0.644947792666667

00:49:12.080 --> 00:49:15.345 innovation and development for for
NOTE Confidence: 0.644947792666667

00:49:15.345 --> 00:49:17.628 employees and honestly finding the
NOTE Confidence: 0.644947792666667

00:49:17.628 --> 00:49:20.951 next person to take the dream and and
NOTE Confidence: 0.644947792666667

00:49:20.951 --> 00:49:23.211 continue with it because you know you
NOTE Confidence: 0.644947792666667

00:49:23.211 --> 00:49:25.558 never want to be the CEO that stays too long.
NOTE Confidence: 0.644947792666667

00:49:25.560 --> 00:49:27.768 So once you feel like your
NOTE Confidence: 0.644947792666667

00:49:27.768 --> 00:49:30.120 your impact is been maximized,
NOTE Confidence: 0.644947792666667

00:49:30.120 --> 00:49:31.704 it's your time to step aside
NOTE Confidence: 0.644947792666667

00:49:31.704 --> 00:49:33.076 and let somebody else take it.
NOTE Confidence: 0.644947792666667

00:49:33.076 --> 00:49:34.720 So I think that that would be the legacies,

NOTE Confidence: 0.644947792666667
00:49:34.720 --> 00:49:36.652 finding the next person to build on
NOTE Confidence: 0.644947792666667
00:49:36.652 --> 00:49:38.640 the dream that we've already built.
NOTE Confidence: 0.644947792666667
00:49:38.640 --> 00:49:40.280 Sonya. Thank you. You're welcome.
NOTE Confidence: 0.87073879
00:49:42.320 --> 00:49:44.432 OK. So does anybody have questions
NOTE Confidence: 0.87073879
00:49:44.432 --> 00:49:46.240 either here or over zoom?
NOTE Confidence: 0.87073879
00:49:46.240 --> 00:49:48.354 We have a few minutes for questions.
NOTE Confidence: 0.87073879
00:49:48.360 --> 00:49:51.628 Checking the time. Yep. Yeah,
NOTE Confidence: 0.87073879
00:49:51.628 --> 00:49:53.640 right there in the front row. Thank
NOTE Confidence: 0.742958555
00:49:53.640 --> 00:49:55.565 you. That was, that was really inspiring
NOTE Confidence: 0.742958555
00:49:55.565 --> 00:49:57.599 and great talk and a great discussion.
NOTE Confidence: 0.742958555
00:49:57.600 --> 00:50:00.360 The the monster should be awesome. OK. Yeah.
NOTE Confidence: 0.742958555
00:50:00.360 --> 00:50:01.720 You kind of alluded to this earlier on.
NOTE Confidence: 0.742958555
00:50:01.720 --> 00:50:04.212 It's a real important piece of advice
NOTE Confidence: 0.742958555
00:50:04.212 --> 00:50:06.391 about knowing your weaknesses and going
NOTE Confidence: 0.742958555
00:50:06.391 --> 00:50:08.834 around you to kind of support you.
NOTE Confidence: 0.742958555

00:50:08.840 --> 00:50:10.880 But are there any skills that you had
NOTE Confidence: 0.742958555

00:50:10.880 --> 00:50:12.809 to develop your leadership journey that
NOTE Confidence: 0.742958555

00:50:12.809 --> 00:50:14.849 you didn't have previously or maybe
NOTE Confidence: 0.742958555

00:50:14.910 --> 00:50:16.716 trained skills that you maybe did,
NOTE Confidence: 0.742958555

00:50:16.720 --> 00:50:20.598 but it's wrong for your leadership journey?
NOTE Confidence: 0.742958555

00:50:20.600 --> 00:50:21.040 Yeah.
NOTE Confidence: 0.924251746666667

00:50:21.040 --> 00:50:23.496 I mean, you know, I tend to be
NOTE Confidence: 0.924251746666667

00:50:23.496 --> 00:50:25.280 somebody who's always positive.
NOTE Confidence: 0.924251746666667

00:50:25.280 --> 00:50:27.520 That's just my my nature.
NOTE Confidence: 0.924251746666667

00:50:27.520 --> 00:50:29.438 But you can't always be the sunshiny,
NOTE Confidence: 0.924251746666667

00:50:29.440 --> 00:50:32.854 rainbowy, you know, delightful person 24/7.
NOTE Confidence: 0.924251746666667

00:50:32.854 --> 00:50:34.858 So probably crucial conversations was one
NOTE Confidence: 0.924251746666667

00:50:34.858 --> 00:50:37.285 of the things that I had to learn early
NOTE Confidence: 0.924251746666667

00:50:37.285 --> 00:50:39.772 on that wasn't my comfort zone. You know,
NOTE Confidence: 0.924251746666667

00:50:39.772 --> 00:50:41.634 how do you have those coaching moments,
NOTE Confidence: 0.924251746666667

00:50:41.640 --> 00:50:43.293 those coaching conversations

NOTE Confidence: 0.924251746666667
00:50:43.293 --> 00:50:46.599 in a way that is productive.
NOTE Confidence: 0.924251746666667
00:50:46.600 --> 00:50:47.600 I think the other thing,
NOTE Confidence: 0.924251746666667
00:50:47.600 --> 00:50:49.440 just from a practical standpoint,
NOTE Confidence: 0.924251746666667
00:50:49.440 --> 00:50:51.260 healthcare finance was something I
NOTE Confidence: 0.924251746666667
00:50:51.260 --> 00:50:53.080 was not particularly attuned to.
NOTE Confidence: 0.924251746666667
00:50:53.080 --> 00:50:54.400 I now can, you know,
NOTE Confidence: 0.924251746666667
00:50:54.400 --> 00:50:57.884 spout at Bouse verse and page and verse,
NOTE Confidence: 0.924251746666667
00:50:57.884 --> 00:51:00.600 but that probably was the other thing.
NOTE Confidence: 0.924251746666667
00:51:00.600 --> 00:51:03.840 And then I think for me,
NOTE Confidence: 0.924251746666667
00:51:03.840 --> 00:51:04.602 be more confident.
NOTE Confidence: 0.924251746666667
00:51:04.602 --> 00:51:06.732 I know it seems like I'm probably a
NOTE Confidence: 0.924251746666667
00:51:06.732 --> 00:51:08.168 pretty outgoing, gregarious person,
NOTE Confidence: 0.924251746666667
00:51:08.168 --> 00:51:10.208 but I was, I'm much more,
NOTE Confidence: 0.924251746666667
00:51:10.208 --> 00:51:12.000 I'm happier to have other people in
NOTE Confidence: 0.924251746666667
00:51:12.058 --> 00:51:13.903 front of me and so to be the support
NOTE Confidence: 0.924251746666667

00:51:13.903 --> 00:51:15.599 and really bolster other people.

NOTE Confidence: 0.924251746666667

00:51:15.600 --> 00:51:16.628 But as the CEO,

NOTE Confidence: 0.924251746666667

00:51:16.628 --> 00:51:18.444 sometimes you have to put yourself out

NOTE Confidence: 0.924251746666667

00:51:18.444 --> 00:51:20.172 there and you end up on a billboard

NOTE Confidence: 0.924251746666667

00:51:20.172 --> 00:51:22.039 or on some TV camera somewhere or,

NOTE Confidence: 0.924251746666667

00:51:22.040 --> 00:51:22.448 you know,

NOTE Confidence: 0.924251746666667

00:51:22.448 --> 00:51:23.468 speaking in front of Congress

NOTE Confidence: 0.924251746666667

00:51:23.468 --> 00:51:24.559 and you just have to do,

NOTE Confidence: 0.924251746666667

00:51:24.560 --> 00:51:26.018 you have to learn how to do that and

NOTE Confidence: 0.924251746666667

00:51:26.018 --> 00:51:27.440 be comfortable in your own skin.

NOTE Confidence: 0.924251746666667

00:51:27.440 --> 00:51:29.120 So I would say those are the

NOTE Confidence: 0.924251746666667

00:51:29.120 --> 00:51:30.480 three things that I had to learn.

NOTE Confidence: 0.9199049

00:51:33.800 --> 00:51:35.784 Yes, in that mentors were

NOTE Confidence: 0.9199049

00:51:35.784 --> 00:51:37.200 a big part of kind of

NOTE Confidence: 0.841392066

00:51:37.265 --> 00:51:38.549 augmenting your career and

NOTE Confidence: 0.841392066

00:51:38.549 --> 00:51:40.475 helping you and guide you into

NOTE Confidence: 0.841392066

00:51:40.480 --> 00:51:41.808 pushing you for the next step.

NOTE Confidence: 0.841392066

00:51:41.808 --> 00:51:43.056 How did you know and how

NOTE Confidence: 0.841392066

00:51:43.056 --> 00:51:44.400 did you pick those people?

NOTE Confidence: 0.841392066

00:51:44.400 --> 00:51:45.411 Did you find them?

NOTE Confidence: 0.841392066

00:51:45.411 --> 00:51:46.279 Did they find you?

NOTE Confidence: 0.841392066

00:51:46.280 --> 00:51:48.600 What was that experience like? So

NOTE Confidence: 0.942866161666667

00:51:51.000 --> 00:51:53.358 the first mentors that I found,

NOTE Confidence: 0.942866161666667

00:51:53.360 --> 00:51:55.432 I just looked for people who I thought

NOTE Confidence: 0.942866161666667

00:51:55.432 --> 00:51:57.598 were good leaders, who inspired me,

NOTE Confidence: 0.942866161666667

00:51:57.598 --> 00:51:59.914 who did I want to emulate?

NOTE Confidence: 0.942866161666667

00:51:59.920 --> 00:52:01.160 And then you watch them,

NOTE Confidence: 0.942866161666667

00:52:01.160 --> 00:52:02.960 you spend time with them,

NOTE Confidence: 0.942866161666667

00:52:02.960 --> 00:52:04.080 and then you introduce yourself

NOTE Confidence: 0.942866161666667

00:52:04.080 --> 00:52:05.700 to them and you say, you know,

NOTE Confidence: 0.942866161666667

00:52:05.700 --> 00:52:07.200 I've been very inspired by you.

NOTE Confidence: 0.942866161666667

00:52:07.200 --> 00:52:08.800 I'd love for you to, you know,
NOTE Confidence: 0.942866161666667

00:52:08.800 --> 00:52:10.000 to meet with me periodically,
NOTE Confidence: 0.942866161666667

00:52:10.000 --> 00:52:12.640 and most people are very willing.
NOTE Confidence: 0.942866161666667

00:52:12.640 --> 00:52:14.280 So early on it was a little bit
NOTE Confidence: 0.942866161666667

00:52:14.280 --> 00:52:15.749 more grassroots where you just find
NOTE Confidence: 0.942866161666667

00:52:15.749 --> 00:52:17.267 somebody that you think does something
NOTE Confidence: 0.942866161666667

00:52:17.314 --> 00:52:18.686 well and you study them and you
NOTE Confidence: 0.942866161666667

00:52:18.686 --> 00:52:20.512 hang out with them and, you know,
NOTE Confidence: 0.942866161666667

00:52:20.512 --> 00:52:22.760 you invite yourself to their lunch table.
NOTE Confidence: 0.942866161666667

00:52:22.760 --> 00:52:25.273 As my career progressed, it became a
NOTE Confidence: 0.942866161666667

00:52:25.273 --> 00:52:28.136 little bit more structured because again,
NOTE Confidence: 0.942866161666667

00:52:28.136 --> 00:52:32.200 I was looking for a female healthcare leader.
NOTE Confidence: 0.942866161666667

00:52:32.200 --> 00:52:33.192 And so, you know,
NOTE Confidence: 0.942866161666667

00:52:33.192 --> 00:52:34.680 I actually sought out Marna Borgstrom,
NOTE Confidence: 0.942866161666667

00:52:34.680 --> 00:52:35.855 who was obviously everybody knows
NOTE Confidence: 0.942866161666667

00:52:35.855 --> 00:52:37.478 who that is, who is the CEO of El.

NOTE Confidence: 0.942866161666667
00:52:37.480 --> 00:52:39.356 And she made time for me whenever
NOTE Confidence: 0.942866161666667
00:52:39.356 --> 00:52:40.160 I needed it.
NOTE Confidence: 0.942866161666667
00:52:40.160 --> 00:52:42.356 I mean, I would call her up and say,
NOTE Confidence: 0.942866161666667
00:52:42.360 --> 00:52:43.826 hey, I have a question, she'd say great,
NOTE Confidence: 0.942866161666667
00:52:43.826 --> 00:52:44.714 I'll take your question.
NOTE Confidence: 0.942866161666667
00:52:44.720 --> 00:52:45.748 I'll take your e-mail,
NOTE Confidence: 0.942866161666667
00:52:45.748 --> 00:52:47.033 I'll meet you for dinner.
NOTE Confidence: 0.942866161666667
00:52:47.040 --> 00:52:47.920 And to this day,
NOTE Confidence: 0.942866161666667
00:52:47.920 --> 00:52:49.720 I still see her from time to time.
NOTE Confidence: 0.942866161666667
00:52:49.720 --> 00:52:51.799 So at some point it's just natural.
NOTE Confidence: 0.942866161666667
00:52:51.800 --> 00:52:52.718 And then you actually have to,
NOTE Confidence: 0.942866161666667
00:52:52.720 --> 00:52:53.637 when you get to a certain level,
NOTE Confidence: 0.942866161666667
00:52:53.640 --> 00:52:54.480 you have to find somebody.
NOTE Confidence: 0.942866161666667
00:52:54.480 --> 00:52:56.062 You have to find the person that
NOTE Confidence: 0.942866161666667
00:52:56.062 --> 00:52:57.614 you think does a good job that
NOTE Confidence: 0.942866161666667

00:52:57.614 --> 00:52:59.154 you want to emulate and ask them

NOTE Confidence: 0.942866161666667

00:52:59.154 --> 00:53:00.636 to formally be your mentor and.

NOTE Confidence: 0.942866161666667

00:53:00.640 --> 00:53:03.640 And help you. Yeah, good question.

NOTE Confidence: 0.778920761428571

00:53:07.280 --> 00:53:08.519 Oh, come on. There's 4 minutes left.

NOTE Confidence: 0.778920761428571

00:53:08.520 --> 00:53:09.996 Who else wants to pummel me with a question?

NOTE Confidence: 0.61605484

00:53:16.320 --> 00:53:21.120 Anybody else going, going, gone, I think.

NOTE Confidence: 0.61605484

00:53:21.120 --> 00:53:22.976 Thank you guys so much for this and

NOTE Confidence: 0.61605484

00:53:22.976 --> 00:53:24.280 for inviting me. And hopefully,

NOTE Confidence: 0.61605484

00:53:24.280 --> 00:53:26.800 I will see all of you again. Thank you.