

WEBVTT

NOTE duration: "00:49:40.096"

NOTE Confidence: 0.96986896

00:00:02.240 --> 00:00:04.660 Good afternoon, everyone. Welcome.

NOTE Confidence: 0.9937847

00:00:05.440 --> 00:00:07.120 It's wonderful to hear such

NOTE Confidence: 0.9937847

00:00:07.120 --> 00:00:08.639 such noise, such volume in

NOTE Confidence: 0.9937847

00:00:08.639 --> 00:00:10.160 the room. Welcome to the

NOTE Confidence: 0.9937847

00:00:10.160 --> 00:00:10.660 first

NOTE Confidence: 0.93564487

00:00:11.039 --> 00:00:12.559 grand rounds of our new

NOTE Confidence: 0.93564487

00:00:12.559 --> 00:00:13.059 academic

NOTE Confidence: 0.96033233

00:00:13.445 --> 00:00:14.805 year. It's wonderful to see

NOTE Confidence: 0.96033233

00:00:14.805 --> 00:00:16.485 so many people joining us

NOTE Confidence: 0.96033233

00:00:16.485 --> 00:00:17.605 here in person in the

NOTE Confidence: 0.96033233

00:00:17.605 --> 00:00:18.965 Cohen. And, of course, welcome

NOTE Confidence: 0.96033233

00:00:18.965 --> 00:00:20.165 to everyone who is joining

NOTE Confidence: 0.96033233

00:00:20.165 --> 00:00:21.685 us on Zoom. I'm Kieran

NOTE Confidence: 0.96033233

00:00:21.685 --> 00:00:23.204 O'Donnell, and I cochair our

NOTE Confidence: 0.96033233

00:00:23.204 --> 00:00:24.645 Grand Rounds Committee here in

NOTE Confidence: 0.96033233

00:00:24.645 --> 00:00:25.864 the Charles City Centre.

NOTE Confidence: 0.9894482

00:00:26.369 --> 00:00:27.650 And as we look ahead

NOTE Confidence: 0.9894482

00:00:27.650 --> 00:00:29.329 to a very exciting program

NOTE Confidence: 0.9894482

00:00:29.329 --> 00:00:30.609 over the next academic year,

NOTE Confidence: 0.9894482

00:00:30.609 --> 00:00:32.129 I think it's also an

NOTE Confidence: 0.9894482

00:00:32.129 --> 00:00:34.290 opportune moment to reflect and

NOTE Confidence: 0.9894482

00:00:34.290 --> 00:00:36.370 look back. And I'd ask

NOTE Confidence: 0.9894482

00:00:36.370 --> 00:00:37.570 you to join me in

NOTE Confidence: 0.9894482

00:00:37.570 --> 00:00:39.250 thanking doctor Andres Martin for

NOTE Confidence: 0.9894482

00:00:39.250 --> 00:00:41.329 his tremendous service to Grand

NOTE Confidence: 0.9894482

00:00:41.329 --> 00:00:42.505 Rands over the last number

NOTE Confidence: 0.9894482

00:00:42.505 --> 00:00:43.645 of years,

NOTE Confidence: 0.97221226

00:00:44.745 --> 00:00:46.665 and to Sarah Sanchez Alonzo,

NOTE Confidence: 0.97221226

00:00:46.665 --> 00:00:47.945 who's also rotating off the

NOTE Confidence: 0.97221226

00:00:47.945 --> 00:00:49.625 Grand Rands Committee. And I'd

NOTE Confidence: 0.97221226

00:00:49.625 --> 00:00:51.225 also like to welcome doctor

NOTE Confidence: 0.97221226

00:00:51.225 --> 00:00:53.065 Christine Shaw, who's kindly accepted

NOTE Confidence: 0.97221226

00:00:53.065 --> 00:00:54.120 our invitation to join us

NOTE Confidence: 0.97221226

00:00:54.200 --> 00:00:55.399 as cochair of the Grand

NOTE Confidence: 0.97221226

00:00:55.399 --> 00:00:57.559 Rounds Committee. And we also

NOTE Confidence: 0.97221226

00:00:57.559 --> 00:00:59.320 do have a spot available

NOTE Confidence: 0.97221226

00:00:59.320 --> 00:01:00.280 for anyone who would like

NOTE Confidence: 0.97221226

00:01:00.280 --> 00:01:01.559 to join us on the

NOTE Confidence: 0.97221226

00:01:01.559 --> 00:01:03.800 Grand Rounds Committee. Please, the

NOTE Confidence: 0.97221226

00:01:03.800 --> 00:01:05.560 information is available on the

NOTE Confidence: 0.97221226

00:01:05.560 --> 00:01:06.060 Internet.

NOTE Confidence: 0.99727947

00:01:07.080 --> 00:01:08.680 And if you need, reach

NOTE Confidence: 0.99727947

00:01:08.680 --> 00:01:10.265 out to myself, Alex,

NOTE Confidence: 0.9783048

00:01:10.645 --> 00:01:11.845 or Christine, and we can

NOTE Confidence: 0.9783048

00:01:11.845 --> 00:01:13.205 provide you with details on

NOTE Confidence: 0.9783048

00:01:13.205 --> 00:01:14.825 how to, self nominate.  
NOTE Confidence: 0.8936321

00:01:15.285 --> 00:01:16.725 Now looking ahead to our  
NOTE Confidence: 0.8936321

00:01:16.725 --> 00:01:18.005 program, we have a a  
NOTE Confidence: 0.8936321

00:01:18.005 --> 00:01:19.525 slight change in schedule for  
NOTE Confidence: 0.8936321

00:01:19.525 --> 00:01:20.985 our very next program, Doctor  
NOTE Confidence: 0.70186853

00:01:22.565 --> 00:01:23.450 Bob Schultz has has had  
NOTE Confidence: 0.70186853

00:01:23.450 --> 00:01:24.569 to cancel the two person  
NOTE Confidence: 0.70186853

00:01:24.569 --> 00:01:25.689 matter, but our very own  
NOTE Confidence: 0.70186853

00:01:25.689 --> 00:01:26.189 has  
NOTE Confidence: 0.9561754

00:01:27.289 --> 00:01:28.670 very kindly agreed  
NOTE Confidence: 0.8765483

00:01:29.130 --> 00:01:30.810 to Brian Brans next Tuesday.  
NOTE Confidence: 0.8765483

00:01:30.810 --> 00:01:32.090 Thank you, Patrick. We will  
NOTE Confidence: 0.8765483

00:01:32.090 --> 00:01:33.610 learn more about his exciting  
NOTE Confidence: 0.8765483

00:01:33.610 --> 00:01:35.310 work facing the neural origins  
NOTE Confidence: 0.9489369

00:01:36.115 --> 00:01:36.694 of cognition.  
NOTE Confidence: 0.9325409

00:01:37.155 --> 00:01:38.274 And so please do join

NOTE Confidence: 0.9325409

00:01:38.274 --> 00:01:39.334 us for that.

NOTE Confidence: 0.9618052

00:01:39.795 --> 00:01:40.834 And so, of course, Grand

NOTE Confidence: 0.9618052

00:01:40.834 --> 00:01:42.854 Rounds is all about community.

NOTE Confidence: 0.9618052

00:01:42.914 --> 00:01:44.034 We're coming together as a

NOTE Confidence: 0.9618052

00:01:44.034 --> 00:01:45.395 community and coming together to

NOTE Confidence: 0.9618052

00:01:45.395 --> 00:01:46.935 learn together and grow together.

NOTE Confidence: 0.9618052

00:01:47.075 --> 00:01:48.354 And the impact that we

NOTE Confidence: 0.9618052

00:01:48.354 --> 00:01:49.530 have on the lives of

NOTE Confidence: 0.9618052

00:01:49.610 --> 00:01:52.110 children and families is really

NOTE Confidence: 0.97047406

00:01:52.570 --> 00:01:54.490 phenomenal. Hard to really capture

NOTE Confidence: 0.97047406

00:01:54.490 --> 00:01:56.510 as Linda will describe today.

NOTE Confidence: 0.97047406

00:01:56.810 --> 00:01:58.090 But just today, I think

NOTE Confidence: 0.97047406

00:01:58.090 --> 00:01:59.610 we'll keep in mind Amanda

NOTE Confidence: 0.97047406

00:01:59.610 --> 00:02:00.890 Detmer, who is having a

NOTE Confidence: 0.97047406

00:02:00.890 --> 00:02:02.805 tremendous life changing impact on

NOTE Confidence: 0.97047406

00:02:02.805 --> 00:02:04.645 one particular individual and their  
NOTE Confidence: 0.97047406

00:02:04.645 --> 00:02:06.164 family as she becomes a  
NOTE Confidence: 0.97047406

00:02:06.164 --> 00:02:08.004 living kidney donor. So join  
NOTE Confidence: 0.97047406

00:02:08.004 --> 00:02:09.065 me in wishing Amanda  
NOTE Confidence: 0.9365636

00:02:09.525 --> 00:02:10.425 well. And,  
NOTE Confidence: 0.9543237

00:02:12.885 --> 00:02:14.004 as as luck would have  
NOTE Confidence: 0.9543237

00:02:14.004 --> 00:02:15.444 it, the National Kinsey Foundation,  
NOTE Confidence: 0.9543237

00:02:15.444 --> 00:02:16.584 we're actually in the atrium  
NOTE Confidence: 0.9543237

00:02:16.805 --> 00:02:18.669 of the hospital today, and  
NOTE Confidence: 0.9543237

00:02:18.669 --> 00:02:19.790 there are flyers in the  
NOTE Confidence: 0.9543237

00:02:19.790 --> 00:02:21.150 back, that I picked up  
NOTE Confidence: 0.9543237

00:02:21.150 --> 00:02:22.110 for anyone who'd like to  
NOTE Confidence: 0.9543237

00:02:22.110 --> 00:02:23.389 support the National Kidney Foundation,  
NOTE Confidence: 0.9543237

00:02:23.389 --> 00:02:24.750 which just turned seventy five  
NOTE Confidence: 0.9543237

00:02:24.750 --> 00:02:25.790 years, and they have their  
NOTE Confidence: 0.9543237

00:02:25.790 --> 00:02:27.310 National Kidney Walk coming up

NOTE Confidence: 0.9543237  
00:02:27.310 --> 00:02:28.910 in October. So without any  
NOTE Confidence: 0.9543237  
00:02:28.910 --> 00:02:30.030 further ado, I'll pass you  
NOTE Confidence: 0.9543237  
00:02:30.030 --> 00:02:31.230 over to doctor Mayes for  
NOTE Confidence: 0.9543237  
00:02:31.230 --> 00:02:32.510 her first annual address of  
NOTE Confidence: 0.9543237  
00:02:32.510 --> 00:02:33.250 this year.  
NOTE Confidence: 0.96659017  
00:02:39.525 --> 00:02:40.585 Welcome, everyone.  
NOTE Confidence: 0.9965479  
00:02:41.125 --> 00:02:42.325 First off, it's just great  
NOTE Confidence: 0.9965479  
00:02:42.325 --> 00:02:43.205 to see you, and I  
NOTE Confidence: 0.9965479  
00:02:43.205 --> 00:02:44.405 hope you are enjoying the  
NOTE Confidence: 0.9965479  
00:02:44.405 --> 00:02:45.764 new chairs and the new  
NOTE Confidence: 0.9965479  
00:02:45.764 --> 00:02:46.264 carpet.  
NOTE Confidence: 0.7733677  
00:02:49.000 --> 00:02:50.599 It's really cool. Is this  
NOTE Confidence: 0.9849817  
00:02:51.720 --> 00:02:52.680 so let me get the  
NOTE Confidence: 0.9849817  
00:02:52.680 --> 00:02:54.360 slides going here or try  
NOTE Confidence: 0.9849817  
00:02:54.360 --> 00:02:55.340 to get them going.  
NOTE Confidence: 0.9609591

00:02:59.239 --> 00:03:00.379 I'll do it this way.  
NOTE Confidence: 0.92968893

00:03:02.245 --> 00:03:03.625 This happens every year.  
NOTE Confidence: 0.9204958

00:03:08.725 --> 00:03:09.225 So  
NOTE Confidence: 0.9806433

00:03:09.685 --> 00:03:11.044 we always start in the  
NOTE Confidence: 0.9806433

00:03:11.044 --> 00:03:12.805 summer. I'm really, really pleased  
NOTE Confidence: 0.9806433

00:03:12.805 --> 00:03:14.085 to welcome you back, to  
NOTE Confidence: 0.9806433

00:03:14.085 --> 00:03:15.065 have you back.  
NOTE Confidence: 0.9537825

00:03:15.470 --> 00:03:16.430 And what I'd like to  
NOTE Confidence: 0.9537825

00:03:16.430 --> 00:03:17.710 just start, because we've we've  
NOTE Confidence: 0.9537825

00:03:17.710 --> 00:03:19.470 got some serious matter before  
NOTE Confidence: 0.9537825

00:03:19.470 --> 00:03:20.209 us today.  
NOTE Confidence: 0.97702813

00:03:20.750 --> 00:03:22.190 I'd really like to start  
NOTE Confidence: 0.97702813

00:03:22.190 --> 00:03:23.870 just having you imagine what  
NOTE Confidence: 0.97702813

00:03:23.870 --> 00:03:24.830 are some of the words  
NOTE Confidence: 0.97702813

00:03:24.830 --> 00:03:26.190 from the summer that you'd  
NOTE Confidence: 0.97702813

00:03:26.190 --> 00:03:27.465 like to hold on to?



NOTE Confidence: 0.97702813  
00:03:27.705 --> 00:03:29.305 I did actually have this  
NOTE Confidence: 0.97702813  
00:03:29.305 --> 00:03:30.504 as a poll everywhere, but  
NOTE Confidence: 0.97702813  
00:03:30.504 --> 00:03:31.465 it turned out it wouldn't  
NOTE Confidence: 0.97702813  
00:03:31.465 --> 00:03:32.444 work with Zoom.  
NOTE Confidence: 0.94982827  
00:03:33.065 --> 00:03:34.825 So so just shout out  
NOTE Confidence: 0.94982827  
00:03:34.825 --> 00:03:36.205 some of the words that  
NOTE Confidence: 0.97853637  
00:03:36.825 --> 00:03:37.944 that you would like to  
NOTE Confidence: 0.97853637  
00:03:37.944 --> 00:03:39.305 hold on to about the  
NOTE Confidence: 0.97853637  
00:03:39.305 --> 00:03:39.805 summer.  
NOTE Confidence: 0.9951062  
00:03:41.150 --> 00:03:41.650 Anybody?  
NOTE Confidence: 0.79383516  
00:03:42.190 --> 00:03:42.690 Oops.  
NOTE Confidence: 0.9489608  
00:03:44.030 --> 00:03:45.070 Hang on. Hang on. Hang  
NOTE Confidence: 0.9489608  
00:03:45.070 --> 00:03:45.570 on.  
NOTE Confidence: 0.8854954  
00:03:45.950 --> 00:03:48.730 Hang on. We gotta go.  
NOTE Confidence: 0.8854954  
00:03:48.910 --> 00:03:49.410 Joy.  
NOTE Confidence: 0.80267185

00:03:49.710 --> 00:03:50.770 Joy. Daylight.  
NOTE Confidence: 0.9683274

00:03:51.470 --> 00:03:52.690 Family. Family.  
NOTE Confidence: 0.8926799

00:03:54.030 --> 00:03:54.530 Others.  
NOTE Confidence: 0.63713557

00:03:55.944 --> 00:03:56.444 Nature?  
NOTE Confidence: 0.6765096

00:03:57.864 --> 00:03:59.004 Fishing. Fishing.  
NOTE Confidence: 0.9072383

00:03:59.944 --> 00:04:01.064 And throwing them back, of  
NOTE Confidence: 0.9072383

00:04:01.064 --> 00:04:01.564 course.  
NOTE Confidence: 0.9639567

00:04:02.504 --> 00:04:03.004 Others?  
NOTE Confidence: 0.88964

00:04:04.584 --> 00:04:06.284 Fun reading. Fun reading.  
NOTE Confidence: 0.9347166

00:04:07.144 --> 00:04:09.784 Family gathering. Family gathering. Yeah.  
NOTE Confidence: 0.9347166

00:04:09.784 --> 00:04:10.525 For sure.  
NOTE Confidence: 0.9874015

00:04:10.930 --> 00:04:11.430 Graduation.  
NOTE Confidence: 0.96652234

00:04:11.890 --> 00:04:13.110 Graduation. Absolutely.  
NOTE Confidence: 0.9674295

00:04:14.130 --> 00:04:15.030 Life's transitions  
NOTE Confidence: 0.8406125

00:04:15.330 --> 00:04:17.250 for sure. Any other? Amy  
NOTE Confidence: 0.8406125

00:04:17.250 --> 00:04:18.230 Myers says swimming.

NOTE Confidence: 0.8900549  
00:04:18.610 --> 00:04:19.110 Swimming.  
NOTE Confidence: 0.9676529  
00:04:19.890 --> 00:04:21.570 I actually took swimming back  
NOTE Confidence: 0.9676529  
00:04:21.570 --> 00:04:22.610 up this summer, so that's  
NOTE Confidence: 0.9676529  
00:04:22.610 --> 00:04:23.510 a great thing.  
NOTE Confidence: 0.7768433  
00:04:24.290 --> 00:04:25.350 Anything else?  
NOTE Confidence: 0.9648959  
00:04:28.425 --> 00:04:30.345 Well, some of mine, if  
NOTE Confidence: 0.9648959  
00:04:30.345 --> 00:04:31.545 this will go, my summer  
NOTE Confidence: 0.9648959  
00:04:31.545 --> 00:04:32.825 thoughts were first off that  
NOTE Confidence: 0.9648959  
00:04:32.825 --> 00:04:34.285 summer was way too short.  
NOTE Confidence: 0.9648959  
00:04:34.425 --> 00:04:36.505 Yes. Right. I spent a  
NOTE Confidence: 0.9648959  
00:04:36.505 --> 00:04:37.964 fair amount of time immersing  
NOTE Confidence: 0.9648959  
00:04:38.025 --> 00:04:40.105 myself reading and reading particularly  
NOTE Confidence: 0.9648959  
00:04:40.105 --> 00:04:41.805 in history and reading Timothy  
NOTE Confidence: 0.9648959  
00:04:41.865 --> 00:04:43.490 Snyder on freedom and on  
NOTE Confidence: 0.9648959  
00:04:43.490 --> 00:04:43.990 tyranny,  
NOTE Confidence: 0.98084044

00:04:44.450 --> 00:04:45.650 books that I would highly  
NOTE Confidence: 0.98084044  
00:04:45.650 --> 00:04:46.150 recommend.  
NOTE Confidence: 0.9882609  
00:04:47.250 --> 00:04:48.610 I also spent some time  
NOTE Confidence: 0.9882609  
00:04:48.610 --> 00:04:50.470 deeply involved in land conservation,  
NOTE Confidence: 0.9882609  
00:04:50.690 --> 00:04:51.910 which is something that's  
NOTE Confidence: 0.9659845  
00:04:52.210 --> 00:04:53.250 very dear to me that  
NOTE Confidence: 0.9659845  
00:04:53.250 --> 00:04:54.210 I'd be glad to talk  
NOTE Confidence: 0.9659845  
00:04:54.210 --> 00:04:55.555 about, had a chance for  
NOTE Confidence: 0.9659845  
00:04:55.555 --> 00:04:56.615 a little bit of Shakespeare.  
NOTE Confidence: 0.9659845  
00:04:56.914 --> 00:04:58.115 And I'm really glad to  
NOTE Confidence: 0.9659845  
00:04:58.115 --> 00:04:59.154 announce that we have the  
NOTE Confidence: 0.9659845  
00:04:59.154 --> 00:05:00.354 jamming group of the Child  
NOTE Confidence: 0.9659845  
00:05:00.354 --> 00:05:01.555 Study Center. We have now  
NOTE Confidence: 0.9659845  
00:05:01.555 --> 00:05:03.634 had our fourth rehearsal, I  
NOTE Confidence: 0.9659845  
00:05:03.634 --> 00:05:05.254 think. So so  
NOTE Confidence: 0.9660883  
00:05:05.634 --> 00:05:07.154 people are welcome to join.

NOTE Confidence: 0.9660883  
00:05:07.154 --> 00:05:07.654 But  
NOTE Confidence: 0.9991667  
00:05:08.320 --> 00:05:09.760 I am very aware that  
NOTE Confidence: 0.9991667  
00:05:09.760 --> 00:05:11.040 the start of this twenty  
NOTE Confidence: 0.9991667  
00:05:11.040 --> 00:05:13.120 twenty five academic year is  
NOTE Confidence: 0.9991667  
00:05:13.120 --> 00:05:13.940 very different.  
NOTE Confidence: 0.9984258  
00:05:15.040 --> 00:05:16.500 There's tremendous uncertainty  
NOTE Confidence: 0.99881214  
00:05:16.960 --> 00:05:17.860 before us  
NOTE Confidence: 0.85872424  
00:05:18.640 --> 00:05:19.940 nationally, locally.  
NOTE Confidence: 0.9305274  
00:05:20.640 --> 00:05:21.680 It's a lot of stress  
NOTE Confidence: 0.9305274  
00:05:21.680 --> 00:05:23.040 and many of us have  
NOTE Confidence: 0.9305274  
00:05:23.040 --> 00:05:23.700 a sense  
NOTE Confidence: 0.98535985  
00:05:24.034 --> 00:05:25.634 that the things that instead  
NOTE Confidence: 0.98535985  
00:05:25.634 --> 00:05:26.615 of being constructed  
NOTE Confidence: 0.96799153  
00:05:26.995 --> 00:05:28.214 are being torn down.  
NOTE Confidence: 0.97552997  
00:05:29.395 --> 00:05:30.995 And that that makes this  
NOTE Confidence: 0.97552997

00:05:30.995 --> 00:05:32.055 opening talk,  
NOTE Confidence: 0.9748728  
00:05:32.514 --> 00:05:34.354 which I've often really wanted  
NOTE Confidence: 0.9748728  
00:05:34.354 --> 00:05:35.395 to do as a chance  
NOTE Confidence: 0.9748728  
00:05:35.395 --> 00:05:37.014 to really bring us together  
NOTE Confidence: 0.9748728  
00:05:37.074 --> 00:05:37.574 to  
NOTE Confidence: 0.9079286  
00:05:37.940 --> 00:05:39.380 yay team go, we are  
NOTE Confidence: 0.9079286  
00:05:39.380 --> 00:05:40.919 very strong, we're optimistic.  
NOTE Confidence: 0.97690576  
00:05:41.220 --> 00:05:42.100 All of that is still  
NOTE Confidence: 0.97690576  
00:05:42.100 --> 00:05:42.600 true,  
NOTE Confidence: 0.99602276  
00:05:43.220 --> 00:05:44.419 but there is a balancing  
NOTE Confidence: 0.99602276  
00:05:44.419 --> 00:05:45.620 that we need to do  
NOTE Confidence: 0.99602276  
00:05:45.620 --> 00:05:46.919 today with realism.  
NOTE Confidence: 0.97288793  
00:05:47.620 --> 00:05:48.660 And that's gonna be a  
NOTE Confidence: 0.97288793  
00:05:48.660 --> 00:05:49.560 theme throughout  
NOTE Confidence: 0.9986859  
00:05:50.314 --> 00:05:52.175 of how to balance optimism  
NOTE Confidence: 0.9986859  
00:05:52.314 --> 00:05:53.055 and realism

NOTE Confidence: 0.99285805  
00:05:53.594 --> 00:05:54.875 in the current climate that  
NOTE Confidence: 0.99285805  
00:05:54.875 --> 00:05:55.615 we're at.  
NOTE Confidence: 0.9760644  
00:05:56.714 --> 00:05:57.754 Usually, what we try to  
NOTE Confidence: 0.9760644  
00:05:57.754 --> 00:05:58.955 do at this gathering is  
NOTE Confidence: 0.9760644  
00:05:58.955 --> 00:06:00.314 to welcome, look ahead, and  
NOTE Confidence: 0.9760644  
00:06:00.314 --> 00:06:01.754 then in January, I will  
NOTE Confidence: 0.9760644  
00:06:01.754 --> 00:06:03.214 actually give you more details  
NOTE Confidence: 0.9760644  
00:06:03.354 --> 00:06:04.955 about the actual literal state  
NOTE Confidence: 0.9760644  
00:06:04.955 --> 00:06:05.694 of the department.  
NOTE Confidence: 0.9978  
00:06:06.289 --> 00:06:07.410 But here's where I hope  
NOTE Confidence: 0.9978  
00:06:07.410 --> 00:06:08.310 to go today.  
NOTE Confidence: 0.8176431  
00:06:09.009 --> 00:06:10.229 Welcome new fellows.  
NOTE Confidence: 0.94564176  
00:06:11.009 --> 00:06:12.690 The theme for this year  
NOTE Confidence: 0.94564176  
00:06:12.690 --> 00:06:13.810 and for those of you  
NOTE Confidence: 0.94564176  
00:06:13.810 --> 00:06:14.770 who are new to this  
NOTE Confidence: 0.94564176

00:06:14.770 --> 00:06:16.289 meeting, well, I can explain  
NOTE Confidence: 0.94564176

00:06:16.289 --> 00:06:17.190 why themes.  
NOTE Confidence: 0.93322575

00:06:18.050 --> 00:06:19.589 And this year something different.  
NOTE Confidence: 0.93322575

00:06:19.845 --> 00:06:21.685 I asked sent out a  
NOTE Confidence: 0.93322575

00:06:21.685 --> 00:06:23.285 survey asking you what you  
NOTE Confidence: 0.93322575

00:06:23.285 --> 00:06:24.665 would like to hear about,  
NOTE Confidence: 0.9994471

00:06:25.445 --> 00:06:26.565 and that is something that  
NOTE Confidence: 0.9994471

00:06:26.565 --> 00:06:27.625 I will now continue  
NOTE Confidence: 0.99786997

00:06:27.925 --> 00:06:29.464 in September and January.  
NOTE Confidence: 0.9949421

00:06:30.245 --> 00:06:31.605 These talks should be what  
NOTE Confidence: 0.9949421

00:06:31.605 --> 00:06:33.205 you want and are asking  
NOTE Confidence: 0.9949421

00:06:33.205 --> 00:06:34.265 questions about.  
NOTE Confidence: 0.93352985

00:06:34.690 --> 00:06:36.389 So we'll spend the majority  
NOTE Confidence: 0.93352985

00:06:36.450 --> 00:06:37.970 of the time perhaps about  
NOTE Confidence: 0.93352985

00:06:37.970 --> 00:06:38.470 that.  
NOTE Confidence: 0.9926071

00:06:39.010 --> 00:06:40.050 And if we have time,



NOTE Confidence: 0.9926071  
00:06:40.050 --> 00:06:41.170 then I'll go to the  
NOTE Confidence: 0.9926071  
00:06:41.170 --> 00:06:42.610 department goals that have been  
NOTE Confidence: 0.9926071  
00:06:42.610 --> 00:06:44.070 requested by the school,  
NOTE Confidence: 0.98449975  
00:06:44.450 --> 00:06:46.050 a few new developments, and  
NOTE Confidence: 0.98449975  
00:06:46.050 --> 00:06:47.510 then end with a reflection.  
NOTE Confidence: 0.9551904  
00:06:48.824 --> 00:06:50.505 So just briefly to welcome  
NOTE Confidence: 0.9551904  
00:06:50.505 --> 00:06:51.005 people,  
NOTE Confidence: 0.9483147  
00:06:51.464 --> 00:06:52.904 we actually have our Child  
NOTE Confidence: 0.9483147  
00:06:52.904 --> 00:06:54.685 Study Center fellows this year.  
NOTE Confidence: 0.9483147  
00:06:54.985 --> 00:06:56.264 So welcome to all of  
NOTE Confidence: 0.9483147  
00:06:56.264 --> 00:06:57.464 our new fellows. It's a  
NOTE Confidence: 0.9483147  
00:06:57.464 --> 00:06:58.585 great group, as you can  
NOTE Confidence: 0.9483147  
00:06:58.585 --> 00:06:59.944 see, from all over the  
NOTE Confidence: 0.9483147  
00:06:59.944 --> 00:07:00.444 country.  
NOTE Confidence: 0.9665525  
00:07:05.949 --> 00:07:07.070 And we actually have an  
NOTE Confidence: 0.9665525

00:07:07.070 --> 00:07:08.669 enormous group of interns and  
NOTE Confidence: 0.9665525

00:07:08.669 --> 00:07:10.910 practicum students also from around  
NOTE Confidence: 0.9665525

00:07:10.910 --> 00:07:11.650 our area.  
NOTE Confidence: 0.95930594

00:07:15.965 --> 00:07:17.325 Here are our students coming  
NOTE Confidence: 0.95930594

00:07:17.325 --> 00:07:19.265 from the UCL master's program.  
NOTE Confidence: 0.9773261

00:07:19.965 --> 00:07:21.485 The group continues to grow,  
NOTE Confidence: 0.9773261

00:07:21.485 --> 00:07:23.505 and Helena continues to nurture,  
NOTE Confidence: 0.9971482

00:07:24.045 --> 00:07:25.505 students from all over.  
NOTE Confidence: 0.97456545

00:07:27.340 --> 00:07:28.620 And then we have an  
NOTE Confidence: 0.97456545

00:07:28.620 --> 00:07:30.380 enormous number of postgraduate and  
NOTE Confidence: 0.97456545

00:07:30.380 --> 00:07:32.160 postdoctoral trainees, sixty.  
NOTE Confidence: 0.9701565

00:07:32.620 --> 00:07:33.820 Last year, we had forty  
NOTE Confidence: 0.9701565

00:07:33.820 --> 00:07:35.740 three. So we are still  
NOTE Confidence: 0.9701565

00:07:35.740 --> 00:07:36.240 growing.  
NOTE Confidence: 0.9435557

00:07:40.155 --> 00:07:41.035 And here's some of the  
NOTE Confidence: 0.9435557

00:07:41.035 --> 00:07:42.635 new faculty for FY twenty

NOTE Confidence: 0.9435557  
00:07:42.635 --> 00:07:44.395 six so far. There's others  
NOTE Confidence: 0.9435557  
00:07:44.395 --> 00:07:45.775 still pending in the  
NOTE Confidence: 0.6240473  
00:07:46.075 --> 00:07:46.575 pool.  
NOTE Confidence: 0.9776065  
00:07:46.955 --> 00:07:48.555 But welcome to everyone. And  
NOTE Confidence: 0.9776065  
00:07:48.555 --> 00:07:49.915 I do hope I don't  
NOTE Confidence: 0.9776065  
00:07:49.915 --> 00:07:51.275 miss people. If I do,  
NOTE Confidence: 0.9776065  
00:07:51.275 --> 00:07:53.375 my apologies, but really welcome.  
NOTE Confidence: 0.965942  
00:07:54.180 --> 00:07:55.220 And then we've had some  
NOTE Confidence: 0.965942  
00:07:55.220 --> 00:07:56.900 lovely Here's our new staff  
NOTE Confidence: 0.965942  
00:07:56.900 --> 00:07:57.720 that have joined.  
NOTE Confidence: 0.99329925  
00:07:58.900 --> 00:08:00.180 And Alex put her name  
NOTE Confidence: 0.99329925  
00:08:00.180 --> 00:08:01.060 down there, but I'll tell  
NOTE Confidence: 0.99329925  
00:08:01.060 --> 00:08:02.020 you more about Alex in  
NOTE Confidence: 0.99329925  
00:08:02.020 --> 00:08:02.600 a second.  
NOTE Confidence: 0.9041059  
00:08:03.460 --> 00:08:04.979 And we've had two promotions  
NOTE Confidence: 0.9041059

00:08:04.979 --> 00:08:06.259 in twenty twenty five of  
NOTE Confidence: 0.9041059

00:08:06.259 --> 00:08:07.860 Jesse Mayo and Kieran to  
NOTE Confidence: 0.9041059

00:08:07.860 --> 00:08:09.000 associate professors.  
NOTE Confidence: 0.99281055

00:08:13.974 --> 00:08:15.495 And then some transitions of  
NOTE Confidence: 0.99281055

00:08:15.495 --> 00:08:16.634 new endowed professors  
NOTE Confidence: 0.8908804

00:08:17.014 --> 00:08:19.014 of Carla and Dennis and  
NOTE Confidence: 0.8908804

00:08:19.014 --> 00:08:19.514 Liza.  
NOTE Confidence: 0.91444564

00:08:25.550 --> 00:08:26.770 And then some retirements  
NOTE Confidence: 0.88043106

00:08:27.470 --> 00:08:29.010 of Steven and Jim  
NOTE Confidence: 0.9453264

00:08:29.470 --> 00:08:31.490 and Shimra. We're so grateful  
NOTE Confidence: 0.9453264

00:08:31.630 --> 00:08:32.510 for all of that you've  
NOTE Confidence: 0.9453264

00:08:32.510 --> 00:08:34.190 given the department, Jim. Thank  
NOTE Confidence: 0.9453264

00:08:34.190 --> 00:08:35.170 you very much.  
NOTE Confidence: 0.94296026

00:08:39.404 --> 00:08:41.345 And then welcoming Alex Hunter,  
NOTE Confidence: 0.94296026

00:08:41.404 --> 00:08:42.705 our new chief of staff.  
NOTE Confidence: 0.8136544

00:08:43.485 --> 00:08:46.064 Chief of staff. Chief of

NOTE Confidence: 0.8136544  
00:08:46.204 --> 00:08:46.704 staff.  
NOTE Confidence: 0.9905496  
00:08:48.765 --> 00:08:49.825 Those are the welcomes.  
NOTE Confidence: 0.9424225  
00:08:51.879 --> 00:08:53.160 So where I wanna go  
NOTE Confidence: 0.9424225  
00:08:53.160 --> 00:08:54.360 for this theme of twenty  
NOTE Confidence: 0.9424225  
00:08:54.360 --> 00:08:55.980 twenty five, twenty twenty six  
NOTE Confidence: 0.9424225  
00:08:56.120 --> 00:08:57.079 is to say that we've  
NOTE Confidence: 0.9424225  
00:08:57.079 --> 00:08:57.899 had a tradition  
NOTE Confidence: 0.9814159  
00:08:58.679 --> 00:09:00.120 of opening the themes in  
NOTE Confidence: 0.9814159  
00:09:00.120 --> 00:09:00.620 September.  
NOTE Confidence: 0.997099  
00:09:01.800 --> 00:09:03.259 And prior to COVID,  
NOTE Confidence: 0.99941236  
00:09:03.559 --> 00:09:05.420 our themes were rather playful.  
NOTE Confidence: 0.9851372  
00:09:06.524 --> 00:09:08.204 They were about vacations and  
NOTE Confidence: 0.9851372  
00:09:08.204 --> 00:09:09.884 summer frames of mind and  
NOTE Confidence: 0.9851372  
00:09:09.884 --> 00:09:10.384 rejuvenation.  
NOTE Confidence: 0.92788  
00:09:11.565 --> 00:09:13.324 After COVID, they have become  
NOTE Confidence: 0.92788

00:09:13.324 --> 00:09:14.384 a bit more serious  
NOTE Confidence: 0.7803685

00:09:14.925 --> 00:09:16.065 of staying grounded,  
NOTE Confidence: 0.8981611

00:09:16.684 --> 00:09:18.144 rejuvenating our community,  
NOTE Confidence: 0.98074305

00:09:18.764 --> 00:09:19.584 coming together.  
NOTE Confidence: 0.92796874

00:09:20.450 --> 00:09:21.650 And this year, I would  
NOTE Confidence: 0.92796874

00:09:21.650 --> 00:09:22.690 love our theme to be  
NOTE Confidence: 0.92796874

00:09:22.690 --> 00:09:24.150 about realistic optimism.  
NOTE Confidence: 0.9966674

00:09:25.089 --> 00:09:26.870 What is realistic optimism?  
NOTE Confidence: 0.9935213

00:09:28.450 --> 00:09:30.370 It's balancing an awareness of  
NOTE Confidence: 0.9935213

00:09:30.370 --> 00:09:30.870 reality  
NOTE Confidence: 0.95905566

00:09:31.970 --> 00:09:33.089 with a belief that you  
NOTE Confidence: 0.95905566

00:09:33.089 --> 00:09:34.675 can still move ahead even  
NOTE Confidence: 0.95905566

00:09:34.675 --> 00:09:36.195 if reality looks a little  
NOTE Confidence: 0.95905566

00:09:36.195 --> 00:09:37.255 dark and ponderous.  
NOTE Confidence: 0.959265

00:09:38.434 --> 00:09:39.554 And that we have an  
NOTE Confidence: 0.959265

00:09:39.554 --> 00:09:40.755 agency and we have an

NOTE Confidence: 0.959265  
00:09:40.755 --> 00:09:42.595 action of capacity to take  
NOTE Confidence: 0.959265  
00:09:42.595 --> 00:09:43.095 action  
NOTE Confidence: 0.8656481  
00:09:43.715 --> 00:09:45.495 even if things seem uncertain.  
NOTE Confidence: 0.9934187  
00:09:46.320 --> 00:09:48.160 And also the ability to  
NOTE Confidence: 0.9934187  
00:09:48.160 --> 00:09:49.860 manage our stress together.  
NOTE Confidence: 0.94036406  
00:09:50.880 --> 00:09:53.280 Why realistic optimism? Well, first  
NOTE Confidence: 0.94036406  
00:09:53.280 --> 00:09:54.660 off, I think it's critical  
NOTE Confidence: 0.94036406  
00:09:54.800 --> 00:09:56.900 for facing and balancing uncertainty.  
NOTE Confidence: 0.95120466  
00:09:57.360 --> 00:09:58.800 And heaven knows we have  
NOTE Confidence: 0.95120466  
00:09:58.800 --> 00:10:00.320 a lot of uncertainty in  
NOTE Confidence: 0.95120466  
00:10:00.320 --> 00:10:01.220 front of us.  
NOTE Confidence: 0.9891837  
00:10:02.204 --> 00:10:04.065 The second is there's considerable  
NOTE Confidence: 0.9891837  
00:10:04.204 --> 00:10:04.704 headwinds  
NOTE Confidence: 0.9991899  
00:10:05.084 --> 00:10:06.065 that we're facing.  
NOTE Confidence: 0.99046516  
00:10:07.005 --> 00:10:08.845 There's the changes in the  
NOTE Confidence: 0.99046516

00:10:08.845 --> 00:10:10.865 indirect rates for federal grants.  
NOTE Confidence: 0.99908996

00:10:12.045 --> 00:10:12.944 There's the  
NOTE Confidence: 0.9967632

00:10:13.565 --> 00:10:14.704 endowment tax.  
NOTE Confidence: 0.9987705

00:10:15.809 --> 00:10:16.309 There's  
NOTE Confidence: 0.9884719

00:10:16.850 --> 00:10:17.510 NIH institutes  
NOTE Confidence: 0.956583

00:10:17.890 --> 00:10:19.809 changing their priorities and their  
NOTE Confidence: 0.956583

00:10:19.809 --> 00:10:20.309 funding.  
NOTE Confidence: 0.9986525

00:10:21.250 --> 00:10:23.330 And there's even more additional  
NOTE Confidence: 0.9986525

00:10:23.330 --> 00:10:23.830 headwinds  
NOTE Confidence: 0.98637056

00:10:24.370 --> 00:10:25.570 when we think about the  
NOTE Confidence: 0.98637056

00:10:25.570 --> 00:10:28.070 immigration policies, the potential inflation,  
NOTE Confidence: 0.9898135

00:10:28.964 --> 00:10:30.505 the effect on the CDC,  
NOTE Confidence: 0.92194766

00:10:31.285 --> 00:10:33.144 the changing in vaccine policies,  
NOTE Confidence: 0.99599844

00:10:33.845 --> 00:10:35.225 all of those are headwinds  
NOTE Confidence: 0.99599844

00:10:35.285 --> 00:10:37.125 in front of us that  
NOTE Confidence: 0.99599844

00:10:37.125 --> 00:10:38.904 we need to be aware



NOTE Confidence: 0.99599844

00:10:38.964 --> 00:10:40.425 of and that are influencing

NOTE Confidence: 0.99599844

00:10:40.644 --> 00:10:41.625 how we think.

NOTE Confidence: 0.95001924

00:10:42.870 --> 00:10:43.990 At the same time, there's

NOTE Confidence: 0.95001924

00:10:43.990 --> 00:10:45.850 also a tremendous changing landscape

NOTE Confidence: 0.95001924

00:10:45.990 --> 00:10:46.970 in health care.

NOTE Confidence: 0.98645747

00:10:47.830 --> 00:10:49.350 Health care is beginning very

NOTE Confidence: 0.98645747

00:10:49.350 --> 00:10:51.429 much to even become more

NOTE Confidence: 0.98645747

00:10:51.429 --> 00:10:53.050 costly in this country

NOTE Confidence: 0.93493295

00:10:53.990 --> 00:10:55.365 and to start and start

NOTE Confidence: 0.93493295

00:10:55.365 --> 00:10:57.205 to use language that feels

NOTE Confidence: 0.93493295

00:10:57.205 --> 00:10:58.645 like it doesn't belong in

NOTE Confidence: 0.93493295

00:10:58.645 --> 00:10:59.145 health

NOTE Confidence: 0.91007173

00:10:59.605 --> 00:11:01.304 care, like profit margin,

NOTE Confidence: 0.994658

00:11:02.085 --> 00:11:03.304 those sorts of language.

NOTE Confidence: 0.9658713

00:11:03.845 --> 00:11:05.385 Health care is a changing

NOTE Confidence: 0.9658713

00:11:05.445 --> 00:11:05.945 landscape.  
NOTE Confidence: 0.9444693

00:11:09.270 --> 00:11:11.050 Why? What realistic optimism  
NOTE Confidence: 0.99037874

00:11:11.350 --> 00:11:12.950 is not? It is not  
NOTE Confidence: 0.99037874

00:11:12.950 --> 00:11:13.990 putting your head in the  
NOTE Confidence: 0.99037874

00:11:13.990 --> 00:11:14.490 sand.  
NOTE Confidence: 0.99892354

00:11:15.990 --> 00:11:17.510 It is not being tone  
NOTE Confidence: 0.99892354

00:11:17.510 --> 00:11:18.010 deaf  
NOTE Confidence: 0.9483459

00:11:18.870 --> 00:11:20.390 to all that's going on  
NOTE Confidence: 0.9483459

00:11:20.390 --> 00:11:21.990 or tone deaf to people's  
NOTE Confidence: 0.9483459

00:11:21.990 --> 00:11:22.490 stress.  
NOTE Confidence: 0.98809296

00:11:23.054 --> 00:11:24.575 And it's not rose colored  
NOTE Confidence: 0.98809296

00:11:24.575 --> 00:11:25.075 glasses.  
NOTE Confidence: 0.9330105

00:11:26.975 --> 00:11:28.995 What it is, it allows  
NOTE Confidence: 0.9330105

00:11:29.214 --> 00:11:31.295 again, managing uncertainty. It allows  
NOTE Confidence: 0.9330105

00:11:31.295 --> 00:11:32.675 us to remain curious.  
NOTE Confidence: 0.9665373

00:11:33.214 --> 00:11:34.575 It allows us actually to

NOTE Confidence: 0.9665373  
00:11:34.575 --> 00:11:36.195 step outside of our bubbles,  
NOTE Confidence: 0.9941227  
00:11:37.010 --> 00:11:38.370 and it actually allows us  
NOTE Confidence: 0.9941227  
00:11:38.370 --> 00:11:39.570 to be more flexible in  
NOTE Confidence: 0.9941227  
00:11:39.570 --> 00:11:41.330 our thinking as we remain  
NOTE Confidence: 0.9941227  
00:11:41.330 --> 00:11:43.089 curious and think about how  
NOTE Confidence: 0.9941227  
00:11:43.089 --> 00:11:44.790 can we meet this challenge.  
NOTE Confidence: 0.99924064  
00:11:47.089 --> 00:11:47.589 So  
NOTE Confidence: 0.99548644  
00:11:48.050 --> 00:11:50.130 there's also a continuity across  
NOTE Confidence: 0.99548644  
00:11:50.130 --> 00:11:50.870 our themes.  
NOTE Confidence: 0.97040075  
00:11:51.915 --> 00:11:53.215 Last year it was restoring  
NOTE Confidence: 0.97040075  
00:11:53.275 --> 00:11:55.195 community or staying grounded amidst  
NOTE Confidence: 0.97040075  
00:11:55.195 --> 00:11:56.795 change. Heaven knows that is  
NOTE Confidence: 0.97040075  
00:11:56.795 --> 00:11:58.415 going on all around us.  
NOTE Confidence: 0.97040075  
00:11:58.635 --> 00:11:59.934 And this is the theme  
NOTE Confidence: 0.97040075  
00:12:00.075 --> 00:12:01.595 that I think unites us  
NOTE Confidence: 0.97040075

00:12:01.595 --> 00:12:02.495 for this year.  
NOTE Confidence: 0.9760053

00:12:03.355 --> 00:12:04.255 And then finally,  
NOTE Confidence: 0.98321456

00:12:05.170 --> 00:12:06.210 there's a very much an  
NOTE Confidence: 0.98321456

00:12:06.210 --> 00:12:08.290 importance of staying together. I  
NOTE Confidence: 0.98321456

00:12:08.290 --> 00:12:10.530 hope realistic optimism keeps us  
NOTE Confidence: 0.98321456

00:12:10.530 --> 00:12:11.030 together.  
NOTE Confidence: 0.99892366

00:12:11.410 --> 00:12:12.950 And despite the challenges,  
NOTE Confidence: 0.9974353

00:12:13.410 --> 00:12:14.950 how do we balance that  
NOTE Confidence: 0.9974353

00:12:15.010 --> 00:12:16.470 and keep our values?  
NOTE Confidence: 0.95637035

00:12:17.010 --> 00:12:18.370 These are the values that  
NOTE Confidence: 0.95637035

00:12:18.370 --> 00:12:19.510 we as a department  
NOTE Confidence: 0.97245437

00:12:20.545 --> 00:12:21.825 over the last year came  
NOTE Confidence: 0.97245437

00:12:21.825 --> 00:12:22.725 up with to  
NOTE Confidence: 0.99810076

00:12:23.265 --> 00:12:24.785 keep our values front and  
NOTE Confidence: 0.99810076

00:12:24.785 --> 00:12:25.285 center.  
NOTE Confidence: 0.994549

00:12:26.705 --> 00:12:28.085 So with that in mind,

NOTE Confidence: 0.94202834  
00:12:28.945 --> 00:12:29.985 I'm gonna turn to what  
NOTE Confidence: 0.94202834  
00:12:29.985 --> 00:12:31.285 you asked to hear about.  
NOTE Confidence: 0.9905422  
00:12:32.385 --> 00:12:33.345 And here's what you asked  
NOTE Confidence: 0.9905422  
00:12:33.345 --> 00:12:34.165 to hear about.  
NOTE Confidence: 0.9568104  
00:12:35.420 --> 00:12:36.459 You asked to hear about  
NOTE Confidence: 0.9568104  
00:12:36.459 --> 00:12:37.820 the impact of changes in  
NOTE Confidence: 0.9568104  
00:12:37.820 --> 00:12:39.500 the federal government on job  
NOTE Confidence: 0.9568104  
00:12:39.500 --> 00:12:41.019 job security, how the child  
NOTE Confidence: 0.9568104  
00:12:41.019 --> 00:12:42.480 study center will manage.  
NOTE Confidence: 0.97951174  
00:12:42.860 --> 00:12:43.899 You asked to hear about  
NOTE Confidence: 0.97951174  
00:12:43.899 --> 00:12:45.279 our financial health,  
NOTE Confidence: 0.9708573  
00:12:46.220 --> 00:12:47.740 how we are actually living  
NOTE Confidence: 0.9708573  
00:12:47.740 --> 00:12:49.260 by our values in these  
NOTE Confidence: 0.9708573  
00:12:49.260 --> 00:12:50.399 challenging times,  
NOTE Confidence: 0.94451445  
00:12:50.735 --> 00:12:52.355 and how each of us  
NOTE Confidence: 0.94451445

00:12:52.415 --> 00:12:52.915 altogether  
NOTE Confidence: 0.8804823

00:12:53.375 --> 00:12:54.195 can contribute.  
NOTE Confidence: 0.997996

00:12:54.895 --> 00:12:55.935 What are the actions that  
NOTE Confidence: 0.997996

00:12:55.935 --> 00:12:57.775 we and you can take  
NOTE Confidence: 0.997996

00:12:57.775 --> 00:12:58.595 as a community  
NOTE Confidence: 0.99859214

00:12:58.975 --> 00:13:01.155 that contribute to our financial  
NOTE Confidence: 0.99859214

00:13:01.215 --> 00:13:01.715 sustainability  
NOTE Confidence: 0.9978673

00:13:02.495 --> 00:13:03.395 and our sustainability  
NOTE Confidence: 0.9787741

00:13:04.095 --> 00:13:04.915 as a department?  
NOTE Confidence: 0.932271

00:13:05.860 --> 00:13:06.740 That's what you asked to  
NOTE Confidence: 0.932271

00:13:06.740 --> 00:13:07.480 hear about.  
NOTE Confidence: 0.9350736

00:13:08.340 --> 00:13:09.620 And I think there's three  
NOTE Confidence: 0.9350736

00:13:09.620 --> 00:13:11.140 cross cutting themes that I'm  
NOTE Confidence: 0.9350736

00:13:11.140 --> 00:13:11.960 gonna address.  
NOTE Confidence: 0.9980193

00:13:12.580 --> 00:13:13.940 The first is the financial  
NOTE Confidence: 0.9980193

00:13:13.940 --> 00:13:15.540 health of the department. I

NOTE Confidence: 0.9980193  
00:13:15.540 --> 00:13:17.140 want to speak directly to  
NOTE Confidence: 0.9980193  
00:13:17.140 --> 00:13:17.640 that.  
NOTE Confidence: 0.9957035  
00:13:18.444 --> 00:13:19.884 The second is the impact  
NOTE Confidence: 0.9957035  
00:13:19.884 --> 00:13:21.324 of the uncertainty that's all  
NOTE Confidence: 0.9957035  
00:13:21.324 --> 00:13:22.704 around us on the morale.  
NOTE Confidence: 0.95958364  
00:13:24.845 --> 00:13:26.204 Remember I said that this  
NOTE Confidence: 0.95958364  
00:13:26.204 --> 00:13:28.704 September talk is about optimism  
NOTE Confidence: 0.95958364  
00:13:28.925 --> 00:13:29.425 and  
NOTE Confidence: 0.9820265  
00:13:29.884 --> 00:13:31.565 Everyone. Coming together, but I'm  
NOTE Confidence: 0.9820265  
00:13:31.565 --> 00:13:33.720 also aware that uncertainty has  
NOTE Confidence: 0.9820265  
00:13:33.720 --> 00:13:34.860 an effect on morale  
NOTE Confidence: 0.976137  
00:13:35.240 --> 00:13:36.200 and then how we can  
NOTE Confidence: 0.976137  
00:13:36.200 --> 00:13:37.820 collectively take action.  
NOTE Confidence: 0.88871557  
00:13:38.760 --> 00:13:40.200 So into finance as we  
NOTE Confidence: 0.88871557  
00:13:40.200 --> 00:13:40.700 go.  
NOTE Confidence: 0.94696504

00:13:41.960 --> 00:13:43.400 The first is the Child  
NOTE Confidence: 0.94696504

00:13:43.400 --> 00:13:45.559 Study Center's annual budget. Our  
NOTE Confidence: 0.94696504

00:13:45.559 --> 00:13:47.400 annual revenue is around fifty  
NOTE Confidence: 0.94696504

00:13:47.400 --> 00:13:48.059 eight million.  
NOTE Confidence: 0.9971664

00:13:49.455 --> 00:13:50.575 I want you to notice  
NOTE Confidence: 0.9971664

00:13:50.575 --> 00:13:51.875 that grants and contracts  
NOTE Confidence: 0.91089946

00:13:52.575 --> 00:13:53.934 take up a forty six  
NOTE Confidence: 0.91089946

00:13:53.934 --> 00:13:54.434 percent  
NOTE Confidence: 0.9100466

00:13:54.895 --> 00:13:56.575 of our budget. So that's  
NOTE Confidence: 0.9100466

00:13:56.575 --> 00:13:57.554 of our revenue.  
NOTE Confidence: 0.9817994

00:13:58.654 --> 00:14:00.654 Our patient care income is  
NOTE Confidence: 0.9817994

00:14:00.654 --> 00:14:02.654 now around seventeen percent plus  
NOTE Confidence: 0.9817994

00:14:02.654 --> 00:14:04.150 an additional three percent from  
NOTE Confidence: 0.9817994

00:14:04.150 --> 00:14:04.970 Yale New Haven,  
NOTE Confidence: 0.5942948

00:14:05.510 --> 00:14:06.010 Hospital  
NOTE Confidence: 0.99195725

00:14:06.390 --> 00:14:07.350 for the support of our



NOTE Confidence: 0.99195725  
00:14:07.350 --> 00:14:08.650 hospital based services.  
NOTE Confidence: 0.97735953  
00:14:09.670 --> 00:14:11.110 The other important point on  
NOTE Confidence: 0.97735953  
00:14:11.110 --> 00:14:12.470 this slide is that twenty  
NOTE Confidence: 0.97735953  
00:14:12.470 --> 00:14:14.309 four percent, nearly a quarter  
NOTE Confidence: 0.97735953  
00:14:14.309 --> 00:14:16.230 of our total revenue comes  
NOTE Confidence: 0.97735953  
00:14:16.230 --> 00:14:17.770 from endowment and gifts.  
NOTE Confidence: 0.9860002  
00:14:18.554 --> 00:14:20.095 This is why we fundraise.  
NOTE Confidence: 0.9934515  
00:14:20.715 --> 00:14:21.995 This is why we work  
NOTE Confidence: 0.9934515  
00:14:21.995 --> 00:14:22.815 with our donors.  
NOTE Confidence: 0.9541953  
00:14:23.275 --> 00:14:25.115 But our revenue is fifty  
NOTE Confidence: 0.9541953  
00:14:25.115 --> 00:14:25.775 eight million.  
NOTE Confidence: 0.9950044  
00:14:26.555 --> 00:14:27.835 And you see the larger  
NOTE Confidence: 0.9950044  
00:14:27.835 --> 00:14:29.215 portion of grants.  
NOTE Confidence: 0.99882483  
00:14:31.910 --> 00:14:32.730 Our expenses  
NOTE Confidence: 0.97526515  
00:14:33.910 --> 00:14:35.450 are sixty one point three.  
NOTE Confidence: 0.9650437

00:14:35.990 --> 00:14:36.950 So there's a little gap  
NOTE Confidence: 0.9650437

00:14:36.950 --> 00:14:38.550 there. And I'm gonna talk  
NOTE Confidence: 0.9650437

00:14:38.550 --> 00:14:40.150 about that gap. But you  
NOTE Confidence: 0.9650437

00:14:40.150 --> 00:14:41.990 also see that seventy seven  
NOTE Confidence: 0.9650437

00:14:41.990 --> 00:14:43.750 percent of these expenses are  
NOTE Confidence: 0.9650437

00:14:43.750 --> 00:14:44.890 personnel related.  
NOTE Confidence: 0.991236

00:14:45.475 --> 00:14:46.995 We are not a department  
NOTE Confidence: 0.991236

00:14:46.995 --> 00:14:48.115 that relies on a lot  
NOTE Confidence: 0.991236

00:14:48.115 --> 00:14:49.795 of equipment. We rely on  
NOTE Confidence: 0.991236

00:14:49.795 --> 00:14:50.295 people.  
NOTE Confidence: 0.96692467

00:14:50.995 --> 00:14:53.095 Seventy seven percent is personnel  
NOTE Confidence: 0.98863417

00:14:53.475 --> 00:14:53.975 related.  
NOTE Confidence: 0.73221266

00:14:55.635 --> 00:14:56.935 So and  
NOTE Confidence: 0.89131564

00:14:57.395 --> 00:14:58.995 I'm share these slides so  
NOTE Confidence: 0.89131564

00:14:58.995 --> 00:15:00.215 you can see the breakdown.  
NOTE Confidence: 0.98718446

00:15:00.920 --> 00:15:02.520 But that's that's the revenue

NOTE Confidence: 0.98718446  
00:15:02.520 --> 00:15:03.420 and the expense.  
NOTE Confidence: 0.9814142  
00:15:05.800 --> 00:15:07.080 I wanted to go over  
NOTE Confidence: 0.9814142  
00:15:07.080 --> 00:15:08.780 before I go by mission  
NOTE Confidence: 0.93865687  
00:15:09.320 --> 00:15:10.760 because I told you that  
NOTE Confidence: 0.93865687  
00:15:10.760 --> 00:15:12.360 twenty four percent is based  
NOTE Confidence: 0.93865687  
00:15:12.360 --> 00:15:13.740 on endowments and gifts.  
NOTE Confidence: 0.98848706  
00:15:14.225 --> 00:15:15.105 I wanted to give you  
NOTE Confidence: 0.98848706  
00:15:15.105 --> 00:15:16.485 a little bit better breakdown  
NOTE Confidence: 0.98848706  
00:15:16.705 --> 00:15:18.305 of the endowments. We've been  
NOTE Confidence: 0.98848706  
00:15:18.305 --> 00:15:19.585 very fortunate to have a  
NOTE Confidence: 0.98848706  
00:15:19.585 --> 00:15:21.025 lot of endowments in this  
NOTE Confidence: 0.98848706  
00:15:21.025 --> 00:15:22.065 department and a lot of  
NOTE Confidence: 0.98848706  
00:15:22.065 --> 00:15:22.565 gifts.  
NOTE Confidence: 0.97074443  
00:15:23.265 --> 00:15:24.645 Some of those, the majority  
NOTE Confidence: 0.97074443  
00:15:24.705 --> 00:15:25.905 of them actually are with  
NOTE Confidence: 0.97074443

00:15:25.905 --> 00:15:27.045 individual faculty  
NOTE Confidence: 0.9656062

00:15:27.759 --> 00:15:29.360 in terms of chairs or  
NOTE Confidence: 0.9656062

00:15:29.360 --> 00:15:30.420 endowed programs.  
NOTE Confidence: 0.9562443

00:15:31.040 --> 00:15:32.319 And there's a small amount  
NOTE Confidence: 0.9562443

00:15:32.319 --> 00:15:33.920 that's with the department and  
NOTE Confidence: 0.9562443

00:15:33.920 --> 00:15:35.220 is so called unrestricted  
NOTE Confidence: 0.98700976

00:15:35.839 --> 00:15:37.279 that allows us to invest  
NOTE Confidence: 0.98700976

00:15:37.279 --> 00:15:38.399 and do a variety of  
NOTE Confidence: 0.98700976

00:15:38.399 --> 00:15:38.899 things.  
NOTE Confidence: 0.9982917

00:15:39.440 --> 00:15:40.319 So if you just look  
NOTE Confidence: 0.9982917

00:15:40.319 --> 00:15:41.459 at the first line  
NOTE Confidence: 0.95387346

00:15:42.165 --> 00:15:43.605 between f y twenty three  
NOTE Confidence: 0.95387346

00:15:43.605 --> 00:15:44.805 and f y twenty four,  
NOTE Confidence: 0.95387346

00:15:44.805 --> 00:15:46.404 there is a drop in  
NOTE Confidence: 0.95387346

00:15:46.404 --> 00:15:48.725 the in the, amount in  
NOTE Confidence: 0.95387346

00:15:48.725 --> 00:15:50.084 that and that reflects there

NOTE Confidence: 0.95387346  
00:15:50.084 --> 00:15:51.605 was one endowment that actually  
NOTE Confidence: 0.95387346  
00:15:51.605 --> 00:15:53.125 didn't belong in this department  
NOTE Confidence: 0.95387346  
00:15:53.125 --> 00:15:54.105 and got moved  
NOTE Confidence: 0.9996527  
00:15:54.420 --> 00:15:55.399 So that's the  
NOTE Confidence: 0.9772162  
00:15:56.420 --> 00:15:57.620 drop. But you wanna look  
NOTE Confidence: 0.9772162  
00:15:57.620 --> 00:15:58.820 at the very bottom at  
NOTE Confidence: 0.9772162  
00:15:58.820 --> 00:16:00.360 the very end last column,  
NOTE Confidence: 0.9772162  
00:16:00.420 --> 00:16:01.779 the six hundred and eleven  
NOTE Confidence: 0.9772162  
00:16:01.779 --> 00:16:02.279 thousand,  
NOTE Confidence: 0.99805707  
00:16:02.899 --> 00:16:04.820 ninety nine point five percent  
NOTE Confidence: 0.99805707  
00:16:04.820 --> 00:16:06.120 of that is restricted.  
NOTE Confidence: 0.9933082  
00:16:06.755 --> 00:16:08.035 What that means is that  
NOTE Confidence: 0.9933082  
00:16:08.035 --> 00:16:09.154 it has to be used  
NOTE Confidence: 0.9933082  
00:16:09.154 --> 00:16:10.695 for a specific purpose.  
NOTE Confidence: 0.999041  
00:16:11.955 --> 00:16:13.555 So that leaves about thirty  
NOTE Confidence: 0.999041

00:16:13.555 --> 00:16:14.055 thousand  
NOTE Confidence: 0.9959907  
00:16:14.595 --> 00:16:15.975 available to the department  
NOTE Confidence: 0.9987384  
00:16:16.675 --> 00:16:17.415 for unrestricted  
NOTE Confidence: 0.7294641  
00:16:18.035 --> 00:16:18.535 use.  
NOTE Confidence: 0.9725091  
00:16:21.470 --> 00:16:22.370 For someone  
NOTE Confidence: 0.97580546  
00:16:22.750 --> 00:16:25.070 needs something bought, someone has  
NOTE Confidence: 0.97580546  
00:16:25.070 --> 00:16:26.430 a gap. That's what we  
NOTE Confidence: 0.97580546  
00:16:26.430 --> 00:16:28.370 have. That's why we fundraise.  
NOTE Confidence: 0.97580546  
00:16:28.670 --> 00:16:30.290 We fundraise for unrestricted.  
NOTE Confidence: 0.99021393  
00:16:31.230 --> 00:16:32.190 And you can see that  
NOTE Confidence: 0.99021393  
00:16:32.190 --> 00:16:33.230 under the under the,  
NOTE Confidence: 0.9867592  
00:16:34.065 --> 00:16:35.765 oversight of various faculty,  
NOTE Confidence: 0.9852951  
00:16:36.145 --> 00:16:37.745 the total amount there in  
NOTE Confidence: 0.9852951  
00:16:37.745 --> 00:16:38.645 the last column  
NOTE Confidence: 0.9726034  
00:16:39.105 --> 00:16:40.385 and that much more of  
NOTE Confidence: 0.9726034  
00:16:40.385 --> 00:16:41.765 that is unrestricted.

NOTE Confidence: 0.9834577  
00:16:42.865 --> 00:16:44.385 So about thirty eight percent  
NOTE Confidence: 0.9834577  
00:16:44.385 --> 00:16:45.745 is restricted. The rest of  
NOTE Confidence: 0.9834577  
00:16:45.745 --> 00:16:46.725 it is unrestricted  
NOTE Confidence: 0.9796214  
00:16:47.520 --> 00:16:49.440 available to faculty for their  
NOTE Confidence: 0.9796214  
00:16:49.440 --> 00:16:51.680 use, not available for general  
NOTE Confidence: 0.9796214  
00:16:51.680 --> 00:16:52.740 department use.  
NOTE Confidence: 0.936726  
00:16:53.120 --> 00:16:54.400 But this is why we  
NOTE Confidence: 0.936726  
00:16:54.400 --> 00:16:55.380 again, fundraise.  
NOTE Confidence: 0.9134144  
00:16:57.840 --> 00:16:59.220 On our research mission,  
NOTE Confidence: 0.99865633  
00:16:59.735 --> 00:17:01.035 it is fully funded  
NOTE Confidence: 0.99143326  
00:17:01.415 --> 00:17:03.915 by unrestricted gifts, grants, endowments,  
NOTE Confidence: 0.99143326  
00:17:03.975 --> 00:17:05.355 and the general allocation,  
NOTE Confidence: 0.9696871  
00:17:05.815 --> 00:17:07.355 which I'll explain to you.  
NOTE Confidence: 0.9704606  
00:17:07.655 --> 00:17:09.335 There are indirect costs off  
NOTE Confidence: 0.9704606  
00:17:09.335 --> 00:17:10.615 of grants that come back  
NOTE Confidence: 0.9704606

00:17:10.615 --> 00:17:11.355 to the department.  
NOTE Confidence: 0.9760771

00:17:12.660 --> 00:17:14.500 The constriction in federal funding  
NOTE Confidence: 0.9760771

00:17:14.500 --> 00:17:16.340 that's happening is very likely  
NOTE Confidence: 0.9760771

00:17:16.340 --> 00:17:17.460 to require us to make  
NOTE Confidence: 0.9760771

00:17:17.460 --> 00:17:19.380 changes in individual labs with  
NOTE Confidence: 0.9760771

00:17:19.380 --> 00:17:20.600 more sharing of research  
NOTE Confidence: 0.9804294

00:17:21.060 --> 00:17:22.980 resources that's already starting and  
NOTE Confidence: 0.9804294

00:17:22.980 --> 00:17:24.900 something that Tom and others  
NOTE Confidence: 0.9804294

00:17:24.900 --> 00:17:25.960 are working on.  
NOTE Confidence: 0.9818134

00:17:26.955 --> 00:17:28.335 Our education mission,  
NOTE Confidence: 0.98701173

00:17:28.875 --> 00:17:30.794 we receive eighty percent support  
NOTE Confidence: 0.98701173

00:17:30.794 --> 00:17:32.155 from the hospital for our  
NOTE Confidence: 0.98701173

00:17:32.155 --> 00:17:33.375 psychiatry fellows  
NOTE Confidence: 0.95431155

00:17:33.755 --> 00:17:35.835 and the department provides twenty  
NOTE Confidence: 0.95431155

00:17:35.835 --> 00:17:37.835 percent of support and that  
NOTE Confidence: 0.95431155

00:17:37.835 --> 00:17:38.875 comes up to a little



NOTE Confidence: 0.95431155  
00:17:38.875 --> 00:17:40.095 over two hundred thousand.  
NOTE Confidence: 0.94054174  
00:17:41.980 --> 00:17:43.440 Our psychology fellows,  
NOTE Confidence: 0.99487996  
00:17:43.980 --> 00:17:45.500 and social work fellows are  
NOTE Confidence: 0.99487996  
00:17:45.500 --> 00:17:47.340 supported by unrestricted gifts and  
NOTE Confidence: 0.99487996  
00:17:47.340 --> 00:17:47.840 endowments.  
NOTE Confidence: 0.9750599  
00:17:48.780 --> 00:17:49.820 And I give you the  
NOTE Confidence: 0.9750599  
00:17:49.820 --> 00:17:51.500 number for FY twenty five  
NOTE Confidence: 0.9750599  
00:17:51.500 --> 00:17:53.040 support for those fellows.  
NOTE Confidence: 0.9986754  
00:17:54.284 --> 00:17:55.644 Our f y twenty six  
NOTE Confidence: 0.9986754  
00:17:55.644 --> 00:17:56.144 support  
NOTE Confidence: 0.8700354  
00:17:56.445 --> 00:17:58.304 education will will increase,  
NOTE Confidence: 0.97140765  
00:17:59.325 --> 00:18:01.004 cost will increase because we've  
NOTE Confidence: 0.97140765  
00:18:01.004 --> 00:18:02.225 been trying to align,  
NOTE Confidence: 0.99962723  
00:18:03.004 --> 00:18:04.784 where people are actually teaching  
NOTE Confidence: 0.99249303  
00:18:05.085 --> 00:18:06.625 versus working in the clinic.  
NOTE Confidence: 0.9617421

00:18:07.790 --> 00:18:08.910 But that those are those  
NOTE Confidence: 0.9617421

00:18:08.910 --> 00:18:10.050 two lines of business.  
NOTE Confidence: 0.9844395

00:18:11.070 --> 00:18:12.510 And then if you I  
NOTE Confidence: 0.9844395

00:18:12.510 --> 00:18:13.790 thought you should also know  
NOTE Confidence: 0.9844395

00:18:13.790 --> 00:18:14.690 about the administration.  
NOTE Confidence: 0.98849875

00:18:16.590 --> 00:18:17.650 Department administration  
NOTE Confidence: 0.8894623

00:18:18.030 --> 00:18:20.130 costs that is Ian, Christie,  
NOTE Confidence: 0.8894623

00:18:20.350 --> 00:18:21.470 the folks working in the  
NOTE Confidence: 0.8894623

00:18:21.470 --> 00:18:22.450 business office  
NOTE Confidence: 0.99210185

00:18:22.865 --> 00:18:23.685 are supported  
NOTE Confidence: 0.9590293

00:18:24.065 --> 00:18:25.744 by these grant indirects that  
NOTE Confidence: 0.9590293

00:18:25.744 --> 00:18:27.045 come back. The administrative  
NOTE Confidence: 0.98342675

00:18:27.345 --> 00:18:28.785 costs on grants that come  
NOTE Confidence: 0.98342675

00:18:28.785 --> 00:18:30.385 back. And that just shows  
NOTE Confidence: 0.98342675

00:18:30.385 --> 00:18:31.505 you the amount that we  
NOTE Confidence: 0.98342675

00:18:31.505 --> 00:18:32.965 get back each year

NOTE Confidence: 0.98420525  
00:18:33.425 --> 00:18:35.105 from the grants that we  
NOTE Confidence: 0.98420525  
00:18:35.105 --> 00:18:35.605 have.  
NOTE Confidence: 0.931644  
00:18:36.369 --> 00:18:37.809 And e and any part  
NOTE Confidence: 0.931644  
00:18:37.809 --> 00:18:39.750 that's not covered, we distribute  
NOTE Confidence: 0.931644  
00:18:39.890 --> 00:18:40.869 across the missions.  
NOTE Confidence: 0.9992808  
00:18:41.730 --> 00:18:43.030 And this is why  
NOTE Confidence: 0.9431537  
00:18:44.369 --> 00:18:46.390 there is such a worry  
NOTE Confidence: 0.9519167  
00:18:46.770 --> 00:18:48.609 about the indirect rates on  
NOTE Confidence: 0.9519167  
00:18:48.609 --> 00:18:50.070 the grants. As the indirect  
NOTE Confidence: 0.9519167  
00:18:50.130 --> 00:18:51.350 rates go down,  
NOTE Confidence: 0.9746645  
00:18:51.705 --> 00:18:53.225 there will be less freedom  
NOTE Confidence: 0.9746645  
00:18:53.225 --> 00:18:54.585 in the money coming, not  
NOTE Confidence: 0.9746645  
00:18:54.585 --> 00:18:56.024 just to our department, but  
NOTE Confidence: 0.9746645  
00:18:56.024 --> 00:18:57.085 a range of departments.  
NOTE Confidence: 0.9914731  
00:18:58.424 --> 00:19:00.365 That's why the indirect rate  
NOTE Confidence: 0.9914731

00:19:00.664 --> 00:19:01.945 is causing such,  
NOTE Confidence: 0.99889475  
00:19:02.345 --> 00:19:02.845 concern  
NOTE Confidence: 0.9964624  
00:19:03.385 --> 00:19:04.684 across universities.  
NOTE Confidence: 0.9991723  
00:19:06.000 --> 00:19:07.600 So there's really three things  
NOTE Confidence: 0.9991723  
00:19:07.600 --> 00:19:09.119 that we will need to  
NOTE Confidence: 0.9991723  
00:19:09.119 --> 00:19:09.619 do  
NOTE Confidence: 0.9739863  
00:19:10.080 --> 00:19:11.520 for these lines of business,  
NOTE Confidence: 0.9739863  
00:19:11.520 --> 00:19:12.400 and then I'll go to  
NOTE Confidence: 0.9739863  
00:19:12.400 --> 00:19:12.980 the clinical.  
NOTE Confidence: 0.9770252  
00:19:13.840 --> 00:19:15.280 We'll need to diversify our  
NOTE Confidence: 0.9770252  
00:19:15.280 --> 00:19:16.800 funding sources. And so many  
NOTE Confidence: 0.9770252  
00:19:16.800 --> 00:19:17.920 of you are already doing  
NOTE Confidence: 0.9770252  
00:19:17.920 --> 00:19:19.785 that, not just federal, but  
NOTE Confidence: 0.9461148  
00:19:20.585 --> 00:19:21.885 but foundation, etcetera.  
NOTE Confidence: 0.9953296  
00:19:22.665 --> 00:19:24.105 If we have special use  
NOTE Confidence: 0.9953296  
00:19:24.105 --> 00:19:25.805 funds under that unrestricted

NOTE Confidence: 0.9853216  
00:19:26.265 --> 00:19:27.325 endowment funds,  
NOTE Confidence: 0.9278052  
00:19:28.105 --> 00:19:28.925 save them,  
NOTE Confidence: 0.9939561  
00:19:30.105 --> 00:19:31.244 spend them wisely  
NOTE Confidence: 0.9636794  
00:19:32.090 --> 00:19:33.530 because we can save those  
NOTE Confidence: 0.9636794  
00:19:33.530 --> 00:19:34.430 year to year,  
NOTE Confidence: 0.99326915  
00:19:35.130 --> 00:19:36.650 save them, treat them like  
NOTE Confidence: 0.99326915  
00:19:36.650 --> 00:19:38.810 your personal bank account, save  
NOTE Confidence: 0.99326915  
00:19:38.810 --> 00:19:39.630 them carefully.  
NOTE Confidence: 0.9824721  
00:19:40.410 --> 00:19:41.790 And then most importantly,  
NOTE Confidence: 0.97340447  
00:19:42.330 --> 00:19:43.790 thinking about our values,  
NOTE Confidence: 0.9996005  
00:19:44.404 --> 00:19:45.304 we need to prioritize  
NOTE Confidence: 0.9934417  
00:19:46.404 --> 00:19:48.825 supporting junior faculty and fellows  
NOTE Confidence: 0.9445877  
00:19:49.125 --> 00:19:50.404 and be sure that we  
NOTE Confidence: 0.9445877  
00:19:50.404 --> 00:19:52.725 keep the the pipeline vital  
NOTE Confidence: 0.9445877  
00:19:52.725 --> 00:19:53.625 and well funded.  
NOTE Confidence: 0.944636

00:19:55.125 --> 00:19:56.484 So that's those two lines  
NOTE Confidence: 0.944636

00:19:56.484 --> 00:19:57.784 of business in the administrative.  
NOTE Confidence: 0.9583071

00:19:58.650 --> 00:19:59.530 Now let me turn to  
NOTE Confidence: 0.9583071

00:19:59.530 --> 00:20:00.810 the clinical because many of  
NOTE Confidence: 0.9583071

00:20:00.810 --> 00:20:02.410 you were asking questions about  
NOTE Confidence: 0.9583071

00:20:02.410 --> 00:20:02.910 that.  
NOTE Confidence: 0.92831516

00:20:04.250 --> 00:20:05.609 So the Child Study Center's  
NOTE Confidence: 0.92831516

00:20:05.609 --> 00:20:07.470 clinical mission at this point  
NOTE Confidence: 0.96569115

00:20:08.010 --> 00:20:09.050 has a two point eight  
NOTE Confidence: 0.96569115

00:20:09.050 --> 00:20:11.050 million dollars deficit in FY  
NOTE Confidence: 0.96569115

00:20:11.050 --> 00:20:12.765 twenty five under funds flow.  
NOTE Confidence: 0.96569115

00:20:13.005 --> 00:20:14.125 And I am going to  
NOTE Confidence: 0.96569115

00:20:14.125 --> 00:20:15.105 explain funds  
NOTE Confidence: 0.96455985

00:20:16.525 --> 00:20:18.305 flow. That represents a decrease  
NOTE Confidence: 0.96455985

00:20:18.605 --> 00:20:20.125 from the last year because  
NOTE Confidence: 0.96455985

00:20:20.125 --> 00:20:21.645 funds flow has taken some

NOTE Confidence: 0.96455985  
00:20:21.645 --> 00:20:23.165 of those central costs or  
NOTE Confidence: 0.96455985  
00:20:23.165 --> 00:20:25.165 those space costs, etcetera, and  
NOTE Confidence: 0.96455985  
00:20:25.165 --> 00:20:26.145 moved them off.  
NOTE Confidence: 0.9970301  
00:20:26.450 --> 00:20:27.970 So that is actually our  
NOTE Confidence: 0.9970301  
00:20:27.970 --> 00:20:28.950 clinical deficit.  
NOTE Confidence: 0.98902655  
00:20:30.450 --> 00:20:32.470 That deficit, I cannot emphasize  
NOTE Confidence: 0.98902655  
00:20:32.530 --> 00:20:33.030 enough,  
NOTE Confidence: 0.98143715  
00:20:33.410 --> 00:20:34.530 is going to be covered  
NOTE Confidence: 0.98143715  
00:20:34.530 --> 00:20:35.809 and continues to be covered  
NOTE Confidence: 0.98143715  
00:20:35.809 --> 00:20:36.690 by the Yale School of  
NOTE Confidence: 0.98143715  
00:20:36.690 --> 00:20:37.190 Medicine.  
NOTE Confidence: 0.9666997  
00:20:38.290 --> 00:20:39.730 But we have agreement with  
NOTE Confidence: 0.9666997  
00:20:39.730 --> 00:20:41.234 that, And our agreement is  
NOTE Confidence: 0.9666997  
00:20:41.234 --> 00:20:42.595 we will do our best  
NOTE Confidence: 0.9666997  
00:20:42.595 --> 00:20:44.055 to reduce that deficit,  
NOTE Confidence: 0.999229

00:20:45.395 --> 00:20:46.695 to be budget neutral.  
NOTE Confidence: 0.99745744

00:20:47.555 --> 00:20:48.515 So here are the three  
NOTE Confidence: 0.99745744

00:20:48.515 --> 00:20:49.635 things that I want to  
NOTE Confidence: 0.99745744

00:20:49.635 --> 00:20:51.335 talk about related to that.  
NOTE Confidence: 0.9598792

00:20:51.715 --> 00:20:52.915 One is what is funds  
NOTE Confidence: 0.9598792

00:20:52.915 --> 00:20:53.415 flow?  
NOTE Confidence: 0.9907188

00:20:53.960 --> 00:20:55.000 It's a term we keep  
NOTE Confidence: 0.9907188

00:20:55.000 --> 00:20:55.820 throwing around.  
NOTE Confidence: 0.99279517

00:20:57.240 --> 00:20:58.300 What are the contributions  
NOTE Confidence: 0.97295403

00:20:58.680 --> 00:21:00.359 to that deficit and how  
NOTE Confidence: 0.97295403

00:21:00.359 --> 00:21:01.640 can we all come together  
NOTE Confidence: 0.97295403

00:21:01.640 --> 00:21:02.700 to reduce it?  
NOTE Confidence: 0.8839604

00:21:03.400 --> 00:21:04.680 And again, I want to  
NOTE Confidence: 0.8839604

00:21:04.680 --> 00:21:06.940 I wanna actually emphasize that  
NOTE Confidence: 0.9681994

00:21:08.315 --> 00:21:09.755 I'm very glad that you  
NOTE Confidence: 0.9681994

00:21:09.755 --> 00:21:11.135 asked to hear about this



NOTE Confidence: 0.9681994  
00:21:11.275 --> 00:21:12.475 because this would not have  
NOTE Confidence: 0.9681994  
00:21:12.475 --> 00:21:13.835 necessarily would have been what  
NOTE Confidence: 0.9681994  
00:21:13.835 --> 00:21:14.715 I would have led off  
NOTE Confidence: 0.9681994  
00:21:14.715 --> 00:21:15.215 with.  
NOTE Confidence: 0.9990934  
00:21:15.755 --> 00:21:16.255 So  
NOTE Confidence: 0.99083513  
00:21:16.555 --> 00:21:18.255 I want also to encourage  
NOTE Confidence: 0.99083513  
00:21:18.315 --> 00:21:18.815 questions.  
NOTE Confidence: 0.99979746  
00:21:19.195 --> 00:21:20.234 I want you to be  
NOTE Confidence: 0.99979746  
00:21:20.234 --> 00:21:21.215 fully aware  
NOTE Confidence: 0.9977721  
00:21:21.670 --> 00:21:23.510 of the financial health of  
NOTE Confidence: 0.9977721  
00:21:23.510 --> 00:21:24.250 our department.  
NOTE Confidence: 0.94964385  
00:21:25.590 --> 00:21:27.110 So first off, I'm going  
NOTE Confidence: 0.94964385  
00:21:27.110 --> 00:21:27.910 to do just a little  
NOTE Confidence: 0.94964385  
00:21:27.910 --> 00:21:29.510 bit of level setting because  
NOTE Confidence: 0.94964385  
00:21:29.510 --> 00:21:31.030 I've talked about this in  
NOTE Confidence: 0.94964385

00:21:31.030 --> 00:21:32.390 various settings, but not with  
NOTE Confidence: 0.94964385

00:21:32.390 --> 00:21:32.890 everyone.  
NOTE Confidence: 0.99071324

00:21:34.645 --> 00:21:36.645 So an academic health system  
NOTE Confidence: 0.99071324

00:21:36.645 --> 00:21:37.705 is what we are.  
NOTE Confidence: 0.98948085

00:21:38.645 --> 00:21:40.165 And in an academic health  
NOTE Confidence: 0.98948085

00:21:40.165 --> 00:21:41.525 system, you have a medical  
NOTE Confidence: 0.98948085

00:21:41.525 --> 00:21:42.565 school and you have a  
NOTE Confidence: 0.98948085

00:21:42.565 --> 00:21:43.065 hospital.  
NOTE Confidence: 0.9769705

00:21:43.925 --> 00:21:45.285 And sometimes those two are  
NOTE Confidence: 0.9769705

00:21:45.285 --> 00:21:46.265 the same entity.  
NOTE Confidence: 0.9867979

00:21:46.730 --> 00:21:48.090 In our system, they are  
NOTE Confidence: 0.9867979

00:21:48.090 --> 00:21:49.150 two separate entities  
NOTE Confidence: 0.9475543

00:21:49.690 --> 00:21:51.850 and funds flow from one  
NOTE Confidence: 0.9475543

00:21:51.850 --> 00:21:52.670 to the other.  
NOTE Confidence: 0.99002

00:21:53.530 --> 00:21:54.810 And in this new funds  
NOTE Confidence: 0.99002

00:21:54.810 --> 00:21:55.550 flow system,

NOTE Confidence: 0.9712997

00:21:55.930 --> 00:21:57.450 the hospital right over there

NOTE Confidence: 0.9712997

00:21:57.450 --> 00:21:58.830 across the street here

NOTE Confidence: 0.9673023

00:21:59.215 --> 00:22:01.055 is sending funds over to

NOTE Confidence: 0.9673023

00:22:01.055 --> 00:22:02.115 the School of Medicine

NOTE Confidence: 0.9374919

00:22:02.655 --> 00:22:04.415 to actually pay for our

NOTE Confidence: 0.9374919

00:22:04.415 --> 00:22:05.555 clinical services,

NOTE Confidence: 0.99936974

00:22:06.175 --> 00:22:07.215 to pay us for the

NOTE Confidence: 0.99936974

00:22:07.215 --> 00:22:08.835 clinical work that we do

NOTE Confidence: 0.9710936

00:22:09.775 --> 00:22:10.975 Many of you have seen

NOTE Confidence: 0.9710936

00:22:10.975 --> 00:22:12.115 this slide before

NOTE Confidence: 0.9409196

00:22:13.390 --> 00:22:14.670 That we Here is the

NOTE Confidence: 0.9409196

00:22:14.670 --> 00:22:16.109 Yale New Haven Health System

NOTE Confidence: 0.9409196

00:22:16.109 --> 00:22:17.470 with the four hospitals that

NOTE Confidence: 0.9409196

00:22:17.470 --> 00:22:18.609 are a part of it.

NOTE Confidence: 0.8757922

00:22:19.230 --> 00:22:21.390 Greenwich Bridgeport's Lawrence Memorial and

NOTE Confidence: 0.8757922

00:22:21.390 --> 00:22:22.609 the York Street campus,  
NOTE Confidence: 0.9659177

00:22:23.309 --> 00:22:24.750 which has a relationship to  
NOTE Confidence: 0.9659177

00:22:24.750 --> 00:22:25.730 the Yale University.  
NOTE Confidence: 0.803918

00:22:26.030 --> 00:22:27.390 The school of medicine is  
NOTE Confidence: 0.803918

00:22:27.390 --> 00:22:28.605 within the university. Yale  
NOTE Confidence: 0.90207976

00:22:40.605 --> 00:22:41.665 clinical departments  
NOTE Confidence: 0.98702186

00:22:42.150 --> 00:22:43.990 and we are closely related  
NOTE Confidence: 0.98702186

00:22:43.990 --> 00:22:45.430 to Yale New Haven Children's  
NOTE Confidence: 0.98702186

00:22:45.430 --> 00:22:46.970 Hospital. We are a partner  
NOTE Confidence: 0.98702186

00:22:47.030 --> 00:22:48.170 in children's hospital.  
NOTE Confidence: 0.9974204

00:22:49.030 --> 00:22:50.310 What we're talking about is  
NOTE Confidence: 0.9974204

00:22:50.310 --> 00:22:51.830 funds now coming from the  
NOTE Confidence: 0.9974204

00:22:51.830 --> 00:22:52.330 hospital  
NOTE Confidence: 0.977939

00:22:53.270 --> 00:22:54.790 to the Child Study Center  
NOTE Confidence: 0.977939

00:22:54.790 --> 00:22:56.330 or the other clinical departments,  
NOTE Confidence: 0.977939

00:22:56.470 --> 00:22:57.690 but most relevant

NOTE Confidence: 0.9982955  
00:22:58.304 --> 00:22:58.804 is  
NOTE Confidence: 0.99802166  
00:23:00.625 --> 00:23:01.904 us. So this is the  
NOTE Confidence: 0.99802166  
00:23:01.904 --> 00:23:04.005 last really technical slide.  
NOTE Confidence: 0.98008835  
00:23:05.664 --> 00:23:07.125 Here are the five components  
NOTE Confidence: 0.98008835  
00:23:07.345 --> 00:23:09.105 of funds flow. First is  
NOTE Confidence: 0.98008835  
00:23:09.105 --> 00:23:11.100 that clinical payment that comes  
NOTE Confidence: 0.98008835  
00:23:11.100 --> 00:23:12.220 based on the patients we  
NOTE Confidence: 0.98008835  
00:23:12.220 --> 00:23:13.820 see. Isn't that an incredibly  
NOTE Confidence: 0.98008835  
00:23:13.820 --> 00:23:14.720 innovative idea?  
NOTE Confidence: 0.97582436  
00:23:15.820 --> 00:23:17.420 Based on the clinical work  
NOTE Confidence: 0.97582436  
00:23:17.420 --> 00:23:19.740 you do, funding comes based  
NOTE Confidence: 0.97582436  
00:23:19.740 --> 00:23:21.260 on that, and it's based  
NOTE Confidence: 0.97582436  
00:23:21.260 --> 00:23:22.000 on RVUs,  
NOTE Confidence: 0.9521249  
00:23:22.300 --> 00:23:23.600 relative value units.  
NOTE Confidence: 0.950049  
00:23:23.955 --> 00:23:25.154 But there's a dollar per  
NOTE Confidence: 0.950049

00:23:25.154 --> 00:23:26.914 RVU, and it comes based  
NOTE Confidence: 0.950049

00:23:26.914 --> 00:23:27.575 on that.  
NOTE Confidence: 0.98859596

00:23:28.115 --> 00:23:29.875 See more patients, more funding  
NOTE Confidence: 0.98859596

00:23:29.875 --> 00:23:32.115 comes. It is not based  
NOTE Confidence: 0.98859596

00:23:32.115 --> 00:23:33.955 on commercial payer. It is  
NOTE Confidence: 0.98859596

00:23:33.955 --> 00:23:35.255 not based on Medicaid.  
NOTE Confidence: 0.97981673

00:23:35.875 --> 00:23:37.075 All of that now is  
NOTE Confidence: 0.97981673

00:23:37.075 --> 00:23:38.855 blind. We are simply  
NOTE Confidence: 0.9995184

00:23:39.400 --> 00:23:40.600 paid for the work that  
NOTE Confidence: 0.9995184

00:23:40.600 --> 00:23:41.340 we do.  
NOTE Confidence: 0.9211667

00:23:42.520 --> 00:23:44.760 The second component is what  
NOTE Confidence: 0.9211667

00:23:44.760 --> 00:23:46.600 we call purchase services that  
NOTE Confidence: 0.9211667

00:23:46.600 --> 00:23:48.380 is like the hospital services,  
NOTE Confidence: 0.9211667

00:23:48.520 --> 00:23:49.500 medical directorships.  
NOTE Confidence: 0.9661261

00:23:50.520 --> 00:23:52.119 We don't control flow about  
NOTE Confidence: 0.9661261

00:23:52.119 --> 00:23:54.284 that, so they're simply paid

NOTE Confidence: 0.9661261  
00:23:54.284 --> 00:23:56.145 for by the health system.  
NOTE Confidence: 0.99391925  
00:23:57.164 --> 00:23:58.544 And then the third component  
NOTE Confidence: 0.99391925  
00:23:58.684 --> 00:24:00.465 are our clinical overhead expenses.  
NOTE Confidence: 0.9950294  
00:24:01.005 --> 00:24:02.605 There's a certain component of  
NOTE Confidence: 0.9950294  
00:24:02.605 --> 00:24:04.365 overhead that comes with funds  
NOTE Confidence: 0.9950294  
00:24:04.365 --> 00:24:04.865 flow.  
NOTE Confidence: 0.9655615  
00:24:05.970 --> 00:24:07.510 If everything goes well,  
NOTE Confidence: 0.9694564  
00:24:08.450 --> 00:24:09.650 and remember I said that  
NOTE Confidence: 0.9694564  
00:24:09.650 --> 00:24:10.850 there are headwinds in the  
NOTE Confidence: 0.9694564  
00:24:10.850 --> 00:24:12.850 way medicine and practice now,  
NOTE Confidence: 0.9694564  
00:24:12.850 --> 00:24:14.550 but if everything goes well  
NOTE Confidence: 0.9694564  
00:24:14.609 --> 00:24:16.150 and there's actually a positive  
NOTE Confidence: 0.9694564  
00:24:16.290 --> 00:24:16.790 balance,  
NOTE Confidence: 0.9353323  
00:24:17.250 --> 00:24:18.390 then there will be,  
NOTE Confidence: 0.9890791  
00:24:18.805 --> 00:24:20.645 the school will share that  
NOTE Confidence: 0.9890791

00:24:20.645 --> 00:24:22.405 positive balance across all the  
NOTE Confidence: 0.9890791

00:24:22.405 --> 00:24:22.905 departments  
NOTE Confidence: 0.9179178

00:24:23.845 --> 00:24:25.225 and there will be academic  
NOTE Confidence: 0.9179178

00:24:25.365 --> 00:24:26.984 support shared across.  
NOTE Confidence: 0.99662536

00:24:27.365 --> 00:24:28.565 We're not to that point  
NOTE Confidence: 0.99662536

00:24:28.565 --> 00:24:30.165 yet. We're really to the  
NOTE Confidence: 0.99662536

00:24:30.165 --> 00:24:31.685 point of everybody trying to  
NOTE Confidence: 0.99662536

00:24:31.685 --> 00:24:32.825 be budget neutral.  
NOTE Confidence: 0.9424913

00:24:35.380 --> 00:24:36.420 And I'm gonna those are  
NOTE Confidence: 0.9424913

00:24:36.420 --> 00:24:37.300 the ones that are most  
NOTE Confidence: 0.9424913

00:24:37.300 --> 00:24:38.900 relevant to us and the  
NOTE Confidence: 0.9424913

00:24:38.900 --> 00:24:40.740 clinical payment is much, much  
NOTE Confidence: 0.9424913

00:24:40.740 --> 00:24:41.880 relevant to us.  
NOTE Confidence: 0.95504475

00:24:43.060 --> 00:24:44.500 So here in summary is  
NOTE Confidence: 0.95504475

00:24:44.500 --> 00:24:45.800 the funds flow approach.  
NOTE Confidence: 0.9858322

00:24:47.395 --> 00:24:48.934 The funds for clinical services



NOTE Confidence: 0.9858322  
00:24:49.075 --> 00:24:50.195 come based on, as I  
NOTE Confidence: 0.9858322  
00:24:50.195 --> 00:24:51.895 said, patients seen  
NOTE Confidence: 0.90542334  
00:24:52.275 --> 00:24:53.554 or what's called a dollar  
NOTE Confidence: 0.90542334  
00:24:53.554 --> 00:24:54.775 per RBU model  
NOTE Confidence: 0.93691576  
00:24:55.875 --> 00:24:57.955 The essential clinical services, such  
NOTE Confidence: 0.93691576  
00:24:57.955 --> 00:24:59.655 as our hospital based services,  
NOTE Confidence: 0.93691576  
00:24:59.875 --> 00:25:01.715 are a staffing or purchase  
NOTE Confidence: 0.93691576  
00:25:01.715 --> 00:25:02.615 service model  
NOTE Confidence: 0.9799956  
00:25:03.640 --> 00:25:05.480 The funds coming are not  
NOTE Confidence: 0.9799956  
00:25:05.480 --> 00:25:06.700 dependent on insurance.  
NOTE Confidence: 0.965277  
00:25:07.320 --> 00:25:08.440 All those things that we  
NOTE Confidence: 0.965277  
00:25:08.440 --> 00:25:09.480 used to talk about in  
NOTE Confidence: 0.965277  
00:25:09.480 --> 00:25:11.400 previous opening talks about space  
NOTE Confidence: 0.965277  
00:25:11.400 --> 00:25:12.619 cost, etcetera, etcetera,  
NOTE Confidence: 0.7608149  
00:25:13.080 --> 00:25:13.580 gone,  
NOTE Confidence: 0.9399997

00:25:14.200 --> 00:25:15.980 gone, covered by central.  
NOTE Confidence: 0.95970565

00:25:17.025 --> 00:25:17.905 And the goal of the  
NOTE Confidence: 0.95970565

00:25:17.905 --> 00:25:19.505 fund flow approach is that  
NOTE Confidence: 0.95970565

00:25:19.505 --> 00:25:21.425 all departments, not just us,  
NOTE Confidence: 0.95970565

00:25:21.425 --> 00:25:22.705 should be at least budget  
NOTE Confidence: 0.95970565

00:25:22.705 --> 00:25:23.205 neutral  
NOTE Confidence: 0.98926383

00:25:23.984 --> 00:25:25.365 in their clinical mission  
NOTE Confidence: 0.9248162

00:25:26.545 --> 00:25:27.505 So how do we get  
NOTE Confidence: 0.9248162

00:25:27.505 --> 00:25:28.005 there?  
NOTE Confidence: 0.9974777

00:25:29.900 --> 00:25:31.200 So these are the components  
NOTE Confidence: 0.9335519

00:25:31.660 --> 00:25:33.980 of our clinical deficit under  
NOTE Confidence: 0.9335519

00:25:33.980 --> 00:25:34.799 funds flow,  
NOTE Confidence: 0.9819207

00:25:35.179 --> 00:25:36.299 or in other words, what  
NOTE Confidence: 0.9819207

00:25:36.299 --> 00:25:37.660 are the various buckets that  
NOTE Confidence: 0.9819207

00:25:37.660 --> 00:25:39.020 we need to address to  
NOTE Confidence: 0.9819207

00:25:39.020 --> 00:25:40.320 get to budget neutral?

NOTE Confidence: 0.99011797  
00:25:41.020 --> 00:25:42.539 The top two are under  
NOTE Confidence: 0.99011797  
00:25:42.539 --> 00:25:43.359 our control.  
NOTE Confidence: 0.9644758  
00:25:44.425 --> 00:25:46.265 Clinical productivity, that is the  
NOTE Confidence: 0.9644758  
00:25:46.265 --> 00:25:47.725 number of people we see.  
NOTE Confidence: 0.8472797  
00:25:48.505 --> 00:25:49.325 And also,  
NOTE Confidence: 0.9983506  
00:25:50.425 --> 00:25:51.325 how do we  
NOTE Confidence: 0.85285634  
00:25:51.785 --> 00:25:52.605 our parsimonious  
NOTE Confidence: 0.98282576  
00:25:53.065 --> 00:25:54.185 and use and use our  
NOTE Confidence: 0.98282576  
00:25:54.185 --> 00:25:55.244 clinical administrative  
NOTE Confidence: 0.9689605  
00:25:55.545 --> 00:25:57.085 non billable time parsimoniously  
NOTE Confidence: 0.9652834  
00:25:57.705 --> 00:25:59.120 so that people have time  
NOTE Confidence: 0.9652834  
00:25:59.120 --> 00:26:00.260 to see patients.  
NOTE Confidence: 0.99933445  
00:26:00.800 --> 00:26:02.160 Both of those are under  
NOTE Confidence: 0.99933445  
00:26:02.160 --> 00:26:02.820 our control.  
NOTE Confidence: 0.95882845  
00:26:04.160 --> 00:26:05.619 The bottom two in purple,  
NOTE Confidence: 0.9616144

00:26:06.080 --> 00:26:07.700 that is getting some adjustments

NOTE Confidence: 0.9616144

00:26:07.760 --> 00:26:08.960 to the funds flow model,

NOTE Confidence: 0.9616144

00:26:08.960 --> 00:26:10.180 making certain things,

NOTE Confidence: 0.9879765

00:26:10.480 --> 00:26:12.480 staffing model, etcetera, or thinking

NOTE Confidence: 0.9879765

00:26:12.480 --> 00:26:14.420 about alternative revenue sources

NOTE Confidence: 0.9592167

00:26:14.855 --> 00:26:16.395 are future and less

NOTE Confidence: 0.9996816

00:26:16.835 --> 00:26:17.335 under

NOTE Confidence: 0.99885845

00:26:17.775 --> 00:26:18.275 our

NOTE Confidence: 0.9845486

00:26:18.715 --> 00:26:19.215 control.

NOTE Confidence: 0.9512286

00:26:19.655 --> 00:26:21.355 Yeah. Staffing model is

NOTE Confidence: 0.95213836

00:26:21.655 --> 00:26:22.795 it's like the ED.

NOTE Confidence: 0.984241

00:26:23.175 --> 00:26:24.295 So in the ED, you

NOTE Confidence: 0.984241

00:26:24.295 --> 00:26:25.655 can't control the number of

NOTE Confidence: 0.984241

00:26:25.655 --> 00:26:27.015 people you see. Some days

NOTE Confidence: 0.984241

00:26:27.015 --> 00:26:27.515 it's

NOTE Confidence: 0.9504953

00:26:27.815 --> 00:26:29.175 it's a deluge and some

NOTE Confidence: 0.9504953  
00:26:29.175 --> 00:26:30.809 days it's no one. So  
NOTE Confidence: 0.9504953  
00:26:30.809 --> 00:26:32.169 it's not fair then to  
NOTE Confidence: 0.9504953  
00:26:32.169 --> 00:26:33.450 have that on a dollar  
NOTE Confidence: 0.9504953  
00:26:33.450 --> 00:26:34.190 per RVU.  
NOTE Confidence: 0.97490406  
00:26:35.289 --> 00:26:36.330 You'd have to because you  
NOTE Confidence: 0.97490406  
00:26:36.330 --> 00:26:37.289 have to have people in  
NOTE Confidence: 0.97490406  
00:26:37.289 --> 00:26:38.590 the ED all the time.  
NOTE Confidence: 0.97490406  
00:26:38.809 --> 00:26:40.009 So that's what a staffing  
NOTE Confidence: 0.97490406  
00:26:40.009 --> 00:26:40.909 model is.  
NOTE Confidence: 0.9960908  
00:26:44.225 --> 00:26:45.265 So here are the key  
NOTE Confidence: 0.9960908  
00:26:45.265 --> 00:26:46.465 points that I really want  
NOTE Confidence: 0.9960908  
00:26:46.465 --> 00:26:47.445 you to hold  
NOTE Confidence: 0.9788445  
00:26:47.825 --> 00:26:49.825 for your question about the  
NOTE Confidence: 0.9788445  
00:26:49.825 --> 00:26:51.285 financial health of the department.  
NOTE Confidence: 0.9679187  
00:26:52.145 --> 00:26:53.665 School of Medicine will continue  
NOTE Confidence: 0.9679187

00:26:53.665 --> 00:26:55.345 to support our clinical practice.

NOTE Confidence: 0.9679187

00:26:55.345 --> 00:26:57.119 They're not stopping to support.

NOTE Confidence: 0.9635124

00:26:57.440 --> 00:26:58.960 There's the agreement though that

NOTE Confidence: 0.9635124

00:26:58.960 --> 00:27:00.100 we do our part

NOTE Confidence: 0.99330425

00:27:00.400 --> 00:27:01.600 as much as we can

NOTE Confidence: 0.99330425

00:27:01.600 --> 00:27:03.300 to bring this deficit down.

NOTE Confidence: 0.97526526

00:27:04.240 --> 00:27:05.520 We need to continue our

NOTE Confidence: 0.97526526

00:27:05.520 --> 00:27:07.600 legislative policy work that's really

NOTE Confidence: 0.97526526

00:27:07.600 --> 00:27:08.100 important,

NOTE Confidence: 0.9393478

00:27:08.960 --> 00:27:10.480 continue to align closely with

NOTE Confidence: 0.9393478

00:27:10.480 --> 00:27:11.619 the Children's Hospital.

NOTE Confidence: 0.9834345

00:27:12.005 --> 00:27:13.065 And most importantly,

NOTE Confidence: 0.9730767

00:27:13.765 --> 00:27:14.885 while this sounds like a

NOTE Confidence: 0.9730767

00:27:14.885 --> 00:27:16.165 challenge, it is a challenge

NOTE Confidence: 0.9730767

00:27:16.165 --> 00:27:17.605 that I know as a

NOTE Confidence: 0.9730767

00:27:17.605 --> 00:27:19.365 department we can meet. We

NOTE Confidence: 0.9730767

00:27:19.365 --> 00:27:20.965 already are. I know we

NOTE Confidence: 0.9730767

00:27:20.965 --> 00:27:22.085 can. And I'm gonna say

NOTE Confidence: 0.9730767

00:27:22.085 --> 00:27:23.285 more about that in a

NOTE Confidence: 0.9730767

00:27:23.285 --> 00:27:23.785 bit.

NOTE Confidence: 0.99527866

00:27:25.960 --> 00:27:27.160 But is it all about

NOTE Confidence: 0.99527866

00:27:27.160 --> 00:27:27.660 finances?

NOTE Confidence: 0.9797046

00:27:29.320 --> 00:27:30.679 I know it sounds like,

NOTE Confidence: 0.9797046

00:27:30.679 --> 00:27:31.720 and I know it's been

NOTE Confidence: 0.9797046

00:27:31.720 --> 00:27:32.940 sounding like

NOTE Confidence: 0.95805407

00:27:33.240 --> 00:27:34.859 it's all about finances.

NOTE Confidence: 0.9885124

00:27:35.640 --> 00:27:36.140 No.

NOTE Confidence: 0.99954134

00:27:36.679 --> 00:27:37.799 It is not all about

NOTE Confidence: 0.99954134

00:27:37.799 --> 00:27:38.299 finances.

NOTE Confidence: 0.99562806

00:27:39.615 --> 00:27:41.375 Finances drive us to be

NOTE Confidence: 0.99562806

00:27:41.375 --> 00:27:42.175 able to do what we

NOTE Confidence: 0.99562806

00:27:42.175 --> 00:27:43.935 do, but it's actually about  
NOTE Confidence: 0.99562806

00:27:43.935 --> 00:27:45.315 the people we care for.  
NOTE Confidence: 0.9996735

00:27:46.255 --> 00:27:48.115 It's about the clinical sophistication  
NOTE Confidence: 0.9979799

00:27:48.734 --> 00:27:49.715 that we bring.  
NOTE Confidence: 0.9921395

00:27:50.415 --> 00:27:51.775 It's about the patients who  
NOTE Confidence: 0.9921395

00:27:51.775 --> 00:27:52.975 come to us because they  
NOTE Confidence: 0.9921395

00:27:52.975 --> 00:27:54.119 haven't been able to find  
NOTE Confidence: 0.9921395

00:27:54.119 --> 00:27:55.420 help anywhere else.  
NOTE Confidence: 0.9981977

00:27:56.520 --> 00:27:57.720 That is what we need  
NOTE Confidence: 0.9981977

00:27:57.720 --> 00:27:59.100 to continue to balance  
NOTE Confidence: 0.8279319

00:27:59.640 --> 00:28:00.859 a clinical excellence  
NOTE Confidence: 0.9710531

00:28:01.160 --> 00:28:01.900 with fiscal  
NOTE Confidence: 0.9588437

00:28:02.440 --> 00:28:02.940 responsibility.  
NOTE Confidence: 0.9984988

00:28:04.440 --> 00:28:05.400 And I would just say  
NOTE Confidence: 0.9984988

00:28:05.400 --> 00:28:06.520 that we have a different  
NOTE Confidence: 0.9984988

00:28:06.520 --> 00:28:07.420 set of values.



NOTE Confidence: 0.98316705  
00:28:08.445 --> 00:28:09.885 Those entering the mental health  
NOTE Confidence: 0.98316705  
00:28:09.885 --> 00:28:11.325 research and clinical work are  
NOTE Confidence: 0.98316705  
00:28:11.325 --> 00:28:12.705 often not as transactional  
NOTE Confidence: 0.9981624  
00:28:13.725 --> 00:28:15.244 as our colleagues that might  
NOTE Confidence: 0.9981624  
00:28:15.244 --> 00:28:16.544 be in medical business.  
NOTE Confidence: 0.96227133  
00:28:17.164 --> 00:28:18.924 They're much more about values  
NOTE Confidence: 0.96227133  
00:28:18.924 --> 00:28:20.544 and clinical care and centering  
NOTE Confidence: 0.96227133  
00:28:20.605 --> 00:28:21.105 patients.  
NOTE Confidence: 0.9981394  
00:28:21.769 --> 00:28:23.389 And we are also extraordinarily  
NOTE Confidence: 0.98741734  
00:28:23.690 --> 00:28:25.210 committed to our patients for  
NOTE Confidence: 0.98741734  
00:28:25.210 --> 00:28:26.909 very long periods of time,  
NOTE Confidence: 0.98741734  
00:28:26.970 --> 00:28:28.169 and we find it quite  
NOTE Confidence: 0.98741734  
00:28:28.169 --> 00:28:28.669 challenging  
NOTE Confidence: 0.97649544  
00:28:29.850 --> 00:28:31.369 if there's not another level  
NOTE Confidence: 0.97649544  
00:28:31.369 --> 00:28:32.109 of care  
NOTE Confidence: 0.9861703

00:28:32.730 --> 00:28:34.909 to actually discharge them.  
NOTE Confidence: 0.9997265

00:28:35.315 --> 00:28:36.934 We find it quite challenging  
NOTE Confidence: 0.99258745

00:28:37.635 --> 00:28:39.395 to balance being paid with  
NOTE Confidence: 0.99258745

00:28:39.395 --> 00:28:40.054 a responsibility  
NOTE Confidence: 0.9977927

00:28:40.755 --> 00:28:42.455 to actually care for people.  
NOTE Confidence: 0.9789578

00:28:43.475 --> 00:28:45.155 Our three missions have very  
NOTE Confidence: 0.9789578

00:28:45.155 --> 00:28:46.755 different needs and thus different  
NOTE Confidence: 0.9789578

00:28:46.755 --> 00:28:48.355 definitions of excellence, but we're  
NOTE Confidence: 0.9789578

00:28:48.355 --> 00:28:50.195 driven by excellence for in  
NOTE Confidence: 0.9789578

00:28:50.195 --> 00:28:51.015 all of them.  
NOTE Confidence: 0.9643284

00:28:52.010 --> 00:28:53.370 And I would say striking  
NOTE Confidence: 0.9643284

00:28:53.370 --> 00:28:55.870 this balance between fiscal responsibility  
NOTE Confidence: 0.9643284

00:28:56.169 --> 00:28:57.770 and clinical excellence is not  
NOTE Confidence: 0.9643284

00:28:57.770 --> 00:28:59.210 a simple, it's done, we've  
NOTE Confidence: 0.9643284

00:28:59.210 --> 00:29:00.490 got it. We have to  
NOTE Confidence: 0.9643284

00:29:00.490 --> 00:29:02.590 constantly pay attention to it.

NOTE Confidence: 0.95306796  
00:29:04.304 --> 00:29:05.505 But I also wanna bring  
NOTE Confidence: 0.95306796  
00:29:05.505 --> 00:29:07.105 you into forecasting a future  
NOTE Confidence: 0.95306796  
00:29:07.105 --> 00:29:07.605 need.  
NOTE Confidence: 0.98912525  
00:29:09.184 --> 00:29:10.965 And these are about outpatient  
NOTE Confidence: 0.98912525  
00:29:11.105 --> 00:29:12.965 as well as inpatient services  
NOTE Confidence: 0.98700583  
00:29:13.664 --> 00:29:15.345 forecasted over the next ten  
NOTE Confidence: 0.98700583  
00:29:15.345 --> 00:29:17.445 years by the Children's Hospital,  
NOTE Confidence: 0.8094072  
00:29:18.225 --> 00:29:19.284 national organization.  
NOTE Confidence: 0.9659851  
00:29:20.830 --> 00:29:22.370 First, look on the green.  
NOTE Confidence: 0.97767025  
00:29:23.549 --> 00:29:24.750 On the green bar, you  
NOTE Confidence: 0.97767025  
00:29:24.750 --> 00:29:26.530 see that behavioral health services  
NOTE Confidence: 0.97767025  
00:29:26.669 --> 00:29:28.590 are forecasted to increase twenty  
NOTE Confidence: 0.97767025  
00:29:28.590 --> 00:29:30.909 five percent, outpatient services twenty  
NOTE Confidence: 0.97767025  
00:29:30.909 --> 00:29:32.190 five percent over the next  
NOTE Confidence: 0.97767025  
00:29:32.190 --> 00:29:32.929 ten years.  
NOTE Confidence: 0.9647299

00:29:33.230 --> 00:29:34.850 The need. The need.  
NOTE Confidence: 0.97694016

00:29:35.775 --> 00:29:37.375 And in the orange are  
NOTE Confidence: 0.97694016

00:29:37.375 --> 00:29:39.235 inpatient days that are forecasted  
NOTE Confidence: 0.97694016

00:29:39.375 --> 00:29:41.075 to increase thirty four percent  
NOTE Confidence: 0.97694016

00:29:41.375 --> 00:29:42.755 over the next ten years.  
NOTE Confidence: 0.9891503

00:29:43.455 --> 00:29:45.055 There's an enormous amount of  
NOTE Confidence: 0.9891503

00:29:45.055 --> 00:29:45.555 need,  
NOTE Confidence: 0.92094165

00:29:46.335 --> 00:29:48.335 happening. We can ask as  
NOTE Confidence: 0.92094165

00:29:48.335 --> 00:29:50.355 academics, we should ask why,  
NOTE Confidence: 0.9731905

00:29:50.950 --> 00:29:52.570 but that need is tremendous  
NOTE Confidence: 0.9731905

00:29:52.790 --> 00:29:53.990 and it is going to  
NOTE Confidence: 0.9731905

00:29:53.990 --> 00:29:54.490 increase.  
NOTE Confidence: 0.9690152

00:29:55.430 --> 00:29:56.790 And rather than this being  
NOTE Confidence: 0.9690152

00:29:56.790 --> 00:29:58.150 one of the, oh my  
NOTE Confidence: 0.9690152

00:29:58.150 --> 00:29:59.850 goodness, it's coming at us,  
NOTE Confidence: 0.9690152

00:29:59.990 --> 00:30:01.270 I would suggest that there

NOTE Confidence: 0.9690152  
00:30:01.270 --> 00:30:02.250 are some opportunities.  
NOTE Confidence: 0.97036755  
00:30:04.245 --> 00:30:05.365 First is that it's an  
NOTE Confidence: 0.97036755  
00:30:05.365 --> 00:30:06.485 all hands on deck. If  
NOTE Confidence: 0.97036755  
00:30:06.485 --> 00:30:07.525 you if you needed any  
NOTE Confidence: 0.97036755  
00:30:07.525 --> 00:30:09.145 question about job security,  
NOTE Confidence: 0.98127353  
00:30:09.765 --> 00:30:10.725 there's gonna be a lot  
NOTE Confidence: 0.98127353  
00:30:10.725 --> 00:30:12.325 of need for mental health  
NOTE Confidence: 0.98127353  
00:30:12.325 --> 00:30:13.545 providers and clinicians,  
NOTE Confidence: 0.9997638  
00:30:13.845 --> 00:30:14.885 but we need to be  
NOTE Confidence: 0.9997638  
00:30:14.885 --> 00:30:15.385 smart  
NOTE Confidence: 0.9990375  
00:30:15.880 --> 00:30:17.159 about how we deploy our  
NOTE Confidence: 0.9990375  
00:30:17.159 --> 00:30:18.600 resources and how we train  
NOTE Confidence: 0.9990375  
00:30:18.600 --> 00:30:19.100 people.  
NOTE Confidence: 0.9978077  
00:30:19.880 --> 00:30:21.020 We need to be smart  
NOTE Confidence: 0.9978077  
00:30:21.080 --> 00:30:23.080 about optimizing access to care.  
NOTE Confidence: 0.9978077

00:30:23.080 --> 00:30:24.360 How do we triage? How  
NOTE Confidence: 0.9978077

00:30:24.360 --> 00:30:25.799 do we adjust models of  
NOTE Confidence: 0.9978077

00:30:25.799 --> 00:30:27.500 care to individual needs?  
NOTE Confidence: 0.97724116

00:30:28.085 --> 00:30:29.145 We need to be smarter  
NOTE Confidence: 0.97724116

00:30:29.205 --> 00:30:31.385 use of technology, including AI.  
NOTE Confidence: 0.96939427

00:30:32.165 --> 00:30:34.485 There's tremendous research opportunities in  
NOTE Confidence: 0.96939427

00:30:34.485 --> 00:30:36.085 this to ask what works  
NOTE Confidence: 0.96939427

00:30:36.085 --> 00:30:36.825 for whom,  
NOTE Confidence: 0.99730295

00:30:37.125 --> 00:30:38.965 and there's opportunities also to  
NOTE Confidence: 0.99730295

00:30:38.965 --> 00:30:41.365 advocate for sustainable reimbursement for  
NOTE Confidence: 0.99730295

00:30:41.365 --> 00:30:43.649 behavioral health. That's what's before  
NOTE Confidence: 0.99730295

00:30:43.649 --> 00:30:44.149 us.  
NOTE Confidence: 0.97898823

00:30:44.850 --> 00:30:46.289 So it's a balancing of  
NOTE Confidence: 0.97898823

00:30:46.289 --> 00:30:47.909 need and physical responsibility.  
NOTE Confidence: 0.9964768

00:30:51.409 --> 00:30:51.909 So  
NOTE Confidence: 0.8901598

00:30:52.850 --> 00:30:54.049 you ask what you should

NOTE Confidence: 0.8901598  
00:30:54.049 --> 00:30:54.549 do,  
NOTE Confidence: 0.9880383  
00:30:55.285 --> 00:30:56.245 And this is a list  
NOTE Confidence: 0.9880383  
00:30:56.245 --> 00:30:57.305 that just starts.  
NOTE Confidence: 0.9375835  
00:30:58.245 --> 00:30:59.365 This is really, that's why  
NOTE Confidence: 0.9375835  
00:30:59.365 --> 00:31:00.645 there's and and many dots  
NOTE Confidence: 0.9375835  
00:31:00.645 --> 00:31:01.385 at the end.  
NOTE Confidence: 0.986855  
00:31:03.205 --> 00:31:04.265 Bring an entrepreneurial  
NOTE Confidence: 0.94741476  
00:31:04.645 --> 00:31:05.145 spirit.  
NOTE Confidence: 0.96286476  
00:31:06.165 --> 00:31:07.925 What are the ideas that  
NOTE Confidence: 0.96286476  
00:31:07.925 --> 00:31:09.090 you might have for how  
NOTE Confidence: 0.96286476  
00:31:09.090 --> 00:31:11.010 we better deliver services that  
NOTE Confidence: 0.96286476  
00:31:11.010 --> 00:31:13.030 might also have revenue generating,  
NOTE Confidence: 0.96286476  
00:31:13.090 --> 00:31:14.450 but it's how we deliver  
NOTE Confidence: 0.96286476  
00:31:14.450 --> 00:31:16.309 good services, not just revenue  
NOTE Confidence: 0.96286476  
00:31:16.370 --> 00:31:16.870 generating.  
NOTE Confidence: 0.8688109

00:31:17.410 --> 00:31:17.910 Network,  
NOTE Confidence: 0.9843663

00:31:19.250 --> 00:31:20.789 link up to different people,  
NOTE Confidence: 0.96932906

00:31:21.835 --> 00:31:23.355 participate in our cross talks  
NOTE Confidence: 0.96932906

00:31:23.355 --> 00:31:24.635 in the faculty meeting. I  
NOTE Confidence: 0.96932906

00:31:24.635 --> 00:31:26.235 know that sometimes those things  
NOTE Confidence: 0.96932906

00:31:26.235 --> 00:31:27.195 seem like they go out  
NOTE Confidence: 0.96932906

00:31:27.195 --> 00:31:28.895 into the virtual ether,  
NOTE Confidence: 0.9829815

00:31:29.195 --> 00:31:30.555 but you'd be surprised the  
NOTE Confidence: 0.9829815

00:31:30.555 --> 00:31:32.255 number of contacts and collaborations  
NOTE Confidence: 0.9829815

00:31:32.395 --> 00:31:33.675 that have been emerging from  
NOTE Confidence: 0.9829815

00:31:33.675 --> 00:31:34.175 those.  
NOTE Confidence: 0.988428

00:31:35.040 --> 00:31:36.320 Join work groups to move  
NOTE Confidence: 0.988428

00:31:36.320 --> 00:31:37.300 this work forward.  
NOTE Confidence: 0.9833791

00:31:39.200 --> 00:31:40.720 Offer to read proposals and  
NOTE Confidence: 0.9833791

00:31:40.720 --> 00:31:42.320 grants, link up to potential  
NOTE Confidence: 0.9833791

00:31:42.320 --> 00:31:44.740 donors, bring different funding opportunities



NOTE Confidence: 0.9833791

00:31:44.880 --> 00:31:45.920 that you might think about

NOTE Confidence: 0.9833791

00:31:45.920 --> 00:31:47.380 or hear about forward.

NOTE Confidence: 0.96965265

00:31:49.195 --> 00:31:50.875 And the last two, well,

NOTE Confidence: 0.96965265

00:31:50.875 --> 00:31:51.835 there's more that you will

NOTE Confidence: 0.96965265

00:31:51.835 --> 00:31:53.275 think about, but are really

NOTE Confidence: 0.96965265

00:31:53.275 --> 00:31:53.775 important.

NOTE Confidence: 0.943154

00:31:55.195 --> 00:31:56.555 So many meetings that I

NOTE Confidence: 0.943154

00:31:56.555 --> 00:31:57.915 am in, in the children's

NOTE Confidence: 0.943154

00:31:57.915 --> 00:31:59.375 hospital, in Yale Medicine,

NOTE Confidence: 0.986681

00:31:59.915 --> 00:32:01.755 I am constantly raising my

NOTE Confidence: 0.986681

00:32:01.755 --> 00:32:02.875 hand and saying, have you

NOTE Confidence: 0.986681

00:32:02.875 --> 00:32:04.975 thought about children's behavioral health?

NOTE Confidence: 0.9889882

00:32:06.050 --> 00:32:07.030 Be an ambassador.

NOTE Confidence: 0.99666184

00:32:08.130 --> 00:32:09.750 Speak to why children's behavioral

NOTE Confidence: 0.99666184

00:32:09.810 --> 00:32:11.090 health is important to the

NOTE Confidence: 0.99666184

00:32:11.090 --> 00:32:12.150 surgery department.  
NOTE Confidence: 0.9761184

00:32:12.610 --> 00:32:14.370 Speak why it's important, why  
NOTE Confidence: 0.9761184

00:32:14.370 --> 00:32:16.530 what we do impacts children  
NOTE Confidence: 0.9761184

00:32:16.530 --> 00:32:18.150 and families over the lifetime.  
NOTE Confidence: 0.99832183

00:32:18.530 --> 00:32:19.430 Be an ambassador  
NOTE Confidence: 0.9891161

00:32:20.164 --> 00:32:21.765 and also bring your idea  
NOTE Confidence: 0.9891161

00:32:21.765 --> 00:32:22.424 and questions.  
NOTE Confidence: 0.97695565

00:32:23.044 --> 00:32:24.804 Always question what we're doing,  
NOTE Confidence: 0.97695565

00:32:24.804 --> 00:32:26.645 why we're doing it, challenge  
NOTE Confidence: 0.97695565

00:32:26.645 --> 00:32:27.145 it.  
NOTE Confidence: 0.9949867

00:32:27.524 --> 00:32:28.725 Those are a variety of  
NOTE Confidence: 0.9949867

00:32:28.725 --> 00:32:29.605 the things that you can  
NOTE Confidence: 0.9949867

00:32:29.605 --> 00:32:30.105 do.  
NOTE Confidence: 0.99560875

00:32:32.164 --> 00:32:32.664 So  
NOTE Confidence: 0.95256895

00:32:36.330 --> 00:32:37.690 I really do wanna pause  
NOTE Confidence: 0.95256895

00:32:37.690 --> 00:32:38.409 even though we had a

NOTE Confidence: 0.95256895  
00:32:38.409 --> 00:32:39.690 bit of a slow start  
NOTE Confidence: 0.95256895  
00:32:39.690 --> 00:32:41.130 because of technology and to  
NOTE Confidence: 0.95256895  
00:32:41.130 --> 00:32:42.429 just see because that's  
NOTE Confidence: 0.9972826  
00:32:42.730 --> 00:32:44.570 that is my partial, I  
NOTE Confidence: 0.9972826  
00:32:44.570 --> 00:32:45.470 think, response  
NOTE Confidence: 0.9962846  
00:32:45.850 --> 00:32:46.889 to what you said you  
NOTE Confidence: 0.9962846  
00:32:46.889 --> 00:32:48.190 would like to have addressed.  
NOTE Confidence: 0.9703975  
00:32:49.005 --> 00:32:50.525 But are there questions? Are  
NOTE Confidence: 0.9703975  
00:32:50.525 --> 00:32:51.645 there things you want to  
NOTE Confidence: 0.9703975  
00:32:51.645 --> 00:32:53.005 bring up? And if we  
NOTE Confidence: 0.9703975  
00:32:53.005 --> 00:32:54.285 have some time left, then  
NOTE Confidence: 0.9703975  
00:32:54.285 --> 00:32:55.645 I will show you some  
NOTE Confidence: 0.9703975  
00:32:55.645 --> 00:32:56.465 news. Questions?  
NOTE Confidence: 0.9041709  
00:32:59.565 --> 00:33:00.865 I have questions. Yeah.  
NOTE Confidence: 0.87938607  
00:33:01.830 --> 00:33:02.950 Thank you for this so  
NOTE Confidence: 0.87938607

00:33:02.950 --> 00:33:04.870 far. I really appreciated hearing

NOTE Confidence: 0.87938607

00:33:04.870 --> 00:33:06.390 about funds flow in a

NOTE Confidence: 0.87938607

00:33:06.390 --> 00:33:07.590 lot of different ways. Oops.

NOTE Confidence: 0.87938607

00:33:07.590 --> 00:33:08.230 Sorry. I can't

NOTE Confidence: 0.99653924

00:33:09.110 --> 00:33:09.770 my question

NOTE Confidence: 0.9533901

00:33:10.470 --> 00:33:12.070 is starts with a comment,

NOTE Confidence: 0.9533901

00:33:12.070 --> 00:33:13.429 and it starts with the

NOTE Confidence: 0.9533901

00:33:13.429 --> 00:33:14.330 comment that

NOTE Confidence: 0.9770788

00:33:14.815 --> 00:33:16.495 I appreciate that we're thinking

NOTE Confidence: 0.9770788

00:33:16.495 --> 00:33:18.415 of both clinical need as

NOTE Confidence: 0.9770788

00:33:18.415 --> 00:33:20.195 well as the RVU that

NOTE Confidence: 0.9770788

00:33:20.255 --> 00:33:20.755 corresponds

NOTE Confidence: 0.9920225

00:33:21.055 --> 00:33:22.035 to it. Right.

NOTE Confidence: 0.8968189

00:33:22.495 --> 00:33:23.395 But an identified

NOTE Confidence: 0.99948645

00:33:23.695 --> 00:33:24.915 gap is the education

NOTE Confidence: 0.9761747

00:33:25.375 --> 00:33:27.055 part because it doesn't seem

NOTE Confidence: 0.9761747  
00:33:27.055 --> 00:33:28.835 to have an academic RVU,  
NOTE Confidence: 0.9981188  
00:33:29.535 --> 00:33:29.970 attached  
NOTE Confidence: 0.9950223  
00:33:32.049 --> 00:33:32.080 to it. And I wonder  
NOTE Confidence: 0.9950223  
00:33:32.080 --> 00:33:32.111 if we could look at  
NOTE Confidence: 0.9950223  
00:33:32.111 --> 00:33:32.630 that as an opportunity  
NOTE Confidence: 0.896287  
00:33:33.090 --> 00:33:34.150 because I feel like  
NOTE Confidence: 0.9877667  
00:33:34.530 --> 00:33:35.970 we're moving in a direction  
NOTE Confidence: 0.9877667  
00:33:35.970 --> 00:33:37.490 of aiming for net neutral,  
NOTE Confidence: 0.9877667  
00:33:37.490 --> 00:33:38.370 and it might be at  
NOTE Confidence: 0.9877667  
00:33:38.370 --> 00:33:40.309 the expense of educating people.  
NOTE Confidence: 0.9877667  
00:33:40.450 --> 00:33:42.450 Oh, wonderful question, Pam. So  
NOTE Confidence: 0.9877667  
00:33:42.450 --> 00:33:44.085 thank you. Thank you. I  
NOTE Confidence: 0.9877667  
00:33:44.085 --> 00:33:44.825 don't want  
NOTE Confidence: 0.89408636  
00:33:45.125 --> 00:33:45.945 net neutral.  
NOTE Confidence: 0.9698846  
00:33:46.645 --> 00:33:47.845 Actually, I like the phrase  
NOTE Confidence: 0.9698846

00:33:47.845 --> 00:33:48.585 net neutral.  
NOTE Confidence: 0.9952674

00:33:48.885 --> 00:33:50.005 I don't want net neutral  
NOTE Confidence: 0.9952674

00:33:50.005 --> 00:33:51.044 to be at the expense  
NOTE Confidence: 0.9952674

00:33:51.044 --> 00:33:52.405 of anything, but I especially  
NOTE Confidence: 0.9952674

00:33:52.405 --> 00:33:53.285 don't want it to be  
NOTE Confidence: 0.9952674

00:33:53.285 --> 00:33:54.245 at the expense of the  
NOTE Confidence: 0.9952674

00:33:54.245 --> 00:33:55.304 education mission.  
NOTE Confidence: 0.9940782

00:33:55.860 --> 00:33:57.380 And as we get closer  
NOTE Confidence: 0.9940782

00:33:57.380 --> 00:33:58.980 to net neutral, I think  
NOTE Confidence: 0.9940782

00:33:58.980 --> 00:34:00.260 we'll be able also to  
NOTE Confidence: 0.9940782

00:34:00.260 --> 00:34:01.300 think about how do we  
NOTE Confidence: 0.9940782

00:34:01.300 --> 00:34:01.800 incentivize  
NOTE Confidence: 0.9540196

00:34:02.420 --> 00:34:04.360 education? How do we support  
NOTE Confidence: 0.9540196

00:34:04.500 --> 00:34:06.020 this or that effort that  
NOTE Confidence: 0.9540196

00:34:06.020 --> 00:34:08.040 right now we don't actually  
NOTE Confidence: 0.9540196

00:34:08.100 --> 00:34:09.060 do in the way you're

NOTE Confidence: 0.9540196  
00:34:09.060 --> 00:34:11.325 talking about? So absolutely, education  
NOTE Confidence: 0.9540196  
00:34:11.465 --> 00:34:12.905 has to be central. The  
NOTE Confidence: 0.9540196  
00:34:12.905 --> 00:34:13.945 other part, if we get  
NOTE Confidence: 0.9540196  
00:34:13.945 --> 00:34:14.685 to updates,  
NOTE Confidence: 0.9489303  
00:34:15.305 --> 00:34:16.205 if we do,  
NOTE Confidence: 0.98125374  
00:34:17.065 --> 00:34:18.605 we're really trying to develop,  
NOTE Confidence: 0.9620214  
00:34:18.905 --> 00:34:20.985 with Julie Wolf's leadership, trying  
NOTE Confidence: 0.9620214  
00:34:20.985 --> 00:34:22.205 to develop a professional  
NOTE Confidence: 0.99736965  
00:34:22.505 --> 00:34:23.725 development portfolio  
NOTE Confidence: 0.97133833  
00:34:24.025 --> 00:34:24.605 of courses  
NOTE Confidence: 0.9699787  
00:34:25.160 --> 00:34:26.680 that will also not only  
NOTE Confidence: 0.9699787  
00:34:26.680 --> 00:34:27.420 be education,  
NOTE Confidence: 0.98243475  
00:34:27.800 --> 00:34:29.719 internal and external, but also  
NOTE Confidence: 0.98243475  
00:34:29.719 --> 00:34:30.860 will generate revenue.  
NOTE Confidence: 0.9775846  
00:34:34.600 --> 00:34:35.420 Other things?  
NOTE Confidence: 0.83130014

00:34:40.015 --> 00:34:40.335 Well  
NOTE Confidence: 0.8694775  
00:34:40.815 --> 00:34:41.315 okay.  
NOTE Confidence: 0.919782  
00:34:41.614 --> 00:34:42.735 Well then let me just  
NOTE Confidence: 0.919782  
00:34:42.735 --> 00:34:43.795 do a few updates.  
NOTE Confidence: 0.9484958  
00:34:44.415 --> 00:34:45.855 And first off, I wanna  
NOTE Confidence: 0.9484958  
00:34:45.855 --> 00:34:46.895 just tell you that the  
NOTE Confidence: 0.9484958  
00:34:46.895 --> 00:34:48.594 the school of medicine asked  
NOTE Confidence: 0.9484958  
00:34:48.735 --> 00:34:50.415 every department to set some  
NOTE Confidence: 0.9484958  
00:34:50.415 --> 00:34:51.635 strategic goals,  
NOTE Confidence: 0.96144944  
00:34:52.280 --> 00:34:53.160 but they gave us a  
NOTE Confidence: 0.96144944  
00:34:53.160 --> 00:34:54.520 list, a shopping list to  
NOTE Confidence: 0.96144944  
00:34:54.520 --> 00:34:55.260 choose from.  
NOTE Confidence: 0.9889703  
00:34:56.040 --> 00:34:57.000 And you can't read the  
NOTE Confidence: 0.9889703  
00:34:57.000 --> 00:34:58.359 shopping list, but that's the  
NOTE Confidence: 0.9889703  
00:34:58.359 --> 00:34:59.180 shopping list.  
NOTE Confidence: 0.9971186  
00:34:59.880 --> 00:35:00.760 And let me just show



NOTE Confidence: 0.9971186  
00:35:00.760 --> 00:35:01.960 you the goals that we  
NOTE Confidence: 0.9971186  
00:35:01.960 --> 00:35:03.260 picked for our department.  
NOTE Confidence: 0.95882374  
00:35:03.880 --> 00:35:05.320 So we picked under research,  
NOTE Confidence: 0.95882374  
00:35:05.320 --> 00:35:06.540 the submission of interdepartmental  
NOTE Confidence: 0.99163014  
00:35:07.079 --> 00:35:07.579 collaborative  
NOTE Confidence: 0.88323545  
00:35:08.234 --> 00:35:09.835 proposals points and there's already  
NOTE Confidence: 0.88323545  
00:35:09.835 --> 00:35:10.815 one going in.  
NOTE Confidence: 0.9849598  
00:35:11.755 --> 00:35:13.515 Education was developing a new  
NOTE Confidence: 0.9849598  
00:35:13.515 --> 00:35:15.855 education or professional development program.  
NOTE Confidence: 0.97816753  
00:35:16.315 --> 00:35:17.835 In the clinical operations, it  
NOTE Confidence: 0.97816753  
00:35:17.835 --> 00:35:19.035 was to increase the work  
NOTE Confidence: 0.97816753  
00:35:19.035 --> 00:35:19.535 RBUs.  
NOTE Confidence: 0.936186  
00:35:20.750 --> 00:35:22.190 The clinical quality was a  
NOTE Confidence: 0.936186  
00:35:22.190 --> 00:35:23.869 rating of the increase in  
NOTE Confidence: 0.936186  
00:35:23.869 --> 00:35:25.730 our ratings that come back.  
NOTE Confidence: 0.9623734

00:35:26.670 --> 00:35:28.210 And then in culture climate,  
NOTE Confidence: 0.9437506

00:35:28.670 --> 00:35:30.349 the RFDAC completion. I just  
NOTE Confidence: 0.9437506

00:35:30.349 --> 00:35:31.630 want to thank everyone that  
NOTE Confidence: 0.9437506

00:35:31.630 --> 00:35:33.195 has done the FDAC. And  
NOTE Confidence: 0.9437506

00:35:33.195 --> 00:35:34.075 And for those of you  
NOTE Confidence: 0.9437506

00:35:34.075 --> 00:35:35.435 new, you will soon be  
NOTE Confidence: 0.9437506

00:35:35.435 --> 00:35:37.114 indoctrinated into the language of  
NOTE Confidence: 0.9437506

00:35:37.114 --> 00:35:38.815 the faculty development and assessment  
NOTE Confidence: 0.9437506

00:35:38.875 --> 00:35:39.375 questionnaire,  
NOTE Confidence: 0.970727

00:35:39.675 --> 00:35:40.495 the FDAC.  
NOTE Confidence: 0.90419173

00:35:41.114 --> 00:35:42.395 But thank everyone for doing  
NOTE Confidence: 0.90419173

00:35:42.395 --> 00:35:43.675 it because first off, I  
NOTE Confidence: 0.90419173

00:35:43.675 --> 00:35:45.035 really enjoy the meetings and  
NOTE Confidence: 0.90419173

00:35:45.035 --> 00:35:45.835 I know that other of  
NOTE Confidence: 0.90419173

00:35:45.835 --> 00:35:47.275 my colleagues who have meetings,  
NOTE Confidence: 0.90419173

00:35:47.275 --> 00:35:48.015 they're great.

NOTE Confidence: 0.95008963

00:35:48.620 --> 00:35:49.739 But I know it also

NOTE Confidence: 0.95008963

00:35:49.739 --> 00:35:51.420 takes work. But we reached

NOTE Confidence: 0.95008963

00:35:51.420 --> 00:35:52.780 one hundred percent this year,

NOTE Confidence: 0.95008963

00:35:52.780 --> 00:35:54.320 which was absolutely great.

NOTE Confidence: 0.97107846

00:35:55.900 --> 00:35:56.940 And that we will be

NOTE Confidence: 0.97107846

00:35:56.940 --> 00:35:59.360 actively updating our specific departmental

NOTE Confidence: 0.97107846

00:35:59.500 --> 00:36:00.540 goals and I will bring

NOTE Confidence: 0.97107846

00:36:00.540 --> 00:36:01.680 those in January.

NOTE Confidence: 0.9729731

00:36:03.305 --> 00:36:04.505 So just a few new

NOTE Confidence: 0.9729731

00:36:04.505 --> 00:36:06.204 developments across our missions.

NOTE Confidence: 0.73918825

00:36:06.505 --> 00:36:07.964 I just wanna page here.

NOTE Confidence: 0.9371645

00:36:09.864 --> 00:36:10.825 First off is to tell

NOTE Confidence: 0.9371645

00:36:10.825 --> 00:36:11.864 you that our Child Study

NOTE Confidence: 0.9371645

00:36:11.864 --> 00:36:13.565 Center associates, our donors,

NOTE Confidence: 0.9585089

00:36:14.025 --> 00:36:15.704 are coming in November, November

NOTE Confidence: 0.9585089

00:36:15.704 --> 00:36:16.444 the sixth,  
NOTE Confidence: 0.96723557  
00:36:16.760 --> 00:36:18.280 and we're just now bringing  
NOTE Confidence: 0.96723557  
00:36:18.280 --> 00:36:19.800 together the program and getting  
NOTE Confidence: 0.96723557  
00:36:19.800 --> 00:36:21.160 it all arranged. So please  
NOTE Confidence: 0.96723557  
00:36:21.160 --> 00:36:22.839 stay tuned. But also thanks  
NOTE Confidence: 0.96723557  
00:36:22.839 --> 00:36:24.680 to everyone that submitted ideas  
NOTE Confidence: 0.96723557  
00:36:24.680 --> 00:36:26.599 and submitted proposals for it.  
NOTE Confidence: 0.96723557  
00:36:26.599 --> 00:36:27.339 Really grateful.  
NOTE Confidence: 0.9541036  
00:36:28.760 --> 00:36:29.960 On our research, these are  
NOTE Confidence: 0.9541036  
00:36:30.040 --> 00:36:31.000 I'm gonna try to go  
NOTE Confidence: 0.9541036  
00:36:31.000 --> 00:36:32.864 across these missions and just  
NOTE Confidence: 0.9541036  
00:36:32.864 --> 00:36:34.165 show you some of them.  
NOTE Confidence: 0.9963031  
00:36:35.105 --> 00:36:36.225 Just a bit of news.  
NOTE Confidence: 0.9963031  
00:36:36.225 --> 00:36:37.745 This is not complete. It's  
NOTE Confidence: 0.9963031  
00:36:37.745 --> 00:36:38.645 a bit of news.  
NOTE Confidence: 0.92896867  
00:36:39.344 --> 00:36:40.725 So on a few developments

NOTE Confidence: 0.92896867  
00:36:40.785 --> 00:36:42.005 for our research mission,  
NOTE Confidence: 0.9733424  
00:36:43.745 --> 00:36:45.025 as listed here, but we  
NOTE Confidence: 0.9733424  
00:36:45.025 --> 00:36:46.359 have the we have a  
NOTE Confidence: 0.9733424  
00:36:46.359 --> 00:36:48.280 social media pilot program where  
NOTE Confidence: 0.9733424  
00:36:48.280 --> 00:36:49.960 we had a very generous  
NOTE Confidence: 0.9733424  
00:36:49.960 --> 00:36:50.460 donor,  
NOTE Confidence: 0.9530996  
00:36:50.840 --> 00:36:52.040 gave us enough money to  
NOTE Confidence: 0.9530996  
00:36:52.040 --> 00:36:53.880 award four pilot grants looking  
NOTE Confidence: 0.9530996  
00:36:53.880 --> 00:36:55.080 at the impact of social  
NOTE Confidence: 0.9530996  
00:36:55.080 --> 00:36:55.580 media.  
NOTE Confidence: 0.99794847  
00:36:56.119 --> 00:36:57.420 And those are now actively  
NOTE Confidence: 0.99794847  
00:36:57.480 --> 00:36:57.980 underway.  
NOTE Confidence: 0.9977564  
00:36:58.505 --> 00:37:00.105 One of our associates has  
NOTE Confidence: 0.9977564  
00:37:00.105 --> 00:37:01.385 offered to have an event  
NOTE Confidence: 0.9977564  
00:37:01.385 --> 00:37:02.685 on October fourteenth  
NOTE Confidence: 0.98840165

00:37:03.145 --> 00:37:04.825 to raise additional funding and  
NOTE Confidence: 0.98840165

00:37:04.825 --> 00:37:06.425 to introduce people to this  
NOTE Confidence: 0.98840165

00:37:06.425 --> 00:37:06.925 topic.  
NOTE Confidence: 0.98822397

00:37:07.385 --> 00:37:08.585 So and it's a local  
NOTE Confidence: 0.98822397

00:37:08.585 --> 00:37:09.085 event,  
NOTE Confidence: 0.99970317

00:37:09.465 --> 00:37:10.364 which is great.  
NOTE Confidence: 0.6278211

00:37:11.400 --> 00:37:11.900 Tom  
NOTE Confidence: 0.9571953

00:37:13.000 --> 00:37:14.359 and and others have done  
NOTE Confidence: 0.9571953

00:37:14.359 --> 00:37:15.880 enormous work on this shared  
NOTE Confidence: 0.9571953

00:37:15.880 --> 00:37:17.880 subject recruitment site, and it's  
NOTE Confidence: 0.9571953

00:37:17.880 --> 00:37:19.079 going. But if you have  
NOTE Confidence: 0.9571953

00:37:19.079 --> 00:37:19.579 suggestions,  
NOTE Confidence: 0.9437834

00:37:19.880 --> 00:37:20.520 how can we can do  
NOTE Confidence: 0.9437834

00:37:20.520 --> 00:37:22.039 it better, please, please do  
NOTE Confidence: 0.9437834

00:37:22.039 --> 00:37:22.539 add.  
NOTE Confidence: 0.97844845

00:37:24.315 --> 00:37:26.555 There's regular research updates, especially

NOTE Confidence: 0.97844845  
00:37:26.555 --> 00:37:28.555 important in this rapidly evolving  
NOTE Confidence: 0.97844845  
00:37:28.555 --> 00:37:29.055 landscape.  
NOTE Confidence: 0.9874688  
00:37:29.594 --> 00:37:31.195 So pay attention to both  
NOTE Confidence: 0.9874688  
00:37:31.195 --> 00:37:32.335 the federal site  
NOTE Confidence: 0.98074114  
00:37:32.635 --> 00:37:33.594 as well as to our  
NOTE Confidence: 0.98074114  
00:37:33.594 --> 00:37:35.435 own research update site that  
NOTE Confidence: 0.98074114  
00:37:35.435 --> 00:37:36.415 Tom is maintaining.  
NOTE Confidence: 0.9631993  
00:37:37.420 --> 00:37:38.940 And finally, I just mentioned  
NOTE Confidence: 0.9631993  
00:37:38.940 --> 00:37:40.060 the points, but I really  
NOTE Confidence: 0.9631993  
00:37:40.060 --> 00:37:40.940 wanted to give a shout  
NOTE Confidence: 0.9631993  
00:37:40.940 --> 00:37:42.540 out to Darren David, who  
NOTE Confidence: 0.9631993  
00:37:42.540 --> 00:37:43.900 is working also to help  
NOTE Confidence: 0.9631993  
00:37:43.900 --> 00:37:45.660 you think about shared or  
NOTE Confidence: 0.9631993  
00:37:45.660 --> 00:37:46.560 team science,  
NOTE Confidence: 0.9888544  
00:37:47.100 --> 00:37:48.380 really how to think about  
NOTE Confidence: 0.9888544

00:37:48.380 --> 00:37:49.580 doing it. And I'm so  
NOTE Confidence: 0.9888544

00:37:49.580 --> 00:37:50.540 delighted that we have a  
NOTE Confidence: 0.9888544

00:37:50.540 --> 00:37:52.000 proposal going in.  
NOTE Confidence: 0.96910363

00:37:53.605 --> 00:37:54.965 A few developments for our  
NOTE Confidence: 0.96910363

00:37:54.965 --> 00:37:56.405 clinical mission, we've spent a  
NOTE Confidence: 0.96910363

00:37:56.405 --> 00:37:57.285 lot of time on it,  
NOTE Confidence: 0.96910363

00:37:57.285 --> 00:37:57.785 but  
NOTE Confidence: 0.9695979

00:37:58.725 --> 00:37:59.765 one thing to say is  
NOTE Confidence: 0.9695979

00:37:59.765 --> 00:38:01.285 that we are integral to  
NOTE Confidence: 0.9695979

00:38:01.285 --> 00:38:02.485 the new Yale New Haven  
NOTE Confidence: 0.9695979

00:38:02.485 --> 00:38:04.645 Children's Hospital strategic plan. This  
NOTE Confidence: 0.9695979

00:38:04.645 --> 00:38:06.210 is this is big. We've  
NOTE Confidence: 0.9695979

00:38:06.210 --> 00:38:07.810 never actually been that integral  
NOTE Confidence: 0.9695979

00:38:07.810 --> 00:38:09.670 to the hospital strategic plan,  
NOTE Confidence: 0.9695979

00:38:09.810 --> 00:38:11.270 but we actually have behavioral  
NOTE Confidence: 0.9695979

00:38:11.330 --> 00:38:12.450 health as shown by the



NOTE Confidence: 0.9695979

00:38:12.450 --> 00:38:13.969 red arrows now are embedded

NOTE Confidence: 0.9695979

00:38:13.969 --> 00:38:15.489 in multiple levels of the

NOTE Confidence: 0.9695979

00:38:15.489 --> 00:38:17.890 Children's Hospital strategic plan. We

NOTE Confidence: 0.9695979

00:38:17.890 --> 00:38:19.590 are an important very important

NOTE Confidence: 0.9695979

00:38:19.650 --> 00:38:20.150 player

NOTE Confidence: 0.99895716

00:38:20.450 --> 00:38:21.349 in that plan.

NOTE Confidence: 0.9916724

00:38:22.905 --> 00:38:25.005 It is actually really happening.

NOTE Confidence: 0.96382296

00:38:26.265 --> 00:38:28.025 The urgent crisis center that

NOTE Confidence: 0.96382296

00:38:28.025 --> 00:38:29.225 we have talked about now,

NOTE Confidence: 0.96382296

00:38:29.225 --> 00:38:30.445 I think, for two years

NOTE Confidence: 0.90439665

00:38:31.065 --> 00:38:32.605 is actually going to happen.

NOTE Confidence: 0.9607225

00:38:33.305 --> 00:38:34.344 And if the if the

NOTE Confidence: 0.9607225

00:38:34.344 --> 00:38:35.405 video is clined,

NOTE Confidence: 0.9921071

00:38:35.930 --> 00:38:37.630 I can actually show you

NOTE Confidence: 0.9709713

00:38:38.170 --> 00:38:39.530 a virtual walk through if

NOTE Confidence: 0.9709713

00:38:39.530 --> 00:38:40.810 the video is clined, but  
NOTE Confidence: 0.9709713

00:38:40.810 --> 00:38:41.850 it doesn't look like it's  
NOTE Confidence: 0.9709713

00:38:41.850 --> 00:38:42.910 going to be clined.  
NOTE Confidence: 0.9055341

00:38:46.810 --> 00:38:47.850 Now let's see if this  
NOTE Confidence: 0.9055341

00:38:47.850 --> 00:38:48.350 works.  
NOTE Confidence: 0.9593129

00:38:51.485 --> 00:38:51.985 Nope.  
NOTE Confidence: 0.96702015

00:38:52.364 --> 00:38:53.265 Nope. Nope.  
NOTE Confidence: 0.85158306

00:38:54.445 --> 00:38:55.325 Let me see if that  
NOTE Confidence: 0.85158306

00:38:55.325 --> 00:38:56.065 does it.  
NOTE Confidence: 0.9491602

00:38:56.525 --> 00:38:57.025 Nope.  
NOTE Confidence: 0.95866597

00:38:57.405 --> 00:38:58.605 Okay. I will send you  
NOTE Confidence: 0.95866597

00:38:58.605 --> 00:38:59.965 the slides, and, hopefully, when  
NOTE Confidence: 0.95866597

00:38:59.965 --> 00:39:01.085 you look at it, you'll  
NOTE Confidence: 0.95866597

00:39:01.085 --> 00:39:02.785 see this virtual walk through  
NOTE Confidence: 0.95866597

00:39:02.989 --> 00:39:04.109 of what the urgent care  
NOTE Confidence: 0.95866597

00:39:04.109 --> 00:39:05.549 center I believe, Pam, you're

NOTE Confidence: 0.95866597  
00:39:05.549 --> 00:39:06.609 proposing PIMPAC  
NOTE Confidence: 0.7541651  
00:39:07.069 --> 00:39:08.930 as the name? We're discussing  
NOTE Confidence: 0.7541651  
00:39:08.989 --> 00:39:10.109 it and there might be  
NOTE Confidence: 0.7541651  
00:39:10.109 --> 00:39:11.109 a a more group on  
NOTE Confidence: 0.7541651  
00:39:11.150 --> 00:39:11.869 I mean, I'm not Alright.  
NOTE Confidence: 0.7541651  
00:39:11.869 --> 00:39:12.609 That's fine.  
NOTE Confidence: 0.9537708  
00:39:12.989 --> 00:39:14.430 But this is great. This  
NOTE Confidence: 0.9537708  
00:39:14.430 --> 00:39:15.805 is really a a move  
NOTE Confidence: 0.9537708  
00:39:15.805 --> 00:39:17.325 forward because we'll be able  
NOTE Confidence: 0.9537708  
00:39:17.325 --> 00:39:18.844 to deliver care right in  
NOTE Confidence: 0.9537708  
00:39:18.844 --> 00:39:20.285 the ED, be able to  
NOTE Confidence: 0.9537708  
00:39:20.285 --> 00:39:21.665 start care in the ED.  
NOTE Confidence: 0.9537708  
00:39:21.725 --> 00:39:22.785 This is a dedicated  
NOTE Confidence: 0.94365776  
00:39:23.405 --> 00:39:26.065 emergency service for pediatric behavioral  
NOTE Confidence: 0.94365776  
00:39:26.125 --> 00:39:28.285 health. And it's funded jointly  
NOTE Confidence: 0.94365776

00:39:28.285 --> 00:39:29.485 by the state and Yale  
NOTE Confidence: 0.94365776

00:39:29.485 --> 00:39:30.705 New Haven Health.  
NOTE Confidence: 0.9649793

00:39:32.339 --> 00:39:34.020 Our growing Westport office, they've  
NOTE Confidence: 0.9649793

00:39:34.020 --> 00:39:35.380 been doing a tremendous amount  
NOTE Confidence: 0.9649793

00:39:35.380 --> 00:39:36.500 of work in Westport to  
NOTE Confidence: 0.9649793

00:39:36.500 --> 00:39:37.940 get the word out across  
NOTE Confidence: 0.9649793

00:39:37.940 --> 00:39:39.719 social media, been giving classes  
NOTE Confidence: 0.9649793

00:39:39.779 --> 00:39:41.380 for parents. It's all really  
NOTE Confidence: 0.9649793

00:39:41.380 --> 00:39:43.700 great, doing great work and  
NOTE Confidence: 0.9649793

00:39:43.700 --> 00:39:45.239 it continues to evolve.  
NOTE Confidence: 0.9883931

00:39:46.025 --> 00:39:47.545 If you have referrals, please  
NOTE Confidence: 0.9883931

00:39:47.545 --> 00:39:48.445 let us know.  
NOTE Confidence: 0.9877332

00:39:49.305 --> 00:39:50.265 And then we will have  
NOTE Confidence: 0.9877332

00:39:50.265 --> 00:39:51.945 an open house on September  
NOTE Confidence: 0.9877332

00:39:51.945 --> 00:39:52.605 the eighteenth.  
NOTE Confidence: 0.9567928

00:39:53.625 --> 00:39:55.145 Please, that is actually just

NOTE Confidence: 0.9567928

00:39:55.145 --> 00:39:56.105 a week and a half

NOTE Confidence: 0.9567928

00:39:56.105 --> 00:39:57.165 away. So,

NOTE Confidence: 0.9640151

00:39:57.864 --> 00:39:59.225 join us. Last year's open

NOTE Confidence: 0.9640151

00:39:59.225 --> 00:40:00.690 house was a wonderful event,

NOTE Confidence: 0.9640151

00:40:00.690 --> 00:40:01.810 and this is brings all

NOTE Confidence: 0.9640151

00:40:01.810 --> 00:40:03.170 of our missions together. It

NOTE Confidence: 0.9640151

00:40:03.170 --> 00:40:05.590 brings education, research, clinical work.

NOTE Confidence: 0.9640151

00:40:05.730 --> 00:40:07.350 So please, please join.

NOTE Confidence: 0.97700006

00:40:08.930 --> 00:40:10.290 A few new developments for

NOTE Confidence: 0.97700006

00:40:10.290 --> 00:40:12.130 our education and professional development

NOTE Confidence: 0.97700006

00:40:12.130 --> 00:40:13.810 mission. So one is I

NOTE Confidence: 0.97700006

00:40:13.810 --> 00:40:15.585 wanna talk about briefly

NOTE Confidence: 0.9072404

00:40:16.765 --> 00:40:17.825 a renewed partnership.

NOTE Confidence: 0.93643504

00:40:19.485 --> 00:40:20.765 We have for many, many

NOTE Confidence: 0.93643504

00:40:20.765 --> 00:40:22.525 years had a partnership with

NOTE Confidence: 0.93643504

00:40:22.525 --> 00:40:23.725 the Anna Freud Center in  
NOTE Confidence: 0.93643504

00:40:23.725 --> 00:40:24.225 London.  
NOTE Confidence: 0.92485094

00:40:24.925 --> 00:40:26.605 Indeed goes way back past  
NOTE Confidence: 0.92485094

00:40:26.605 --> 00:40:28.469 me, way, way, way back.  
NOTE Confidence: 0.98351145

00:40:28.790 --> 00:40:30.550 Anna Freud actually came to  
NOTE Confidence: 0.98351145

00:40:30.550 --> 00:40:31.050 Yale,  
NOTE Confidence: 0.9670128

00:40:31.750 --> 00:40:33.270 worked with Al Solnit and  
NOTE Confidence: 0.9670128

00:40:33.270 --> 00:40:34.710 other colleagues at Yale on  
NOTE Confidence: 0.9670128

00:40:34.710 --> 00:40:36.870 some very groundbreaking books on  
NOTE Confidence: 0.9670128

00:40:36.870 --> 00:40:38.230 thinking about the best interest  
NOTE Confidence: 0.9670128

00:40:38.230 --> 00:40:39.050 of the child.  
NOTE Confidence: 0.9355058

00:40:39.364 --> 00:40:40.405 Anna Freud was not in  
NOTE Confidence: 0.9355058

00:40:40.405 --> 00:40:41.844 this building, but she was  
NOTE Confidence: 0.9355058

00:40:41.844 --> 00:40:43.224 in the Child Study Center.  
NOTE Confidence: 0.9759131

00:40:43.525 --> 00:40:44.885 And the Anna Freud Center  
NOTE Confidence: 0.9759131

00:40:44.885 --> 00:40:46.885 is our is our sister

NOTE Confidence: 0.9759131

00:40:46.885 --> 00:40:48.184 institution in London.

NOTE Confidence: 0.9942308

00:40:48.565 --> 00:40:50.505 They provide behavioral health care,

NOTE Confidence: 0.9942308

00:40:50.565 --> 00:40:51.605 but they also have a

NOTE Confidence: 0.9942308

00:40:51.605 --> 00:40:54.110 tremendous portfolio of professional development

NOTE Confidence: 0.9942308

00:40:54.110 --> 00:40:55.630 services that they provide in

NOTE Confidence: 0.9942308

00:40:55.630 --> 00:40:56.370 the UK

NOTE Confidence: 0.9694418

00:40:56.830 --> 00:40:58.350 and are very interested now

NOTE Confidence: 0.9694418

00:40:58.350 --> 00:40:59.870 in doing it virtually and

NOTE Confidence: 0.9694418

00:40:59.870 --> 00:41:00.989 doing it on both sides

NOTE Confidence: 0.9694418

00:41:00.989 --> 00:41:02.530 of the Atlantic with us

NOTE Confidence: 0.9694418

00:41:02.590 --> 00:41:04.830 and developing additional forces that

NOTE Confidence: 0.9694418

00:41:04.830 --> 00:41:06.190 would appeal both to US

NOTE Confidence: 0.9694418

00:41:06.190 --> 00:41:07.330 and UK audiences.

NOTE Confidence: 0.9881854

00:41:08.325 --> 00:41:09.545 So this partnership,

NOTE Confidence: 0.9739083

00:41:09.844 --> 00:41:11.125 I've been involved with them

NOTE Confidence: 0.9739083

00:41:11.125 --> 00:41:11.864 for a while,  
NOTE Confidence: 0.9916779  
00:41:12.165 --> 00:41:13.705 but under their new director,  
NOTE Confidence: 0.9916779  
00:41:13.765 --> 00:41:15.385 this is a renewed opportunity.  
NOTE Confidence: 0.9476733  
00:41:16.165 --> 00:41:17.444 And I'm very excited that  
NOTE Confidence: 0.9476733  
00:41:17.605 --> 00:41:18.724 to be able to introduce  
NOTE Confidence: 0.9476733  
00:41:18.724 --> 00:41:20.244 you in November to Eamon  
NOTE Confidence: 0.9476733  
00:41:20.244 --> 00:41:21.844 McCrory who will be here  
NOTE Confidence: 0.9476733  
00:41:21.844 --> 00:41:23.305 and is their new director.  
NOTE Confidence: 0.999295  
00:41:23.760 --> 00:41:24.960 So this is a great  
NOTE Confidence: 0.999295  
00:41:24.960 --> 00:41:25.460 opportunity.  
NOTE Confidence: 0.9707029  
00:41:26.800 --> 00:41:28.080 The other one is, as  
NOTE Confidence: 0.9707029  
00:41:28.080 --> 00:41:29.200 you've heard me talk about  
NOTE Confidence: 0.9707029  
00:41:29.200 --> 00:41:30.660 is I have this aspiration  
NOTE Confidence: 0.96872437  
00:41:30.960 --> 00:41:32.560 for us to be the  
NOTE Confidence: 0.96872437  
00:41:32.560 --> 00:41:33.540 nationally internationally  
NOTE Confidence: 0.97429943  
00:41:33.840 --> 00:41:35.360 recognized go to source of



NOTE Confidence: 0.97429943  
00:41:35.360 --> 00:41:37.620 information about children's mental health.  
NOTE Confidence: 0.982331  
00:41:38.214 --> 00:41:39.515 How do we do that?  
NOTE Confidence: 0.982331  
00:41:39.655 --> 00:41:40.694 One is a bridge with  
NOTE Confidence: 0.982331  
00:41:40.694 --> 00:41:41.915 the Anna Freud Center,  
NOTE Confidence: 0.99943596  
00:41:42.375 --> 00:41:43.994 but we're also putting together  
NOTE Confidence: 0.99943596  
00:41:44.055 --> 00:41:45.575 a new podcast series on  
NOTE Confidence: 0.99943596  
00:41:45.575 --> 00:41:46.875 children's mental health.  
NOTE Confidence: 0.9986903  
00:41:47.494 --> 00:41:48.934 If you're interested in doing  
NOTE Confidence: 0.9986903  
00:41:48.934 --> 00:41:50.535 an interview, being a part  
NOTE Confidence: 0.9986903  
00:41:50.535 --> 00:41:51.994 of it, please step up.  
NOTE Confidence: 0.9811106  
00:41:52.299 --> 00:41:53.579 It's a way to get  
NOTE Confidence: 0.9811106  
00:41:53.579 --> 00:41:55.599 greater visibility for the center,  
NOTE Confidence: 0.9376402  
00:41:56.059 --> 00:41:57.200 but most importantly,  
NOTE Confidence: 0.9888833  
00:41:58.059 --> 00:41:59.839 to impact how the discourse  
NOTE Confidence: 0.9888833  
00:41:59.980 --> 00:42:02.059 about children's mental health. This  
NOTE Confidence: 0.9888833

00:42:02.059 --> 00:42:03.519 is really, really important.

NOTE Confidence: 0.9637966

00:42:03.980 --> 00:42:05.035 And And so we're putting

NOTE Confidence: 0.9637966

00:42:05.035 --> 00:42:07.114 together this podcast series to

NOTE Confidence: 0.9637966

00:42:07.114 --> 00:42:08.655 link science to practice,

NOTE Confidence: 0.9910731

00:42:09.195 --> 00:42:10.255 policy implications,

NOTE Confidence: 0.9932662

00:42:10.635 --> 00:42:12.895 raising awareness about children's needs.

NOTE Confidence: 0.95468533

00:42:14.635 --> 00:42:16.015 And then there's the education

NOTE Confidence: 0.95468533

00:42:16.250 --> 00:42:17.930 Scholar Fellowship. We have increasing

NOTE Confidence: 0.95468533

00:42:17.930 --> 00:42:19.710 numbers of our faculty joining,

NOTE Confidence: 0.9522694

00:42:20.089 --> 00:42:21.530 that and Julie Wolf has

NOTE Confidence: 0.9522694

00:42:21.530 --> 00:42:23.290 a project that's about faculty

NOTE Confidence: 0.9522694

00:42:23.290 --> 00:42:23.790 mentorship

NOTE Confidence: 0.90377104

00:42:24.329 --> 00:42:25.790 in the Child Study Center.

NOTE Confidence: 0.9992005

00:42:26.170 --> 00:42:27.369 But if you're interested in

NOTE Confidence: 0.9992005

00:42:27.369 --> 00:42:28.270 medical education,

NOTE Confidence: 0.98545736

00:42:28.844 --> 00:42:30.285 I would especially encourage you

NOTE Confidence: 0.98545736

00:42:30.285 --> 00:42:31.484 to talk to Andres, who

NOTE Confidence: 0.98545736

00:42:31.484 --> 00:42:33.484 is really our ambassador for

NOTE Confidence: 0.98545736

00:42:33.484 --> 00:42:34.385 medical education.

NOTE Confidence: 0.9485975

00:42:35.244 --> 00:42:37.585 It's a key important part

NOTE Confidence: 0.9485975

00:42:37.645 --> 00:42:38.465 of our mission.

NOTE Confidence: 0.9859818

00:42:40.860 --> 00:42:41.900 And then just a few

NOTE Confidence: 0.9859818

00:42:41.900 --> 00:42:43.680 thoughts about culture and climate,

NOTE Confidence: 0.8919611

00:42:44.940 --> 00:42:47.360 sustaining, adding new rounds, etcetera.

NOTE Confidence: 0.9860172

00:42:48.780 --> 00:42:49.680 As you know,

NOTE Confidence: 0.9548957

00:42:50.460 --> 00:42:51.820 we are now the department

NOTE Confidence: 0.9548957

00:42:51.820 --> 00:42:53.180 or the division or the

NOTE Confidence: 0.9548957

00:42:53.180 --> 00:42:55.040 program and collaborative excellence,

NOTE Confidence: 0.99930197

00:42:55.795 --> 00:42:57.094 a name that embodies

NOTE Confidence: 0.98665076

00:42:57.555 --> 00:42:58.675 a lot of what we've

NOTE Confidence: 0.98665076

00:42:58.675 --> 00:42:59.875 been doing or what Tara

NOTE Confidence: 0.98665076

00:42:59.875 --> 00:43:00.755 and her team have been  
NOTE Confidence: 0.98665076

00:43:00.755 --> 00:43:01.815 doing to sustain,  
NOTE Confidence: 0.9847699

00:43:02.355 --> 00:43:03.955 but also now launching some  
NOTE Confidence: 0.9847699

00:43:03.955 --> 00:43:04.695 new activities,  
NOTE Confidence: 0.9317111

00:43:05.955 --> 00:43:07.815 a community advisory collaboration  
NOTE Confidence: 0.89961064

00:43:08.355 --> 00:43:10.135 in collaboration with the university.  
NOTE Confidence: 0.9788083

00:43:10.969 --> 00:43:12.569 And then with Tom, working  
NOTE Confidence: 0.9788083

00:43:12.569 --> 00:43:14.510 to establish a research committee  
NOTE Confidence: 0.99722654

00:43:14.890 --> 00:43:15.630 that will  
NOTE Confidence: 0.98921853

00:43:16.089 --> 00:43:17.869 create guidelines for support,  
NOTE Confidence: 0.98336256

00:43:18.410 --> 00:43:20.190 and how to generate support  
NOTE Confidence: 0.99951607

00:43:20.489 --> 00:43:21.950 across research programs.  
NOTE Confidence: 0.95353144

00:43:23.815 --> 00:43:25.255 There's also the health equity  
NOTE Confidence: 0.95353144

00:43:25.255 --> 00:43:26.375 rounds that are now a  
NOTE Confidence: 0.95353144

00:43:26.375 --> 00:43:28.135 regular part established by the  
NOTE Confidence: 0.95353144

00:43:28.135 --> 00:43:29.735 Biola Bernard Fellows that are

NOTE Confidence: 0.95353144  
00:43:29.735 --> 00:43:31.275 now just really an integrated  
NOTE Confidence: 0.95353144  
00:43:31.415 --> 00:43:33.335 regular part of what's happening  
NOTE Confidence: 0.95353144  
00:43:33.335 --> 00:43:35.175 and I'm just delighted and  
NOTE Confidence: 0.95353144  
00:43:35.175 --> 00:43:37.015 encourage people to to join  
NOTE Confidence: 0.95353144  
00:43:37.015 --> 00:43:38.310 in this. And this was  
NOTE Confidence: 0.95353144  
00:43:38.310 --> 00:43:39.670 one of those ground from  
NOTE Confidence: 0.95353144  
00:43:39.670 --> 00:43:41.830 the ground up activities that  
NOTE Confidence: 0.95353144  
00:43:41.830 --> 00:43:43.450 got really instantiated.  
NOTE Confidence: 0.99144757  
00:43:45.590 --> 00:43:46.250 And then,  
NOTE Confidence: 0.9896193  
00:43:46.550 --> 00:43:48.310 Darren and Tara are coming  
NOTE Confidence: 0.9896193  
00:43:48.310 --> 00:43:48.810 together  
NOTE Confidence: 0.97718865  
00:43:49.190 --> 00:43:50.550 to talk about leading with  
NOTE Confidence: 0.97718865  
00:43:50.550 --> 00:43:52.395 intention and heart in the  
NOTE Confidence: 0.97718865  
00:43:52.395 --> 00:43:54.235 academic medicine world and how  
NOTE Confidence: 0.97718865  
00:43:54.235 --> 00:43:55.055 that's changing,  
NOTE Confidence: 0.9943862

00:43:55.835 --> 00:43:56.955 and how we can really  
NOTE Confidence: 0.9943862

00:43:56.955 --> 00:43:57.455 continue.  
NOTE Confidence: 0.9857202

00:43:57.835 --> 00:43:58.875 I know you've heard me  
NOTE Confidence: 0.9857202

00:43:58.875 --> 00:44:00.155 talk about this idea of  
NOTE Confidence: 0.9857202

00:44:00.155 --> 00:44:01.135 service leadership,  
NOTE Confidence: 0.9904853

00:44:01.755 --> 00:44:03.035 but how can we really,  
NOTE Confidence: 0.9904853

00:44:03.035 --> 00:44:04.975 really continue to balance  
NOTE Confidence: 0.9988774

00:44:06.599 --> 00:44:08.680 this transactional business language that  
NOTE Confidence: 0.9988774

00:44:08.680 --> 00:44:09.339 we must  
NOTE Confidence: 0.9386358

00:44:09.719 --> 00:44:11.180 with the language of clinical  
NOTE Confidence: 0.9386358

00:44:11.239 --> 00:44:13.000 excellence with attending to the  
NOTE Confidence: 0.9386358

00:44:13.000 --> 00:44:14.299 values that we have?  
NOTE Confidence: 0.9319385

00:44:17.000 --> 00:44:18.219 And then as always,  
NOTE Confidence: 0.89183223

00:44:18.599 --> 00:44:19.640 I always want to end  
NOTE Confidence: 0.89183223

00:44:19.640 --> 00:44:20.895 with a big shout out  
NOTE Confidence: 0.89183223

00:44:20.895 --> 00:44:23.055 to Christa because Christa just

NOTE Confidence: 0.89183223  
00:44:23.055 --> 00:44:24.735 does a tremendous amount of  
NOTE Confidence: 0.89183223  
00:44:24.735 --> 00:44:25.235 ways.  
NOTE Confidence: 0.9899028  
00:44:28.015 --> 00:44:28.975 So this is all the  
NOTE Confidence: 0.9899028  
00:44:28.975 --> 00:44:30.175 new things that Christa has  
NOTE Confidence: 0.9899028  
00:44:30.175 --> 00:44:31.235 done just internally.  
NOTE Confidence: 0.9849532  
00:44:32.610 --> 00:44:33.830 A new intranet,  
NOTE Confidence: 0.8243474  
00:44:34.130 --> 00:44:34.950 new onboarding,  
NOTE Confidence: 0.9731136  
00:44:35.650 --> 00:44:37.650 a new submission process for  
NOTE Confidence: 0.9731136  
00:44:37.650 --> 00:44:38.550 sharing news.  
NOTE Confidence: 0.95370346  
00:44:39.250 --> 00:44:41.250 It's really quite remarkable, and  
NOTE Confidence: 0.95370346  
00:44:41.250 --> 00:44:42.690 she's aligned the work with  
NOTE Confidence: 0.95370346  
00:44:42.690 --> 00:44:44.150 the Yale School of Medicine  
NOTE Confidence: 0.95370346  
00:44:44.210 --> 00:44:45.350 communication principles.  
NOTE Confidence: 0.99664605  
00:44:46.125 --> 00:44:47.325 But here's what she's also  
NOTE Confidence: 0.99664605  
00:44:47.325 --> 00:44:48.225 done externally.  
NOTE Confidence: 0.93185073

00:44:49.165 --> 00:44:50.205 We have a new year  
NOTE Confidence: 0.93185073

00:44:50.205 --> 00:44:50.864 in review,  
NOTE Confidence: 0.84708375

00:44:51.405 --> 00:44:53.245 that's and now that's now  
NOTE Confidence: 0.84708375

00:44:53.245 --> 00:44:54.765 starting to come out. An  
NOTE Confidence: 0.84708375

00:44:54.765 --> 00:44:56.225 on a shift to quarterly  
NOTE Confidence: 0.84708375

00:44:56.285 --> 00:44:56.785 newsletters,  
NOTE Confidence: 0.9881767

00:44:58.299 --> 00:45:00.000 a much more consistent presence,  
NOTE Confidence: 0.9764805

00:45:00.619 --> 00:45:01.839 with social media.  
NOTE Confidence: 0.98576695

00:45:02.219 --> 00:45:03.900 And then we're totally overhauling  
NOTE Confidence: 0.98576695

00:45:03.900 --> 00:45:05.420 our clinical website so that  
NOTE Confidence: 0.98576695

00:45:05.420 --> 00:45:07.279 it is much more friendly,  
NOTE Confidence: 0.98576695

00:45:07.339 --> 00:45:09.019 much more patient centered, all  
NOTE Confidence: 0.98576695

00:45:09.019 --> 00:45:10.000 of those things.  
NOTE Confidence: 0.9853227

00:45:13.715 --> 00:45:14.855 So I wanna conclude  
NOTE Confidence: 0.997901

00:45:15.155 --> 00:45:16.535 with personal statement  
NOTE Confidence: 0.8721148

00:45:17.075 --> 00:45:17.735 and reflection.



NOTE Confidence: 0.967887  
00:45:19.955 --> 00:45:20.835 To go back to the  
NOTE Confidence: 0.967887  
00:45:20.835 --> 00:45:21.335 theme,  
NOTE Confidence: 0.9960949  
00:45:22.995 --> 00:45:24.275 there's no doubt that these  
NOTE Confidence: 0.9960949  
00:45:24.275 --> 00:45:26.435 are tremendously challenging times before  
NOTE Confidence: 0.9960949  
00:45:26.435 --> 00:45:28.719 us. There's absolutely no doubt.  
NOTE Confidence: 0.9976031  
00:45:29.339 --> 00:45:31.040 There is a lot happening.  
NOTE Confidence: 0.9976031  
00:45:31.180 --> 00:45:32.400 There's a lot of change.  
NOTE Confidence: 0.9976031  
00:45:32.460 --> 00:45:33.680 There's a lot of uncertainty.  
NOTE Confidence: 0.9993066  
00:45:35.260 --> 00:45:37.280 I have incredible confidence  
NOTE Confidence: 0.98754674  
00:45:38.059 --> 00:45:39.040 in this department.  
NOTE Confidence: 0.97198194  
00:45:40.765 --> 00:45:42.125 Every day, I feel the  
NOTE Confidence: 0.97198194  
00:45:42.125 --> 00:45:44.045 deepest admiration for the work  
NOTE Confidence: 0.97198194  
00:45:44.045 --> 00:45:45.344 that all of you do,  
NOTE Confidence: 0.99523634  
00:45:45.805 --> 00:45:47.265 for the clinical sophistication,  
NOTE Confidence: 0.96495867  
00:45:47.725 --> 00:45:49.565 for the being with families  
NOTE Confidence: 0.96495867

00:45:49.565 --> 00:45:51.245 at their deepest troubled need,  
NOTE Confidence: 0.96495867

00:45:51.245 --> 00:45:52.765 for asking questions that are  
NOTE Confidence: 0.96495867

00:45:52.765 --> 00:45:54.309 at the cutting edge, for  
NOTE Confidence: 0.96495867

00:45:54.309 --> 00:45:56.069 actually asking questions of why  
NOTE Confidence: 0.96495867

00:45:56.069 --> 00:45:57.030 are we doing what we're  
NOTE Confidence: 0.96495867

00:45:57.030 --> 00:45:58.150 doing? Is there a different  
NOTE Confidence: 0.96495867

00:45:58.150 --> 00:45:59.210 way to do it?  
NOTE Confidence: 0.9594314

00:45:59.510 --> 00:46:01.210 For being committed to training  
NOTE Confidence: 0.9594314

00:46:01.270 --> 00:46:02.250 the next generation.  
NOTE Confidence: 0.9752972

00:46:03.670 --> 00:46:04.890 I am just tremendously  
NOTE Confidence: 0.98473716

00:46:05.589 --> 00:46:07.385 encouraged by this department and  
NOTE Confidence: 0.98473716

00:46:07.385 --> 00:46:08.605 know that we can do  
NOTE Confidence: 0.98473716

00:46:08.744 --> 00:46:09.244 what  
NOTE Confidence: 0.884964

00:46:09.625 --> 00:46:10.744 we are set out to  
NOTE Confidence: 0.884964

00:46:10.744 --> 00:46:11.244 do.  
NOTE Confidence: 0.98105276

00:46:11.785 --> 00:46:13.145 I would say that values,

NOTE Confidence: 0.98105276

00:46:13.145 --> 00:46:14.185 if we stay to our

NOTE Confidence: 0.98105276

00:46:14.185 --> 00:46:16.045 values, it lights our path.

NOTE Confidence: 0.8170907

00:46:16.984 --> 00:46:19.085 Persistent what seem like incredibly

NOTE Confidence: 0.63120204

00:46:19.545 --> 00:46:20.765 doggedly persistent

NOTE Confidence: 0.96668255

00:46:21.190 --> 00:46:23.030 tiny efforts end up making

NOTE Confidence: 0.96668255

00:46:23.030 --> 00:46:23.850 big changes.

NOTE Confidence: 0.98228747

00:46:24.630 --> 00:46:26.070 I would really encourage you

NOTE Confidence: 0.98228747

00:46:26.070 --> 00:46:27.750 to ask questions. Please ask

NOTE Confidence: 0.98228747

00:46:27.750 --> 00:46:29.350 questions. And remember, I'm gonna

NOTE Confidence: 0.98228747

00:46:29.350 --> 00:46:30.550 continue to ask you to

NOTE Confidence: 0.98228747

00:46:30.550 --> 00:46:31.830 submit what you would like

NOTE Confidence: 0.98228747

00:46:31.830 --> 00:46:33.130 to have heard,

NOTE Confidence: 0.9586008

00:46:33.744 --> 00:46:35.505 but also challenge. Why are

NOTE Confidence: 0.9586008

00:46:35.505 --> 00:46:36.805 you doing what you're doing?

NOTE Confidence: 0.99921525

00:46:37.185 --> 00:46:38.224 Is there another way to

NOTE Confidence: 0.99921525

00:46:38.224 --> 00:46:38.885 do it?  
NOTE Confidence: 0.99788356

00:46:39.905 --> 00:46:40.645 I cannot  
NOTE Confidence: 0.9611661

00:46:41.025 --> 00:46:42.545 encourage us more to be  
NOTE Confidence: 0.9611661

00:46:42.545 --> 00:46:43.685 vocal ambassadors,  
NOTE Confidence: 0.9239485

00:46:44.065 --> 00:46:46.140 talk about our science, talk  
NOTE Confidence: 0.9239485

00:46:46.140 --> 00:46:48.000 about our clinical work. It  
NOTE Confidence: 0.9239485

00:46:48.140 --> 00:46:48.960 be shamelessly  
NOTE Confidence: 0.9464234

00:46:49.339 --> 00:46:50.880 bragging about this department,  
NOTE Confidence: 0.9358206

00:46:51.339 --> 00:46:52.719 talk about what we do.  
NOTE Confidence: 0.9665939

00:46:53.339 --> 00:46:55.280 And most importantly, to center  
NOTE Confidence: 0.9665939

00:46:55.420 --> 00:46:56.480 children and families  
NOTE Confidence: 0.94120556

00:46:57.660 --> 00:46:59.020 because that is truly the  
NOTE Confidence: 0.94120556

00:46:59.020 --> 00:47:00.000 heart of our department  
NOTE Confidence: 0.999627

00:47:02.025 --> 00:47:02.525 For  
NOTE Confidence: 0.9869444

00:47:02.825 --> 00:47:04.125 all that I've talked about,  
NOTE Confidence: 0.99778205

00:47:04.825 --> 00:47:06.265 what is truly at the

NOTE Confidence: 0.99778205  
00:47:06.265 --> 00:47:07.484 heart of this department  
NOTE Confidence: 0.9946684  
00:47:08.105 --> 00:47:09.464 is our care for children  
NOTE Confidence: 0.9946684  
00:47:09.464 --> 00:47:10.125 and families.  
NOTE Confidence: 0.96535105  
00:47:10.585 --> 00:47:11.785 We center them in all  
NOTE Confidence: 0.96535105  
00:47:11.785 --> 00:47:12.685 that we do.  
NOTE Confidence: 0.99649245  
00:47:13.089 --> 00:47:14.849 And I am deeply, deeply  
NOTE Confidence: 0.99649245  
00:47:14.849 --> 00:47:16.530 honored to continue as your  
NOTE Confidence: 0.99649245  
00:47:16.530 --> 00:47:17.030 chair.  
NOTE Confidence: 0.9986763  
00:47:17.569 --> 00:47:18.710 Thank you very much.  
NOTE Confidence: 0.8436088  
00:47:25.425 --> 00:47:25.925 Any  
NOTE Confidence: 0.9945016  
00:47:28.065 --> 00:47:28.565 questions?  
NOTE Confidence: 0.8078269  
00:47:30.625 --> 00:47:31.125 Anything?  
NOTE Confidence: 0.6749276  
00:47:33.105 --> 00:47:33.605 No.  
NOTE Confidence: 0.99201345  
00:47:36.065 --> 00:47:37.265 Thank you, Linda, for that  
NOTE Confidence: 0.99201345  
00:47:37.265 --> 00:47:37.765 overview.  
NOTE Confidence: 0.9369693

00:47:38.385 --> 00:47:39.125 Just a  
NOTE Confidence: 0.9624055  
00:47:39.560 --> 00:47:40.760 just a comment on terms  
NOTE Confidence: 0.9624055  
00:47:40.760 --> 00:47:41.640 of the what you were  
NOTE Confidence: 0.9624055  
00:47:41.640 --> 00:47:42.700 talking about just  
NOTE Confidence: 0.94245756  
00:47:43.000 --> 00:47:44.219 to translate it as  
NOTE Confidence: 0.9863343  
00:47:44.600 --> 00:47:45.719 get the word out there  
NOTE Confidence: 0.9863343  
00:47:45.719 --> 00:47:46.920 or speak up. And I  
NOTE Confidence: 0.9863343  
00:47:46.920 --> 00:47:47.660 think one  
NOTE Confidence: 0.9957876  
00:47:48.040 --> 00:47:50.280 one action is also around,  
NOTE Confidence: 0.9060182  
00:47:50.680 --> 00:47:52.760 a greater effort around, connecting  
NOTE Confidence: 0.9060182  
00:47:52.760 --> 00:47:54.040 with us, the capital, the  
NOTE Confidence: 0.9060182  
00:47:54.040 --> 00:47:54.859 state capital.  
NOTE Confidence: 0.8944943  
00:47:55.445 --> 00:47:56.805 And so we for those  
NOTE Confidence: 0.8944943  
00:47:56.805 --> 00:47:57.525 of you who might be  
NOTE Confidence: 0.8944943  
00:47:57.525 --> 00:47:58.965 interested, Susie and I are  
NOTE Confidence: 0.8944943  
00:47:58.965 --> 00:47:59.925 gonna have it and others

NOTE Confidence: 0.8944943

00:47:59.925 --> 00:48:00.965 are gonna have an Alex

NOTE Confidence: 0.8944943

00:48:00.965 --> 00:48:02.425 involved with this table,

NOTE Confidence: 0.9874954

00:48:03.364 --> 00:48:05.285 next week. But, in October,

NOTE Confidence: 0.9874954

00:48:05.285 --> 00:48:06.085 we plan to have a

NOTE Confidence: 0.9874954

00:48:06.085 --> 00:48:07.140 meeting of folks who have

NOTE Confidence: 0.9874954

00:48:07.219 --> 00:48:08.819 expressed interest about learning more

NOTE Confidence: 0.9874954

00:48:08.819 --> 00:48:10.839 about social policy or legislation.

NOTE Confidence: 0.9874954

00:48:10.980 --> 00:48:12.579 So you'll be on that

NOTE Confidence: 0.9874954

00:48:12.579 --> 00:48:13.859 invite if you're not already,

NOTE Confidence: 0.9874954

00:48:13.859 --> 00:48:15.140 but stop by the table

NOTE Confidence: 0.9874954

00:48:15.140 --> 00:48:15.779 if you want.

NOTE Confidence: 0.9677893

00:48:16.339 --> 00:48:17.719 And then just an anecdote,

NOTE Confidence: 0.9608336

00:48:18.339 --> 00:48:19.380 on my end is Linda

NOTE Confidence: 0.9608336

00:48:19.380 --> 00:48:20.339 and I this was, like,

NOTE Confidence: 0.9608336

00:48:20.339 --> 00:48:21.460 maybe two, three years ago,

NOTE Confidence: 0.9608336

00:48:21.460 --> 00:48:22.200 and Yale  
NOTE Confidence: 0.8200847

00:48:22.535 --> 00:48:23.355 News internally  
NOTE Confidence: 0.9448756

00:48:24.055 --> 00:48:24.855 wanted to do a piece  
NOTE Confidence: 0.9448756

00:48:24.855 --> 00:48:25.895 on social media. And I  
NOTE Confidence: 0.9448756

00:48:25.895 --> 00:48:26.695 think we both did it  
NOTE Confidence: 0.9448756

00:48:26.695 --> 00:48:27.655 kind of as a favor  
NOTE Confidence: 0.9448756

00:48:27.655 --> 00:48:28.775 to them because, you know,  
NOTE Confidence: 0.9448756

00:48:28.775 --> 00:48:30.215 it's me on news. But,  
NOTE Confidence: 0.9448756

00:48:30.215 --> 00:48:31.815 subsequently, Krista let let us  
NOTE Confidence: 0.9448756

00:48:31.815 --> 00:48:32.695 know that it's the most  
NOTE Confidence: 0.9448756

00:48:32.695 --> 00:48:34.295 clicked on website. I don't  
NOTE Confidence: 0.9448756

00:48:34.295 --> 00:48:34.935 know if that's still the  
NOTE Confidence: 0.9448756

00:48:34.935 --> 00:48:35.655 case, Krista,  
NOTE Confidence: 0.9693076

00:48:36.500 --> 00:48:37.799 you know, on Yale Medicine  
NOTE Confidence: 0.9693076

00:48:37.859 --> 00:48:39.059 or Yale New Haven. So  
NOTE Confidence: 0.9693076

00:48:39.059 --> 00:48:40.339 I think little things that



NOTE Confidence: 0.9693076

00:48:40.339 --> 00:48:41.380 just start to and from

NOTE Confidence: 0.9693076

00:48:41.380 --> 00:48:42.339 that, we get calls all

NOTE Confidence: 0.9693076

00:48:42.339 --> 00:48:43.640 the time now. And so

NOTE Confidence: 0.9693076

00:48:43.859 --> 00:48:45.460 just whatever opportunities you have.

NOTE Confidence: 0.9693076

00:48:45.460 --> 00:48:46.839 And I also try to

NOTE Confidence: 0.9693076

00:48:46.980 --> 00:48:47.480 distribute,

NOTE Confidence: 0.9360578

00:48:47.859 --> 00:48:49.799 opportunities to others, junior faculty,

NOTE Confidence: 0.9360578

00:48:49.859 --> 00:48:50.359 fellows,

NOTE Confidence: 0.92563003

00:48:51.165 --> 00:48:52.605 just, but those are some

NOTE Confidence: 0.92563003

00:48:52.605 --> 00:48:53.485 other areas to try to

NOTE Confidence: 0.92563003

00:48:53.485 --> 00:48:54.145 get ourselves

NOTE Confidence: 0.8491213

00:48:54.445 --> 00:48:55.645 out there. On the social

NOTE Confidence: 0.8491213

00:48:55.645 --> 00:48:57.565 media program starts to take

NOTE Confidence: 0.8491213

00:48:57.565 --> 00:48:58.065 off.

NOTE Confidence: 0.7725681

00:48:58.685 --> 00:48:59.185 Yeah.

NOTE Confidence: 0.9510662

00:49:05.099 --> 00:49:06.140 This is not a question  
NOTE Confidence: 0.9510662

00:49:06.140 --> 00:49:07.180 that would intend that we're  
NOTE Confidence: 0.9510662

00:49:07.180 --> 00:49:08.619 going to stay longer. But  
NOTE Confidence: 0.9510662

00:49:08.619 --> 00:49:09.660 are there other things that  
NOTE Confidence: 0.9510662

00:49:09.660 --> 00:49:10.540 you would like to hear  
NOTE Confidence: 0.9510662

00:49:10.540 --> 00:49:11.280 more about  
NOTE Confidence: 0.9528964

00:49:16.244 --> 00:49:17.924 Besides the new how how  
NOTE Confidence: 0.9528964

00:49:17.924 --> 00:49:19.385 comfortable are the new chairs?  
NOTE Confidence: 0.61902916

00:49:21.765 --> 00:49:22.924 They're very comfortable. So it's  
NOTE Confidence: 0.61902916

00:49:22.924 --> 00:49:23.464 a great  
NOTE Confidence: 0.84699917

00:49:24.005 --> 00:49:25.364 Sitting by turnout, I'd say  
NOTE Confidence: 0.84699917

00:49:25.364 --> 00:49:26.105 very comfortable.  
NOTE Confidence: 0.90697634

00:49:28.739 --> 00:49:30.520 Other other things? Other questions?  
NOTE Confidence: 0.9960954

00:49:33.219 --> 00:49:34.660 I'm just deeply grateful to  
NOTE Confidence: 0.9960954

00:49:34.660 --> 00:49:35.380 see all of you in  
NOTE Confidence: 0.9960954

00:49:35.380 --> 00:49:36.820 person. There's a tremendous sort

NOTE Confidence: 0.9960954

00:49:36.820 --> 00:49:38.100 of vibe when there's people

NOTE Confidence: 0.9960954

00:49:38.100 --> 00:49:39.380 in the room. Thank you

NOTE Confidence: 0.9960954

00:49:39.380 --> 00:49:40.096 so much.