

WEBVTT

NOTE duration:"01:00:53.5600000"

NOTE recognizability:0.875

NOTE language:en-us

NOTE Confidence: 0.776607298055556

00:00:00.000 --> 00:00:02.115 Um, so just again just to welcome you all

NOTE Confidence: 0.776607298055556

00:00:02.115 --> 00:00:04.238 to the first of our Grand Ramsey routes

NOTE Confidence: 0.776607298055556

00:00:04.238 --> 00:00:07.004 or 2023 and please do look out for emails

NOTE Confidence: 0.776607298055556

00:00:07.004 --> 00:00:09.320 from Krista about our upcoming events.

NOTE Confidence: 0.776607298055556

00:00:09.320 --> 00:00:11.376 Please reach out to Rosemary for them if

NOTE Confidence: 0.776607298055556

00:00:11.376 --> 00:00:13.676 you want to meet with any of our speakers.

NOTE Confidence: 0.776607298055556

00:00:13.680 --> 00:00:14.691 We're welcoming Dr.

NOTE Confidence: 0.776607298055556

00:00:14.691 --> 00:00:16.713 Fred Schick next week and we'll

NOTE Confidence: 0.776607298055556

00:00:16.713 --> 00:00:18.360 be visiting us from UW.

NOTE Confidence: 0.776607298055556

00:00:18.360 --> 00:00:21.104 And of course we have doctor Stephanie

NOTE Confidence: 0.776607298055556

00:00:21.104 --> 00:00:23.565 Gilson and Doctor Asad Omar and

NOTE Confidence: 0.776607298055556

00:00:23.565 --> 00:00:25.580 rounding off our January series.

NOTE Confidence: 0.776607298055556

00:00:25.580 --> 00:00:28.108 And so please do also send us any

NOTE Confidence: 0.776607298055556

00:00:28.108 --> 00:00:30.446 suggestions that you have for grand rounds.
NOTE Confidence: 0.776607298055556

00:00:30.450 --> 00:00:31.575 Our committee will be meeting
NOTE Confidence: 0.776607298055556

00:00:31.575 --> 00:00:32.475 in around 2 weeks,
NOTE Confidence: 0.776607298055556

00:00:32.480 --> 00:00:34.262 so if you do have any names or suggestions,
NOTE Confidence: 0.776607298055556

00:00:34.270 --> 00:00:36.530 send them to me or send them to Rosemary and
NOTE Confidence: 0.776607298055556

00:00:36.585 --> 00:00:38.898 we'd be delighted to add them to the program.
NOTE Confidence: 0.776607298055556

00:00:38.900 --> 00:00:40.480 So without any further ado,
NOTE Confidence: 0.776607298055556

00:00:40.480 --> 00:00:43.860 please welcome Doctor Linda Mays.
NOTE Confidence: 0.776607298055556

00:00:43.860 --> 00:00:48.778 Right. Instead of the quick.
NOTE Confidence: 0.776607298055556

00:00:48.780 --> 00:00:53.600 Welcome everyone. Microphone.
NOTE Confidence: 0.776607298055556

00:00:53.600 --> 00:00:55.440 Now it's the microphone working.
NOTE Confidence: 0.776607298055556

00:00:55.440 --> 00:00:57.900 It is great. Well, welcome everybody.
NOTE Confidence: 0.776607298055556

00:00:57.900 --> 00:01:01.095 I'm so glad it's so good to see you.
NOTE Confidence: 0.776607298055556

00:01:01.100 --> 00:01:02.028 Turn this on too.
NOTE Confidence: 0.776607298055556

00:01:02.028 --> 00:01:03.840 There's too many buttons to turn on here.
NOTE Confidence: 0.850670445

00:01:06.100 --> 00:01:07.773 So very good to see you, everyone.

NOTE Confidence: 0.850670445

00:01:07.773 --> 00:01:09.385 I'm really welcome you

NOTE Confidence: 0.850670445

00:01:09.385 --> 00:01:10.997 back from the holidays.

NOTE Confidence: 0.850670445

00:01:11.000 --> 00:01:13.824 I hope you had an incredibly restful time.

NOTE Confidence: 0.850670445

00:01:13.830 --> 00:01:16.055 The holidays are very much

NOTE Confidence: 0.850670445

00:01:16.055 --> 00:01:17.835 for rest and relaxation.

NOTE Confidence: 0.850670445

00:01:17.840 --> 00:01:19.988 I hope you weren't caught in

NOTE Confidence: 0.850670445

00:01:19.988 --> 00:01:21.420 those terrible travel snarls.

NOTE Confidence: 0.850670445

00:01:21.420 --> 00:01:23.268 I have to admit that I thought about

NOTE Confidence: 0.850670445

00:01:23.268 --> 00:01:25.453 so many of you and hoping that you

NOTE Confidence: 0.850670445

00:01:25.453 --> 00:01:26.864 weren't in those Southwest lines

NOTE Confidence: 0.850670445

00:01:26.864 --> 00:01:28.792 that I was seeing on the news or

NOTE Confidence: 0.850670445

00:01:28.792 --> 00:01:30.316 looking for your luggage somewhere,

NOTE Confidence: 0.850670445

00:01:30.316 --> 00:01:33.026 but that you also had a time for

NOTE Confidence: 0.850670445

00:01:33.026 --> 00:01:34.856 reunion with family and friends.

NOTE Confidence: 0.850670445

00:01:34.860 --> 00:01:37.247 That's truly what the holidays are about.

NOTE Confidence: 0.850670445

00:01:37.250 --> 00:01:39.850 And really much about reflection.

NOTE Confidence: 0.850670445

00:01:39.850 --> 00:01:41.635 I wanted actually this we we have

NOTE Confidence: 0.850670445

00:01:41.635 --> 00:01:43.456 actually if you haven't noticed we

NOTE Confidence: 0.850670445

00:01:43.456 --> 00:01:45.121 actually have two opening department

NOTE Confidence: 0.850670445

00:01:45.121 --> 00:01:47.097 talks we have one at the opening

NOTE Confidence: 0.850670445

00:01:47.097 --> 00:01:48.872 of the academic year and one at

NOTE Confidence: 0.850670445

00:01:48.872 --> 00:01:50.438 the opening of the calendar year.

NOTE Confidence: 0.850670445

00:01:50.440 --> 00:01:52.684 But this particular one I think

NOTE Confidence: 0.850670445

00:01:52.684 --> 00:01:55.373 is very much about reflection and

NOTE Confidence: 0.850670445

00:01:55.373 --> 00:01:57.551 wanting to think with you about

NOTE Confidence: 0.850670445

00:01:57.551 --> 00:01:59.569 whether you observe the holidays,

NOTE Confidence: 0.850670445

00:01:59.570 --> 00:02:00.806 whatever you observe,

NOTE Confidence: 0.850670445

00:02:00.806 --> 00:02:02.866 to actually think about this

NOTE Confidence: 0.850670445

00:02:02.866 --> 00:02:04.961 metaphor of the winter solstice

NOTE Confidence: 0.850670445

00:02:04.961 --> 00:02:07.355 because on December 21st was the

NOTE Confidence: 0.850670445

00:02:07.355 --> 00:02:08.889 longest day of the year.

NOTE Confidence: 0.850670445

00:02:08.890 --> 00:02:10.409 And you may not have been counting,

NOTE Confidence: 0.850670445

00:02:10.410 --> 00:02:12.126 but I hope you've been noticing

NOTE Confidence: 0.850670445

00:02:12.126 --> 00:02:13.270 that since December 21st,

NOTE Confidence: 0.850670445

00:02:13.270 --> 00:02:16.710 we've gained a minute every day of light.

NOTE Confidence: 0.850670445

00:02:16.710 --> 00:02:20.067 So it is the interface of light and darkness,

NOTE Confidence: 0.850670445

00:02:20.070 --> 00:02:22.870 and there are many ways that people celebrate

NOTE Confidence: 0.850670445

00:02:22.870 --> 00:02:25.390 the winter solstice about exactly that.

NOTE Confidence: 0.850670445

00:02:25.390 --> 00:02:28.008 But the balance of light and darkness,

NOTE Confidence: 0.850670445

00:02:28.010 --> 00:02:30.579 there's a lot going on as a

NOTE Confidence: 0.850670445

00:02:30.579 --> 00:02:32.690 backdrop for our department,

NOTE Confidence: 0.850670445

00:02:32.690 --> 00:02:35.686 a backdrop in our society and culture.

NOTE Confidence: 0.850670445

00:02:35.690 --> 00:02:39.320 But I do hope we actually will also take the.

NOTE Confidence: 0.850670445

00:02:39.320 --> 00:02:40.780 Embedded metaphor of Steinbeck's

NOTE Confidence: 0.850670445

00:02:40.780 --> 00:02:43.324 quote that what good is the worth

NOTE Confidence: 0.850670445

00:02:43.324 --> 00:02:45.347 of summer or spring or of light?

NOTE Confidence: 0.850670445

00:02:45.350 --> 00:02:47.966 Let us say that without the
NOTE Confidence: 0.850670445

00:02:47.966 --> 00:02:49.710 sweet cold of winter.
NOTE Confidence: 0.850670445

00:02:49.710 --> 00:02:51.474 So there is a lot that's going
NOTE Confidence: 0.850670445

00:02:51.474 --> 00:02:53.940 on and a lot of good things and
NOTE Confidence: 0.850670445

00:02:53.940 --> 00:02:55.585 a lot of challenging things.
NOTE Confidence: 0.850670445

00:02:55.590 --> 00:02:57.800 It's worth really looking back
NOTE Confidence: 0.850670445

00:02:57.800 --> 00:03:00.577 or looking a bit back at 2022.
NOTE Confidence: 0.850670445

00:03:00.577 --> 00:03:03.340 And so many of the things that are still
NOTE Confidence: 0.850670445

00:03:03.414 --> 00:03:06.087 going on that are out of context for us,
NOTE Confidence: 0.850670445

00:03:06.090 --> 00:03:07.120 the tremendous,
NOTE Confidence: 0.850670445

00:03:07.120 --> 00:03:10.210 we could call it political drama,
NOTE Confidence: 0.850670445

00:03:10.210 --> 00:03:12.070 political theater that even
NOTE Confidence: 0.850670445

00:03:12.070 --> 00:03:14.395 was going on last week.
NOTE Confidence: 0.850670445

00:03:14.400 --> 00:03:16.626 The inflation that is stressing so many
NOTE Confidence: 0.850670445

00:03:16.626 --> 00:03:18.626 families that we serve and whether
NOTE Confidence: 0.850670445

00:03:18.626 --> 00:03:20.594 we serve and research or clinical,

NOTE Confidence: 0.850670445

00:03:20.600 --> 00:03:22.420 the increase.

NOTE Confidence: 0.850670445

00:03:22.420 --> 00:03:24.500 Continued war in Ukraine.

NOTE Confidence: 0.850670445

00:03:24.500 --> 00:03:26.060 And the dramatic,

NOTE Confidence: 0.850670445

00:03:26.060 --> 00:03:30.440 dramatic increase in gun violence

NOTE Confidence: 0.850670445

00:03:30.440 --> 00:03:33.488 impacting so many children and families.

NOTE Confidence: 0.850670445

00:03:33.490 --> 00:03:35.464 I don't want to begin this talk

NOTE Confidence: 0.850670445

00:03:35.464 --> 00:03:37.130 and that kind of dark way.

NOTE Confidence: 0.850670445

00:03:37.130 --> 00:03:39.643 I really want you to hold the

NOTE Confidence: 0.850670445

00:03:39.643 --> 00:03:41.330 dark lightness metaphor in mind.

NOTE Confidence: 0.850670445

00:03:41.330 --> 00:03:43.088 But it is important that this

NOTE Confidence: 0.850670445

00:03:43.088 --> 00:03:45.335 is a context for all the change

NOTE Confidence: 0.850670445

00:03:45.335 --> 00:03:47.010 going on in our department,

NOTE Confidence: 0.850670445

00:03:47.010 --> 00:03:49.467 in the school and in our society.

NOTE Confidence: 0.850670445

00:03:49.470 --> 00:03:52.088 And I would ask the question of

NOTE Confidence: 0.850670445

00:03:52.088 --> 00:03:54.680 when we really stopped counting.

NOTE Confidence: 0.850670445

00:03:54.680 --> 00:03:56.480 It has been.
NOTE Confidence: 0.850670445

00:03:56.480 --> 00:03:59.430 It has been 1035 days,
NOTE Confidence: 0.850670445

00:03:59.430 --> 00:04:04.030 March the 12th 2020 when the pandemic began.
NOTE Confidence: 0.850670445

00:04:04.030 --> 00:04:06.382 And our world's changed and yet
NOTE Confidence: 0.850670445

00:04:06.382 --> 00:04:08.900 New Haven is still a hot spot.
NOTE Confidence: 0.850670445

00:04:08.900 --> 00:04:12.798 There were 771 cases last week
NOTE Confidence: 0.850670445

00:04:12.798 --> 00:04:14.908 in the state of Connecticut.
NOTE Confidence: 0.9325514675

00:04:14.910 --> 00:04:17.086 It's not quite the same as it was,
NOTE Confidence: 0.9325514675

00:04:17.090 --> 00:04:20.090 but COVID is still with us and there's
NOTE Confidence: 0.9325514675

00:04:20.090 --> 00:04:21.990 140 something patients still in
NOTE Confidence: 0.9325514675

00:04:21.990 --> 00:04:24.490 young New Haven Hospital with COVID.
NOTE Confidence: 0.9325514675

00:04:24.490 --> 00:04:28.270 So COVID is still a part of the metaphor.
NOTE Confidence: 0.9325514675

00:04:28.270 --> 00:04:31.000 Of our changed and changing world.
NOTE Confidence: 0.9325514675

00:04:31.000 --> 00:04:32.360 And our world has changed,
NOTE Confidence: 0.9325514675

00:04:32.360 --> 00:04:33.536 not just because we're
NOTE Confidence: 0.9325514675

00:04:33.536 --> 00:04:35.300 working now in a hybrid way.

NOTE Confidence: 0.9325514675

00:04:35.300 --> 00:04:36.895 We have people back here

NOTE Confidence: 0.9325514675

00:04:36.895 --> 00:04:38.760 that I keep looking back to.

NOTE Confidence: 0.9325514675

00:04:38.760 --> 00:04:40.923 We have people back here as well

NOTE Confidence: 0.9325514675

00:04:40.923 --> 00:04:43.476 as all of you here in the room.

NOTE Confidence: 0.9325514675

00:04:43.480 --> 00:04:45.292 It's not that we're paying attention

NOTE Confidence: 0.9325514675

00:04:45.292 --> 00:04:47.099 to the new variants and whether

NOTE Confidence: 0.9325514675

00:04:47.099 --> 00:04:48.719 we wear masks or don't mask.

NOTE Confidence: 0.9325514675

00:04:48.720 --> 00:04:51.960 And what environment do we wear mask in?

NOTE Confidence: 0.9325514675

00:04:51.960 --> 00:04:53.084 But we're also coping,

NOTE Confidence: 0.9325514675

00:04:53.084 --> 00:04:55.390 as I've said now on several occasions,

NOTE Confidence: 0.9325514675

00:04:55.390 --> 00:04:57.520 with a tremendous amount of uncertainty,

NOTE Confidence: 0.9325514675

00:04:57.520 --> 00:04:59.332 and we're learning how to cope

NOTE Confidence: 0.9325514675

00:04:59.332 --> 00:05:01.888 with that in a culture that hasn't

NOTE Confidence: 0.9325514675

00:05:01.888 --> 00:05:04.023 always had so much uncertainty.

NOTE Confidence: 0.9325514675

00:05:04.030 --> 00:05:05.745 And a theme that I'm going to

NOTE Confidence: 0.9325514675

00:05:05.745 --> 00:05:07.590 come back to is we're actually,
NOTE Confidence: 0.9325514675

00:05:07.590 --> 00:05:09.648 there's a tremendous amount of change
NOTE Confidence: 0.9325514675

00:05:09.648 --> 00:05:11.970 going on in academic health centers,
NOTE Confidence: 0.9325514675

00:05:11.970 --> 00:05:14.370 which I will come back to this because
NOTE Confidence: 0.9325514675

00:05:14.370 --> 00:05:17.328 this is the context in which we're working.
NOTE Confidence: 0.9325514675

00:05:17.330 --> 00:05:21.154 So it is a changed and changing world.
NOTE Confidence: 0.9325514675

00:05:21.160 --> 00:05:24.008 And it is the continued backdrop as we
NOTE Confidence: 0.9325514675

00:05:24.008 --> 00:05:26.675 take this moment on January the 10th,
NOTE Confidence: 0.9325514675

00:05:26.675 --> 00:05:29.510 2023 to look ahead and we try to find
NOTE Confidence: 0.9325514675

00:05:29.592 --> 00:05:32.322 the needle that will navigate ourselves
NOTE Confidence: 0.9325514675

00:05:32.322 --> 00:05:35.100 through this thread of uncertainty.
NOTE Confidence: 0.9325514675

00:05:35.100 --> 00:05:37.404 So what would you say the
NOTE Confidence: 0.9325514675

00:05:37.404 --> 00:05:39.260 state of the department is?
NOTE Confidence: 0.9325514675

00:05:39.260 --> 00:05:40.660 I would say we're actually
NOTE Confidence: 0.9325514675

00:05:40.660 --> 00:05:41.870 doing quite well though.
NOTE Confidence: 0.9325514675

00:05:41.870 --> 00:05:44.090 We actually are stressed and we

NOTE Confidence: 0.9325514675

00:05:44.090 --> 00:05:46.076 have some challenges that I will

NOTE Confidence: 0.9325514675

00:05:46.076 --> 00:05:48.340 talk about and we're in the midst

NOTE Confidence: 0.9325514675

00:05:48.340 --> 00:05:50.060 of tremendous amount of change.

NOTE Confidence: 0.9325514675

00:05:50.060 --> 00:05:52.902 And I picked the graphic of change

NOTE Confidence: 0.9325514675

00:05:52.902 --> 00:05:55.250 versus chance quite intentionally.

NOTE Confidence: 0.9325514675

00:05:55.250 --> 00:05:57.097 Because it was on March 12th,

NOTE Confidence: 0.9325514675

00:05:57.097 --> 00:05:59.456 2020 that we were presented with a

NOTE Confidence: 0.9325514675

00:05:59.456 --> 00:06:01.560 chance that we didn't anticipate,

NOTE Confidence: 0.9325514675

00:06:01.560 --> 00:06:03.142 but we have adapted to it and

NOTE Confidence: 0.9325514675

00:06:03.142 --> 00:06:04.180 we are adapting to it.

NOTE Confidence: 0.9325514675

00:06:04.180 --> 00:06:06.652 But it has brought a tremendous amount of

NOTE Confidence: 0.9325514675

00:06:06.652 --> 00:06:09.080 change that we are still in the middle of.

NOTE Confidence: 0.9325514675

00:06:09.080 --> 00:06:10.040 And as usual,

NOTE Confidence: 0.9325514675

00:06:10.040 --> 00:06:13.380 I will talk about a lot of some of the

NOTE Confidence: 0.9325514675

00:06:13.380 --> 00:06:15.436 watts of what's happened in the department,

NOTE Confidence: 0.9325514675

00:06:15.440 --> 00:06:17.596 but also a lot of the how,
NOTE Confidence: 0.9325514675

00:06:17.600 --> 00:06:19.518 how are we going to get forward?
NOTE Confidence: 0.9325514675

00:06:19.520 --> 00:06:20.800 What are the changes we're
NOTE Confidence: 0.9325514675

00:06:20.800 --> 00:06:22.500 going to continue to be making?
NOTE Confidence: 0.9325514675

00:06:22.500 --> 00:06:25.000 How are we thinking about?
NOTE Confidence: 0.9325514675

00:06:25.000 --> 00:06:26.744 Just as one caveat.
NOTE Confidence: 0.9325514675

00:06:26.744 --> 00:06:30.270 I intend the slides that you will see.
NOTE Confidence: 0.9325514675

00:06:30.270 --> 00:06:31.890 I actually also intend them
NOTE Confidence: 0.9325514675

00:06:31.890 --> 00:06:33.830 as a reference point for you.
NOTE Confidence: 0.9325514675

00:06:33.830 --> 00:06:35.916 So some of them will have more
NOTE Confidence: 0.9325514675

00:06:35.916 --> 00:06:37.670 information than I will go over.
NOTE Confidence: 0.9325514675

00:06:37.670 --> 00:06:39.930 I want you to be able to go back to
NOTE Confidence: 0.9325514675

00:06:40.003 --> 00:06:42.227 them and ask a question what about X
NOTE Confidence: 0.9325514675

00:06:42.227 --> 00:06:44.667 and go back and look at the slides.
NOTE Confidence: 0.9325514675

00:06:44.670 --> 00:06:47.088 So they've been created some of
NOTE Confidence: 0.9325514675

00:06:47.088 --> 00:06:49.380 them with that purpose in mind.

NOTE Confidence: 0.9325514675

00:06:49.380 --> 00:06:51.221 I also want to remind you again

NOTE Confidence: 0.9325514675

00:06:51.221 --> 00:06:52.942 that we actually did an opening

NOTE Confidence: 0.9325514675

00:06:52.942 --> 00:06:55.492 talk in September 2022 and set a

NOTE Confidence: 0.9325514675

00:06:55.492 --> 00:06:58.000 number of goals for these areas.

NOTE Confidence: 0.9325514675

00:06:58.000 --> 00:07:00.115 And I'm going to go back to some of

NOTE Confidence: 0.9325514675

00:07:00.115 --> 00:07:01.960 those goals and ask the question,

NOTE Confidence: 0.9325514675

00:07:01.960 --> 00:07:04.830 have we met them or where are we in those

NOTE Confidence: 0.868381168181818

00:07:04.900 --> 00:07:07.222 goals? Because we're also in a climate

NOTE Confidence: 0.868381168181818

00:07:07.222 --> 00:07:10.402 and I and A priority of holding ourselves

NOTE Confidence: 0.868381168181818

00:07:10.402 --> 00:07:13.520 accountable to the goals that we set.

NOTE Confidence: 0.868381168181818

00:07:13.520 --> 00:07:16.160 And then to remind you of our we also set

NOTE Confidence: 0.868381168181818

00:07:16.230 --> 00:07:18.823 a theme for this academic year in 2022,

NOTE Confidence: 0.868381168181818

00:07:18.823 --> 00:07:21.138 which was generativity and grace.

NOTE Confidence: 0.868381168181818

00:07:21.140 --> 00:07:23.180 And I will come back to

NOTE Confidence: 0.868381168181818

00:07:23.180 --> 00:07:24.200 that theme throughout,

NOTE Confidence: 0.868381168181818

00:07:24.200 --> 00:07:27.061 but also at the very end with the quote.
NOTE Confidence: 0.868381168181818

00:07:27.061 --> 00:07:28.296 The world is not ours.
NOTE Confidence: 0.868381168181818

00:07:28.300 --> 00:07:29.620 The Earth is not ours.
NOTE Confidence: 0.868381168181818

00:07:29.620 --> 00:07:31.816 It's a treasure we hold and
NOTE Confidence: 0.868381168181818

00:07:31.816 --> 00:07:33.671 trust for future generations and
NOTE Confidence: 0.868381168181818

00:07:33.671 --> 00:07:35.579 maybe be worthy of that trust.
NOTE Confidence: 0.868381168181818

00:07:35.580 --> 00:07:39.110 So that is a theme that will come back to us.
NOTE Confidence: 0.868381168181818

00:07:39.110 --> 00:07:40.378 With that in mind,
NOTE Confidence: 0.868381168181818

00:07:40.378 --> 00:07:43.370 here are the areas that I want to cover.
NOTE Confidence: 0.868381168181818

00:07:43.370 --> 00:07:46.058 I want to do a few departments snapshots,
NOTE Confidence: 0.868381168181818

00:07:46.060 --> 00:07:47.173 kind of traditional,
NOTE Confidence: 0.868381168181818

00:07:47.173 --> 00:07:50.207 a few things that I think it's worth
NOTE Confidence: 0.868381168181818

00:07:50.207 --> 00:07:52.706 covering every year so that you get
NOTE Confidence: 0.868381168181818

00:07:52.706 --> 00:07:55.714 a sense of the kind of fundamentally
NOTE Confidence: 0.868381168181818

00:07:55.714 --> 00:07:57.934 basic data about the department.
NOTE Confidence: 0.868381168181818

00:07:57.940 --> 00:08:00.285 I want to offer you a strategic

NOTE Confidence: 0.868381168181818

00:08:00.285 --> 00:08:02.403 reframe about how we present ourselves

NOTE Confidence: 0.868381168181818

00:08:02.403 --> 00:08:05.120 and how we present the work we do.

NOTE Confidence: 0.868381168181818

00:08:05.120 --> 00:08:08.100 We're a tremendously complex department,

NOTE Confidence: 0.868381168181818

00:08:08.100 --> 00:08:10.098 and there's multiple ways of presenting,

NOTE Confidence: 0.868381168181818

00:08:10.100 --> 00:08:12.836 so I'm going to offer you an idea.

NOTE Confidence: 0.868381168181818

00:08:12.840 --> 00:08:13.434 The second,

NOTE Confidence: 0.868381168181818

00:08:13.434 --> 00:08:16.187 the third is to follow up on some of

NOTE Confidence: 0.868381168181818

00:08:16.187 --> 00:08:18.896 those goals we set in September 22 and 22.

NOTE Confidence: 0.868381168181818

00:08:18.896 --> 00:08:21.560 And then for the last part of the talk

NOTE Confidence: 0.868381168181818

00:08:21.640 --> 00:08:24.461 I'm going to talk about working with

NOTE Confidence: 0.868381168181818

00:08:24.461 --> 00:08:26.660 systems and thinking systemically.

NOTE Confidence: 0.868381168181818

00:08:26.660 --> 00:08:29.300 We tend to think departmentally.

NOTE Confidence: 0.868381168181818

00:08:29.300 --> 00:08:31.712 But I want us to also be thinking where

NOTE Confidence: 0.868381168181818

00:08:31.712 --> 00:08:34.342 do we fit in the system and how does

NOTE Confidence: 0.868381168181818

00:08:34.342 --> 00:08:36.580 should that be changing our thinking?

NOTE Confidence: 0.868381168181818

00:08:36.580 --> 00:08:38.548 I want to bring you into the little
NOTE Confidence: 0.868381168181818

00:08:38.548 --> 00:08:40.513 graphic I showed you earlier about
NOTE Confidence: 0.868381168181818

00:08:40.513 --> 00:08:42.278 how medical centers are changing,
NOTE Confidence: 0.868381168181818

00:08:42.280 --> 00:08:44.919 then how that impacts our clinical mission,
NOTE Confidence: 0.868381168181818

00:08:44.920 --> 00:08:48.735 and then return to generativity and grace.
NOTE Confidence: 0.868381168181818

00:08:48.740 --> 00:08:51.314 Glad to see people coming in
NOTE Confidence: 0.868381168181818

00:08:51.314 --> 00:08:53.030 and people coming on.
NOTE Confidence: 0.868381168181818

00:08:53.030 --> 00:08:54.680 So.
NOTE Confidence: 0.868381168181818

00:08:54.680 --> 00:08:56.456 Importantly, this is one of those
NOTE Confidence: 0.868381168181818

00:08:56.456 --> 00:08:58.820 slides which I give you for information,
NOTE Confidence: 0.868381168181818

00:08:58.820 --> 00:08:59.831 not for reading.
NOTE Confidence: 0.868381168181818

00:08:59.831 --> 00:09:01.853 And I'm going to give you,
NOTE Confidence: 0.868381168181818

00:09:01.860 --> 00:09:03.512 I'm going to tell you what the
NOTE Confidence: 0.868381168181818

00:09:03.512 --> 00:09:04.955 three key points on this and
NOTE Confidence: 0.868381168181818

00:09:04.955 --> 00:09:06.323 then when we post the slides,
NOTE Confidence: 0.868381168181818

00:09:06.330 --> 00:09:09.459 when Christa points the post them online,

NOTE Confidence: 0.868381168181818
00:09:09.460 --> 00:09:10.966 you'll be able to go and
NOTE Confidence: 0.868381168181818
00:09:10.966 --> 00:09:12.500 look at the actual details.
NOTE Confidence: 0.868381168181818
00:09:12.500 --> 00:09:15.100 But the key points are.
NOTE Confidence: 0.868381168181818
00:09:15.100 --> 00:09:17.218 That as a community we're growing.
NOTE Confidence: 0.868381168181818
00:09:17.220 --> 00:09:20.755 We're now 531 people in this community.
NOTE Confidence: 0.868381168181818
00:09:20.760 --> 00:09:22.752 That does not include the secondary
NOTE Confidence: 0.868381168181818
00:09:22.752 --> 00:09:24.780 faculty appointed in other departments.
NOTE Confidence: 0.868381168181818
00:09:24.780 --> 00:09:27.236 Primarily we are 531.
NOTE Confidence: 0.868381168181818
00:09:27.236 --> 00:09:31.050 Our faculty has grown to 187,
NOTE Confidence: 0.868381168181818
00:09:31.050 --> 00:09:34.010 which is pretty dramatic.
NOTE Confidence: 0.868381168181818
00:09:34.010 --> 00:09:36.908 Our latter faculty up here at 70,
NOTE Confidence: 0.868381168181818
00:09:36.910 --> 00:09:39.246 we were just a few years ago, 43,
NOTE Confidence: 0.868381168181818
00:09:39.246 --> 00:09:41.626 so we have grown dramatically.
NOTE Confidence: 0.868381168181818
00:09:41.630 --> 00:09:43.926 And if you look down at the
NOTE Confidence: 0.868381168181818
00:09:43.926 --> 00:09:45.930 racial and gender distribution,
NOTE Confidence: 0.868381168181818

00:09:45.930 --> 00:09:48.228 we're getting better, we're getting better,
NOTE Confidence: 0.868381168181818

00:09:48.230 --> 00:09:51.030 but we still have a lot more work to do.
NOTE Confidence: 0.868381168181818

00:09:51.030 --> 00:09:53.256 This is a slide that you will
NOTE Confidence: 0.868381168181818

00:09:53.256 --> 00:09:54.929 want to go back to.
NOTE Confidence: 0.868381168181818

00:09:54.930 --> 00:09:57.090 But I want to actually take a little bit
NOTE Confidence: 0.868381168181818

00:09:57.090 --> 00:09:59.625 of a deeper look at the promotion progress,
NOTE Confidence: 0.868381168181818

00:09:59.630 --> 00:10:02.108 and this takes that 70 ladder
NOTE Confidence: 0.868381168181818

00:10:02.108 --> 00:10:04.080 faculty and splits them up.
NOTE Confidence: 0.868381168181818

00:10:04.080 --> 00:10:05.448 And as you see,
NOTE Confidence: 0.868381168181818

00:10:05.448 --> 00:10:07.500 we're still a little top heavy.
NOTE Confidence: 0.865411040909091

00:10:07.500 --> 00:10:09.490 You actually should be kind
NOTE Confidence: 0.865411040909091

00:10:09.490 --> 00:10:11.800 of decreasing as you go up.
NOTE Confidence: 0.865411040909091

00:10:11.800 --> 00:10:14.056 So we still have a few more professors,
NOTE Confidence: 0.865411040909091

00:10:14.060 --> 00:10:16.478 we should have more associate professors.
NOTE Confidence: 0.865411040909091

00:10:16.480 --> 00:10:17.920 And so we begin to attend.
NOTE Confidence: 0.865411040909091

00:10:17.920 --> 00:10:20.788 We need to attend to the

NOTE Confidence: 0.865411040909091
00:10:20.788 --> 00:10:22.222 developmental progression here.
NOTE Confidence: 0.865411040909091
00:10:22.230 --> 00:10:24.666 If we actually look at the
NOTE Confidence: 0.865411040909091
00:10:24.666 --> 00:10:26.290 associate research scientist ranks,
NOTE Confidence: 0.865411040909091
00:10:26.290 --> 00:10:28.677 once again we need to be attending
NOTE Confidence: 0.865411040909091
00:10:28.677 --> 00:10:31.550 to moving more ARS folks up and to
NOTE Confidence: 0.865411040909091
00:10:31.550 --> 00:10:33.325 this research scientist and the
NOTE Confidence: 0.865411040909091
00:10:33.399 --> 00:10:35.559 senior research scientist rank.
NOTE Confidence: 0.865411040909091
00:10:35.560 --> 00:10:36.905 It's work that's going going
NOTE Confidence: 0.865411040909091
00:10:36.905 --> 00:10:38.250 and we've been doing it,
NOTE Confidence: 0.865411040909091
00:10:38.250 --> 00:10:40.836 but we need to do more.
NOTE Confidence: 0.865411040909091
00:10:40.840 --> 00:10:41.773 And then finally,
NOTE Confidence: 0.865411040909091
00:10:41.773 --> 00:10:43.639 one that you've heard me talk
NOTE Confidence: 0.865411040909091
00:10:43.639 --> 00:10:45.572 about so many times with our
NOTE Confidence: 0.865411040909091
00:10:45.572 --> 00:10:47.127 masters level clinicians as we
NOTE Confidence: 0.865411040909091
00:10:47.194 --> 00:10:48.895 need to be able to attend to,
NOTE Confidence: 0.865411040909091

00:10:48.900 --> 00:10:52.044 how do our masters level clinician
NOTE Confidence: 0.865411040909091

00:10:52.044 --> 00:10:54.140 progress beyond assistance professors
NOTE Confidence: 0.865411040909091

00:10:54.216 --> 00:10:57.121 to give them a trajectory and a
NOTE Confidence: 0.865411040909091

00:10:57.121 --> 00:10:59.556 progression reflective of the clinical
NOTE Confidence: 0.865411040909091

00:10:59.556 --> 00:11:01.788 sophistication that they present.
NOTE Confidence: 0.865411040909091

00:11:01.790 --> 00:11:04.196 The other snapshot is to look
NOTE Confidence: 0.865411040909091

00:11:04.196 --> 00:11:05.800 at our department finances.
NOTE Confidence: 0.865411040909091

00:11:05.800 --> 00:11:07.760 And we've actually grown in that way too.
NOTE Confidence: 0.865411040909091

00:11:07.760 --> 00:11:10.232 We have a 52.1 million now
NOTE Confidence: 0.865411040909091

00:11:10.232 --> 00:11:12.910 revenue for the total department.
NOTE Confidence: 0.865411040909091

00:11:12.910 --> 00:11:14.800 You will also notice that our
NOTE Confidence: 0.865411040909091

00:11:14.800 --> 00:11:16.416 expenditures go a little bit
NOTE Confidence: 0.865411040909091

00:11:16.416 --> 00:11:18.168 more we spend beyond our means.
NOTE Confidence: 0.865411040909091

00:11:18.170 --> 00:11:20.600 That reflects actually the clinical practice,
NOTE Confidence: 0.865411040909091

00:11:20.600 --> 00:11:23.208 which I will talk in more detail about,
NOTE Confidence: 0.865411040909091

00:11:23.210 --> 00:11:25.114 but I want to call your attention

NOTE Confidence: 0.865411040909091
00:11:25.114 --> 00:11:26.520 to a few details.
NOTE Confidence: 0.865411040909091
00:11:26.520 --> 00:11:29.106 Our direct expenditures on grants and
NOTE Confidence: 0.865411040909091
00:11:29.106 --> 00:11:31.500 contracts not including the INDIRECTS
NOTE Confidence: 0.865411040909091
00:11:31.500 --> 00:11:33.775 is over half of our clinical revenue.
NOTE Confidence: 0.865411040909091
00:11:33.780 --> 00:11:37.218 This 28 little over 28 million.
NOTE Confidence: 0.865411040909091
00:11:37.220 --> 00:11:40.820 We have 161 active grants.
NOTE Confidence: 0.865411040909091
00:11:40.820 --> 00:11:42.540 That's in grants and contracts.
NOTE Confidence: 0.865411040909091
00:11:42.540 --> 00:11:44.752 That's actually quite extraordinary.
NOTE Confidence: 0.865411040909091
00:11:44.752 --> 00:11:48.515 We have 161 and this is the number of
NOTE Confidence: 0.865411040909091
00:11:48.515 --> 00:11:51.060 grants that went in actually just last year.
NOTE Confidence: 0.865411040909091
00:11:51.060 --> 00:11:53.538 So we have a lot of grants.
NOTE Confidence: 0.865411040909091
00:11:53.540 --> 00:11:55.332 I also want to call your attention
NOTE Confidence: 0.865411040909091
00:11:55.332 --> 00:11:57.439 to this is just fee for service
NOTE Confidence: 0.865411040909091
00:11:57.439 --> 00:12:00.800 billing that we bill 12.5 million,
NOTE Confidence: 0.865411040909091
00:12:00.800 --> 00:12:03.190 but look at the difference
NOTE Confidence: 0.865411040909091

00:12:03.190 --> 00:12:05.102 in what we collect.
NOTE Confidence: 0.865411040909091

00:12:05.110 --> 00:12:07.945 And that reflects the structural
NOTE Confidence: 0.865411040909091

00:12:07.945 --> 00:12:10.213 built in reissues around
NOTE Confidence: 0.865411040909091

00:12:10.213 --> 00:12:12.620 reimbursement for behavioral health.
NOTE Confidence: 0.865411040909091

00:12:12.620 --> 00:12:15.620 We bill what it is worth.
NOTE Confidence: 0.865411040909091

00:12:15.620 --> 00:12:18.455 We build what we should be getting.
NOTE Confidence: 0.865411040909091

00:12:18.460 --> 00:12:20.168 But this is what we collect and
NOTE Confidence: 0.865411040909091

00:12:20.168 --> 00:12:22.164 you can see that just small detail
NOTE Confidence: 0.865411040909091

00:12:22.164 --> 00:12:23.970 that our inpatient unit does a
NOTE Confidence: 0.865411040909091

00:12:24.028 --> 00:12:25.533 little bit better on collections
NOTE Confidence: 0.865411040909091

00:12:25.533 --> 00:12:28.360 a little bit but not much we bill,
NOTE Confidence: 0.865411040909091

00:12:28.360 --> 00:12:31.440 but we don't get what we should
NOTE Confidence: 0.865411040909091

00:12:31.547 --> 00:12:34.287 be getting structural issue.
NOTE Confidence: 0.865411040909091

00:12:34.290 --> 00:12:36.495 I want to dive just a little deeper in
NOTE Confidence: 0.865411040909091

00:12:36.495 --> 00:12:38.965 the sources of income for the department.
NOTE Confidence: 0.865411040909091

00:12:38.970 --> 00:12:39.748 And again,

NOTE Confidence: 0.865411040909091
00:12:39.748 --> 00:12:41.693 this shows you that grants
NOTE Confidence: 0.865411040909091
00:12:41.693 --> 00:12:43.220 and contracts are 50%.
NOTE Confidence: 0.865411040909091
00:12:43.220 --> 00:12:44.300 That's really our,
NOTE Confidence: 0.865411040909091
00:12:44.300 --> 00:12:46.100 that's our bread and butter.
NOTE Confidence: 0.865411040909091
00:12:46.100 --> 00:12:48.518 We are, we are really strongly
NOTE Confidence: 0.865411040909091
00:12:48.518 --> 00:12:50.130 at grants and contracts.
NOTE Confidence: 0.865411040909091
00:12:50.130 --> 00:12:52.620 But endowments plus gifts makes up
NOTE Confidence: 0.865411040909091
00:12:52.620 --> 00:12:55.610 nearly 20% of our total revenue.
NOTE Confidence: 0.865411040909091
00:12:55.610 --> 00:12:57.563 This is why we spend so much
NOTE Confidence: 0.865411040909091
00:12:57.563 --> 00:12:59.297 time in talking about linking
NOTE Confidence: 0.865411040909091
00:12:59.297 --> 00:13:00.949 to donors and associates,
NOTE Confidence: 0.865411040909091
00:13:00.950 --> 00:13:03.270 because this is a substantial
NOTE Confidence: 0.865411040909091
00:13:03.270 --> 00:13:05.590 portion of supporting the department.
NOTE Confidence: 0.865411040909091
00:13:05.590 --> 00:13:07.928 We are very different from other departments.
NOTE Confidence: 0.865411040909091
00:13:07.930 --> 00:13:10.126 We have great relationships with donors.
NOTE Confidence: 0.865411040909091

00:13:10.130 --> 00:13:11.794 We actually cultivate them.
NOTE Confidence: 0.865411040909091

00:13:11.794 --> 00:13:16.289 We look for a lot of resources in that way.
NOTE Confidence: 0.865411040909091

00:13:16.290 --> 00:13:18.570 I want to dive just a little bit
NOTE Confidence: 0.865411040909091

00:13:18.570 --> 00:13:20.570 deeper into the clinical revenue.
NOTE Confidence: 0.865411040909091

00:13:20.570 --> 00:13:22.264 Now what I showed you a moment
NOTE Confidence: 0.865411040909091

00:13:22.264 --> 00:13:22.990 ago was simply
NOTE Confidence: 0.89692045

00:13:23.044 --> 00:13:24.549 the fee for service revenue.
NOTE Confidence: 0.89692045

00:13:24.550 --> 00:13:26.950 We have a lot of clinical
NOTE Confidence: 0.89692045

00:13:26.950 --> 00:13:28.550 contracts for clinical services.
NOTE Confidence: 0.89692045

00:13:28.550 --> 00:13:32.106 So our total clinical revenue is here.
NOTE Confidence: 0.89692045

00:13:32.110 --> 00:13:35.090 Our personnel costs are here.
NOTE Confidence: 0.89692045

00:13:35.090 --> 00:13:38.226 We have 16.2 million and total clinical
NOTE Confidence: 0.89692045

00:13:38.226 --> 00:13:41.852 revenue we it cost us 15.5 and personnel.
NOTE Confidence: 0.89692045

00:13:41.852 --> 00:13:45.590 The non personnel cost include IT support,
NOTE Confidence: 0.89692045

00:13:45.590 --> 00:13:48.210 malpractice, etcetera.
NOTE Confidence: 0.89692045

00:13:48.210 --> 00:13:50.499 And then we pay assessments on clinical

NOTE Confidence: 0.89692045

00:13:50.499 --> 00:13:52.919 to back to Yale School of Medicine

NOTE Confidence: 0.89692045

00:13:52.919 --> 00:13:58.300 at 2.6 and we have space cost at 2.5.

NOTE Confidence: 0.89692045

00:13:58.300 --> 00:14:02.550 This leads to a shortfall of 6.5.

NOTE Confidence: 0.89692045

00:14:02.550 --> 00:14:04.798 Some points to make.

NOTE Confidence: 0.89692045

00:14:04.800 --> 00:14:08.049 I'm not showing you the rest of the budget,

NOTE Confidence: 0.89692045

00:14:08.050 --> 00:14:10.276 which is about research and education,

NOTE Confidence: 0.89692045

00:14:10.280 --> 00:14:12.765 but because we fully cover that line

NOTE Confidence: 0.89692045

00:14:12.765 --> 00:14:14.908 of business by department resources,

NOTE Confidence: 0.89692045

00:14:14.908 --> 00:14:16.336 fully cover it,

NOTE Confidence: 0.89692045

00:14:16.340 --> 00:14:18.180 that actually makes us in

NOTE Confidence: 0.89692045

00:14:18.180 --> 00:14:19.652 contrast to other departments.

NOTE Confidence: 0.89692045

00:14:19.660 --> 00:14:22.252 I refer to this as the Bay of

NOTE Confidence: 0.89692045

00:14:22.252 --> 00:14:23.780 Fundy phenomenon because usually

NOTE Confidence: 0.89692045

00:14:23.780 --> 00:14:25.980 in other departments the clinical

NOTE Confidence: 0.89692045

00:14:25.980 --> 00:14:28.499 revenue flows to support research.

NOTE Confidence: 0.89692045

00:14:28.500 --> 00:14:31.900 We like the Bay of Fundy flow backwards.
NOTE Confidence: 0.89692045

00:14:31.900 --> 00:14:32.283 Well,
NOTE Confidence: 0.89692045

00:14:32.283 --> 00:14:34.198 actually research doesn't support clinical,
NOTE Confidence: 0.89692045

00:14:34.200 --> 00:14:37.590 but our clinical doesn't support research.
NOTE Confidence: 0.89692045

00:14:37.590 --> 00:14:40.446 The other point to cover is that this
NOTE Confidence: 0.89692045

00:14:40.446 --> 00:14:44.268 number is 95% of our total clinical revenue.
NOTE Confidence: 0.89692045

00:14:44.270 --> 00:14:47.160 Personnel are our greatest expense.
NOTE Confidence: 0.89692045

00:14:47.160 --> 00:14:48.012 Makes sense.
NOTE Confidence: 0.89692045

00:14:48.012 --> 00:14:50.142 Doesn't it mean behavioral health
NOTE Confidence: 0.89692045

00:14:50.142 --> 00:14:51.980 is delivered by people?
NOTE Confidence: 0.89692045

00:14:51.980 --> 00:14:53.630 We're not using operating rooms,
NOTE Confidence: 0.89692045

00:14:53.630 --> 00:14:55.634 we're not using procedures.
NOTE Confidence: 0.89692045

00:14:55.634 --> 00:14:57.638 It's delivered by people.
NOTE Confidence: 0.89692045

00:14:57.640 --> 00:14:58.828 The second point,
NOTE Confidence: 0.89692045

00:14:58.828 --> 00:14:59.620 excuse me,
NOTE Confidence: 0.89692045

00:14:59.620 --> 00:15:02.444 second point to make is this delta is

NOTE Confidence: 0.89692045

00:15:02.444 --> 00:15:05.586 covered by our colleagues in your medicine.

NOTE Confidence: 0.89692045

00:15:05.590 --> 00:15:08.430 So when I talk about systems in a little bit,

NOTE Confidence: 0.89692045

00:15:08.430 --> 00:15:10.210 it's very important that we're

NOTE Confidence: 0.89692045

00:15:10.210 --> 00:15:11.990 a part of this system.

NOTE Confidence: 0.89692045

00:15:11.990 --> 00:15:14.897 Next point to make is that these are fixed

NOTE Confidence: 0.89692045

00:15:14.897 --> 00:15:17.715 costs by being members of the Yale system.

NOTE Confidence: 0.89692045

00:15:17.720 --> 00:15:20.079 The assessments and the space cost are

NOTE Confidence: 0.89692045

00:15:20.079 --> 00:15:22.868 fixed by being members of the Yale system.

NOTE Confidence: 0.89692045

00:15:22.870 --> 00:15:25.966 And even if you took out those fixed costs,

NOTE Confidence: 0.89692045

00:15:25.970 --> 00:15:28.616 there would still be a deficit.

NOTE Confidence: 0.89692045

00:15:28.620 --> 00:15:30.805 That reflects the structural issues

NOTE Confidence: 0.89692045

00:15:30.805 --> 00:15:32.990 that relate to the reimbursement

NOTE Confidence: 0.89692045

00:15:33.063 --> 00:15:34.479 for behavioral health.

NOTE Confidence: 0.89692045

00:15:34.480 --> 00:15:37.492 Why I keep hammering on that is because

NOTE Confidence: 0.89692045

00:15:37.492 --> 00:15:39.800 all of you have a chance when you vote.

NOTE Confidence: 0.89692045

00:15:39.800 --> 00:15:41.498 When you talk to your representatives,
NOTE Confidence: 0.89692045

00:15:41.500 --> 00:15:44.155 you all have a chance to make that point.
NOTE Confidence: 0.89692045

00:15:44.160 --> 00:15:47.068 It's actually really critical.
NOTE Confidence: 0.89692045

00:15:47.070 --> 00:15:48.789 And we'll come back to this in a moment.
NOTE Confidence: 0.864369878

00:15:51.330 --> 00:15:53.750 Remember, philanthropy is nearly 20%,
NOTE Confidence: 0.864369878

00:15:53.750 --> 00:15:57.506 nearly 1/5 of our annual revenue.
NOTE Confidence: 0.864369878

00:15:57.510 --> 00:15:58.602 And we had a,
NOTE Confidence: 0.864369878

00:15:58.602 --> 00:16:00.750 so we worked really hard with donors.
NOTE Confidence: 0.864369878

00:16:00.750 --> 00:16:03.504 We actually had a great virtual
NOTE Confidence: 0.864369878

00:16:03.504 --> 00:16:05.871 Associates event in November of 2022.
NOTE Confidence: 0.864369878

00:16:05.871 --> 00:16:08.580 We used a short Ted talk format so we
NOTE Confidence: 0.864369878

00:16:08.650 --> 00:16:11.236 could we could highlight more people.
NOTE Confidence: 0.864369878

00:16:11.240 --> 00:16:12.890 We did a research in clinical.
NOTE Confidence: 0.864369878

00:16:12.890 --> 00:16:14.378 Our associates really liked
NOTE Confidence: 0.864369878

00:16:14.378 --> 00:16:15.866 the blend of clinical,
NOTE Confidence: 0.864369878

00:16:15.870 --> 00:16:17.534 they really liked hearing

NOTE Confidence: 0.864369878

00:16:17.534 --> 00:16:19.614 from hearing the the clinical

NOTE Confidence: 0.864369878

00:16:19.614 --> 00:16:21.688 stories as well as the research.

NOTE Confidence: 0.864369878

00:16:21.690 --> 00:16:23.310 And then we supplemented that

NOTE Confidence: 0.864369878

00:16:23.310 --> 00:16:25.245 with posters and talks that we

NOTE Confidence: 0.864369878

00:16:25.245 --> 00:16:27.037 put online that gave us a whole

NOTE Confidence: 0.864369878

00:16:27.037 --> 00:16:28.798 library of things that we could.

NOTE Confidence: 0.864369878

00:16:28.800 --> 00:16:31.098 Continue to use for other events,

NOTE Confidence: 0.864369878

00:16:31.100 --> 00:16:33.676 so thanks to everyone for doing that.

NOTE Confidence: 0.864369878

00:16:33.680 --> 00:16:35.624 And we will have smaller and

NOTE Confidence: 0.864369878

00:16:35.624 --> 00:16:37.412 more focused and more frequent

NOTE Confidence: 0.864369878

00:16:37.412 --> 00:16:39.974 fireside chats that are focused on

NOTE Confidence: 0.864369878

00:16:39.974 --> 00:16:42.030 specific topics coming up in 2023.

NOTE Confidence: 0.93188017

00:16:44.970 --> 00:16:48.008 Just so you know, for 2022, we have

NOTE Confidence: 0.93188017

00:16:48.008 --> 00:16:50.430 gotten 2.4 million in current use funds.

NOTE Confidence: 0.93188017

00:16:50.430 --> 00:16:53.542 That means gifts that we can actually use

NOTE Confidence: 0.93188017

00:16:53.542 --> 00:16:57.071 now that come to all of you as either
NOTE Confidence: 0.93188017

00:16:57.071 --> 00:16:59.469 specific programs or more generally.
NOTE Confidence: 0.93188017

00:16:59.470 --> 00:17:01.390 And there's a number of pending gifts that
NOTE Confidence: 0.93188017

00:17:01.390 --> 00:17:04.958 are under active discussion, as listed here.
NOTE Confidence: 0.93188017

00:17:04.960 --> 00:17:07.348 We're really this little graphic up
NOTE Confidence: 0.93188017

00:17:07.348 --> 00:17:10.632 here is to make the point that it's not
NOTE Confidence: 0.93188017

00:17:10.632 --> 00:17:12.168 just money that we're looking from,
NOTE Confidence: 0.93188017

00:17:12.170 --> 00:17:13.184 from our associates.
NOTE Confidence: 0.93188017

00:17:13.184 --> 00:17:14.874 They give us their time,
NOTE Confidence: 0.93188017

00:17:14.880 --> 00:17:17.456 they give us a tremendous investment in time,
NOTE Confidence: 0.93188017

00:17:17.460 --> 00:17:20.604 but they also connect us to networks and
NOTE Confidence: 0.93188017

00:17:20.604 --> 00:17:23.178 to goods, as it shows in the graphic.
NOTE Confidence: 0.93188017

00:17:23.180 --> 00:17:24.576 Just this week alone,
NOTE Confidence: 0.93188017

00:17:24.576 --> 00:17:27.068 I've had two associates reach out to
NOTE Confidence: 0.93188017

00:17:27.068 --> 00:17:29.378 me and say you should contact this
NOTE Confidence: 0.93188017

00:17:29.378 --> 00:17:31.825 person because they're doing this and

NOTE Confidence: 0.93188017

00:17:31.825 --> 00:17:33.975 venture capital and behavioral health.

NOTE Confidence: 0.93188017

00:17:33.980 --> 00:17:35.820 Some of that comes about,

NOTE Confidence: 0.93188017

00:17:35.820 --> 00:17:37.032 some of it doesn't,

NOTE Confidence: 0.93188017

00:17:37.032 --> 00:17:39.299 but they actually make the networks for us,

NOTE Confidence: 0.93188017

00:17:39.300 --> 00:17:43.304 so it's more than just their donations.

NOTE Confidence: 0.93188017

00:17:43.310 --> 00:17:45.494 These are some of the areas that

NOTE Confidence: 0.93188017

00:17:45.494 --> 00:17:47.268 we're actually working around raising

NOTE Confidence: 0.93188017

00:17:47.268 --> 00:17:49.223 funds and stewarding the relationships

NOTE Confidence: 0.93188017

00:17:49.223 --> 00:17:50.942 with our donors around.

NOTE Confidence: 0.93188017

00:17:50.942 --> 00:17:53.110 Faculty recruits surround actually

NOTE Confidence: 0.93188017

00:17:53.110 --> 00:17:54.194 bridging funds,

NOTE Confidence: 0.93188017

00:17:54.200 --> 00:17:56.690 an innovation fund for those ideas

NOTE Confidence: 0.93188017

00:17:56.690 --> 00:17:59.620 that aren't ready NIH grant ready yet,

NOTE Confidence: 0.93188017

00:17:59.620 --> 00:18:01.755 but they just need a little funding

NOTE Confidence: 0.93188017

00:18:01.755 --> 00:18:02.670 to start it.

NOTE Confidence: 0.93188017

00:18:02.670 --> 00:18:04.962 We're working with Pediatrics around a
NOTE Confidence: 0.93188017

00:18:04.962 --> 00:18:07.310 child health, not child mental health,
NOTE Confidence: 0.93188017

00:18:07.310 --> 00:18:09.285 but child health more generally,
NOTE Confidence: 0.93188017

00:18:09.290 --> 00:18:12.002 a collaborative venture and also how
NOTE Confidence: 0.93188017

00:18:12.002 --> 00:18:14.570 to sustain our clinical practice.
NOTE Confidence: 0.93188017

00:18:14.570 --> 00:18:16.705 And while we always look for endowment
NOTE Confidence: 0.93188017

00:18:16.705 --> 00:18:18.564 funds that will go through perpetuity
NOTE Confidence: 0.93188017

00:18:18.564 --> 00:18:20.850 that you know well past any of us,
NOTE Confidence: 0.93188017

00:18:20.850 --> 00:18:23.226 those funds will still be yielding.
NOTE Confidence: 0.93188017

00:18:23.230 --> 00:18:26.406 We also always need gifts that are flexible,
NOTE Confidence: 0.93188017

00:18:26.410 --> 00:18:28.434 that we can use now to meet the
NOTE Confidence: 0.93188017

00:18:28.434 --> 00:18:30.357 need that there is that we have.
NOTE Confidence: 0.898711634375

00:18:32.840 --> 00:18:35.456 So now let me go to this reframe
NOTE Confidence: 0.898711634375

00:18:35.456 --> 00:18:38.627 that I want to thank with you about.
NOTE Confidence: 0.898711634375

00:18:38.630 --> 00:18:41.430 And I'm going to present an idea,
NOTE Confidence: 0.898711634375

00:18:41.430 --> 00:18:43.788 I hope that if the idea will be planted

NOTE Confidence: 0.898711634375

00:18:43.788 --> 00:18:46.525 and then you can go and look at the slides

NOTE Confidence: 0.898711634375

00:18:46.525 --> 00:18:48.867 again and and send thoughts or maybe

NOTE Confidence: 0.898711634375

00:18:48.867 --> 00:18:51.188 volunteer because I will call for volunteers.

NOTE Confidence: 0.898711634375

00:18:51.188 --> 00:18:54.789 But how in the world do we present ourselves?

NOTE Confidence: 0.898711634375

00:18:54.790 --> 00:18:58.382 So how do we actually actually capture the

NOTE Confidence: 0.898711634375

00:18:58.382 --> 00:19:01.567 complexity and synergy across our missions?

NOTE Confidence: 0.898711634375

00:19:01.570 --> 00:19:03.135 We, like any other department

NOTE Confidence: 0.898711634375

00:19:03.135 --> 00:19:04.700 in the School of Medicine,

NOTE Confidence: 0.898711634375

00:19:04.700 --> 00:19:06.704 have the traditional missions.

NOTE Confidence: 0.898711634375

00:19:06.704 --> 00:19:09.158 We have research, we have clinical,

NOTE Confidence: 0.898711634375

00:19:09.158 --> 00:19:10.106 we have teaching,

NOTE Confidence: 0.898711634375

00:19:10.110 --> 00:19:13.308 and we add policy to ours.

NOTE Confidence: 0.898711634375

00:19:13.310 --> 00:19:15.596 In 2019, we rebranded ourselves with

NOTE Confidence: 0.898711634375

00:19:15.596 --> 00:19:18.005 a new tagline of where Discovery

NOTE Confidence: 0.898711634375

00:19:18.005 --> 00:19:21.229 inspires care as a way of presenting the

NOTE Confidence: 0.898711634375

00:19:21.303 --> 00:19:24.398 relationship between research and clinical,
NOTE Confidence: 0.898711634375

00:19:24.400 --> 00:19:25.368 between education.
NOTE Confidence: 0.898711634375

00:19:25.368 --> 00:19:28.756 All of those things was intent intended
NOTE Confidence: 0.898711634375

00:19:28.756 --> 00:19:31.858 to be captured in those four words.
NOTE Confidence: 0.898711634375

00:19:31.860 --> 00:19:33.624 We think of ourselves as developmental
NOTE Confidence: 0.898711634375

00:19:33.624 --> 00:19:35.180 science and child mental health,
NOTE Confidence: 0.898711634375

00:19:35.180 --> 00:19:38.596 and we often present it where we have
NOTE Confidence: 0.898711634375

00:19:38.596 --> 00:19:40.554 developmental research here at the
NOTE Confidence: 0.898711634375

00:19:40.554 --> 00:19:42.948 core and things flowing out from it.
NOTE Confidence: 0.898711634375

00:19:42.950 --> 00:19:45.766 Another way we present it is a Union.
NOTE Confidence: 0.898711634375

00:19:45.770 --> 00:19:47.765 A union around the child and family,
NOTE Confidence: 0.898711634375

00:19:47.770 --> 00:19:50.896 the kind of patient centered perspective.
NOTE Confidence: 0.898711634375

00:19:50.900 --> 00:19:53.469 And putting these kind of the four
NOTE Confidence: 0.898711634375

00:19:53.469 --> 00:19:55.849 missions around that and say that
NOTE Confidence: 0.898711634375

00:19:55.849 --> 00:19:57.854 we're helping children and families
NOTE Confidence: 0.898711634375

00:19:57.854 --> 00:20:00.064 thrive from generation to generation

NOTE Confidence: 0.898711634375

00:20:00.064 --> 00:20:02.740 with a special focus on excellence,

NOTE Confidence: 0.898711634375

00:20:02.740 --> 00:20:05.038 that's another one.

NOTE Confidence: 0.898711634375

00:20:05.040 --> 00:20:08.001 1/3 way we present ourselves is around

NOTE Confidence: 0.898711634375

00:20:08.001 --> 00:20:10.777 these particular things that we value highly.

NOTE Confidence: 0.898711634375

00:20:10.780 --> 00:20:13.615 We value being a developmental science hub,

NOTE Confidence: 0.898711634375

00:20:13.620 --> 00:20:16.056 so we talk about developmental neuroscience,

NOTE Confidence: 0.898711634375

00:20:16.060 --> 00:20:18.620 we talk about neuro epigenetics.

NOTE Confidence: 0.898711634375

00:20:18.620 --> 00:20:20.472 We talk about translation,

NOTE Confidence: 0.898711634375

00:20:20.472 --> 00:20:23.250 how our clinical work is informed

NOTE Confidence: 0.898711634375

00:20:23.334 --> 00:20:24.570 by our research.

NOTE Confidence: 0.898711634375

00:20:24.570 --> 00:20:26.260 We say that we're multidisciplinary,

NOTE Confidence: 0.898711634375

00:20:26.260 --> 00:20:27.330 which we are indeed are.

NOTE Confidence: 0.898711634375

00:20:27.330 --> 00:20:29.542 By the way, there's about 20 different

NOTE Confidence: 0.898711634375

00:20:29.542 --> 00:20:31.319 disciplines represented in this department.

NOTE Confidence: 0.898711634375

00:20:31.320 --> 00:20:33.720 Makes us probably the most

NOTE Confidence: 0.898711634375

00:20:33.720 --> 00:20:34.680 diverse discipline.
NOTE Confidence: 0.898711634375

00:20:34.680 --> 00:20:37.417 If the word Disciplinarity is a word,
NOTE Confidence: 0.898711634375

00:20:37.420 --> 00:20:40.486 it makes us the most diverse.
NOTE Confidence: 0.898711634375

00:20:40.490 --> 00:20:42.510 We talk about multiple generations
NOTE Confidence: 0.898711634375

00:20:42.510 --> 00:20:44.530 that we actually work across
NOTE Confidence: 0.898711634375

00:20:44.599 --> 00:20:46.907 generations clinically and research,
NOTE Confidence: 0.898711634375

00:20:46.910 --> 00:20:49.928 and we talk about Community implementation.
NOTE Confidence: 0.898711634375

00:20:49.930 --> 00:20:52.810 So those are all the ways that we frame.
NOTE Confidence: 0.898711634375

00:20:52.810 --> 00:20:55.834 But I want to suggest another frame.
NOTE Confidence: 0.898711634375

00:20:55.840 --> 00:20:59.384 And I want to suggest that maybe we
NOTE Confidence: 0.898711634375

00:20:59.384 --> 00:21:01.360 strategically refrain thematically.
NOTE Confidence: 0.898711634375

00:21:01.360 --> 00:21:04.853 So that we have work in neurodevelopment
NOTE Confidence: 0.898711634375

00:21:04.853 --> 00:21:06.350 and neurodevelopmental disorders.
NOTE Confidence: 0.898711634375

00:21:06.350 --> 00:21:08.060 We have work and movement
NOTE Confidence: 0.898711634375

00:21:08.060 --> 00:21:09.086 regulation and disorders,
NOTE Confidence: 0.898711634375

00:21:09.090 --> 00:21:11.346 mood and emotion regulation,

NOTE Confidence: 0.898711634375

00:21:11.346 --> 00:21:14.250 HealthEquity, trauma and stress.

NOTE Confidence: 0.898711634375

00:21:14.250 --> 00:21:16.350 And then if you frame it thematically,

NOTE Confidence: 0.898711634375

00:21:16.350 --> 00:21:17.508 then these missions,

NOTE Confidence: 0.898711634375

00:21:17.508 --> 00:21:19.824 and I'll show you an example.

NOTE Confidence: 0.898711634375

00:21:19.830 --> 00:21:23.645 These missions are embedded in each theme.

NOTE Confidence: 0.898711634375

00:21:23.650 --> 00:21:25.826 And then across that are the various other

NOTE Confidence: 0.898711634375

00:21:25.826 --> 00:21:28.106 ways that we'd like to describe ourselves,

NOTE Confidence: 0.898711634375

00:21:28.110 --> 00:21:31.068 which are indeed true the intragenerational,

NOTE Confidence: 0.898711634375

00:21:31.070 --> 00:21:32.738 the normative development,

NOTE Confidence: 0.898711634375

00:21:32.738 --> 00:21:33.850 community implementation,

NOTE Confidence: 0.898711634375

00:21:33.850 --> 00:21:34.872 translational, multidisciplinary.

NOTE Confidence: 0.898711634375

00:21:34.872 --> 00:21:37.938 So I'm just going to pick

NOTE Confidence: 0.898711634375

00:21:37.938 --> 00:21:39.782 one because I I mean,

NOTE Confidence: 0.898711634375

00:21:39.782 --> 00:21:41.798 I'm presenting this as an idea.

NOTE Confidence: 0.898711634375

00:21:41.800 --> 00:21:43.627 I'm just going to pick one and

NOTE Confidence: 0.898711634375

00:21:43.627 --> 00:21:45.508 show you how I think it works.
NOTE Confidence: 0.898711634375

00:21:45.510 --> 00:21:47.743 So if you take just trauma and
NOTE Confidence: 0.898711634375

00:21:47.743 --> 00:21:50.029 stress and you just think about it
NOTE Confidence: 0.898711634375

00:21:50.029 --> 00:21:52.620 and I'm sure this is not complete.
NOTE Confidence: 0.898711634375

00:21:52.620 --> 00:21:54.595 But you think about everything
NOTE Confidence: 0.898711634375

00:21:54.595 --> 00:21:56.570 in the center that touches
NOTE Confidence: 0.867639906666666

00:21:56.641 --> 00:21:58.269 trauma and stress from
NOTE Confidence: 0.867639906666666

00:21:58.269 --> 00:21:59.897 across all the missions.
NOTE Confidence: 0.867639906666666

00:21:59.900 --> 00:22:02.812 So we have the Steven and colleagues Group
NOTE Confidence: 0.867639906666666

00:22:02.812 --> 00:22:05.680 Center for traumatic stress and recovery.
NOTE Confidence: 0.867639906666666

00:22:05.680 --> 00:22:08.680 We have kierans, health omics,
NOTE Confidence: 0.867639906666666

00:22:08.680 --> 00:22:10.624 the fathers for change with Carla
NOTE Confidence: 0.867639906666666

00:22:10.624 --> 00:22:12.648 before and after baby life, Helena,
NOTE Confidence: 0.867639906666666

00:22:12.648 --> 00:22:15.592 the eye caps and the family based recovery.
NOTE Confidence: 0.867639906666666

00:22:15.600 --> 00:22:18.072 You go over to education and you see
NOTE Confidence: 0.867639906666666

00:22:18.072 --> 00:22:20.956 how much of our educational efforts are

NOTE Confidence: 0.8676399066666666
00:22:20.956 --> 00:22:23.640 indeed focused on this particular theme.
NOTE Confidence: 0.8676399066666666
00:22:23.640 --> 00:22:25.887 And go to clinical and see how
NOTE Confidence: 0.8676399066666666
00:22:25.887 --> 00:22:27.689 much evidence based work we're
NOTE Confidence: 0.8676399066666666
00:22:27.689 --> 00:22:29.614 doing in this particular theme.
NOTE Confidence: 0.8676399066666666
00:22:29.620 --> 00:22:31.252 And in policy, indeed,
NOTE Confidence: 0.8676399066666666
00:22:31.252 --> 00:22:33.362 actually we have, even though we,
NOTE Confidence: 0.8676399066666666
00:22:33.362 --> 00:22:35.126 if you were just to look
NOTE Confidence: 0.8676399066666666
00:22:35.126 --> 00:22:36.998 at our policy as a group,
NOTE Confidence: 0.8676399066666666
00:22:37.000 --> 00:22:39.786 you might not actually see how much
NOTE Confidence: 0.8676399066666666
00:22:39.786 --> 00:22:43.103 policy work we're actually doing that is
NOTE Confidence: 0.8676399066666666
00:22:43.103 --> 00:22:46.169 related thematically to this particular area.
NOTE Confidence: 0.8676399066666666
00:22:46.170 --> 00:22:46.922 Excuse me.
NOTE Confidence: 0.8676399066666666
00:22:46.922 --> 00:22:49.554 And then you can actually put these
NOTE Confidence: 0.8676399066666666
00:22:49.554 --> 00:22:52.069 same kinds of community etcetera.
NOTE Confidence: 0.8676399066666666
00:22:52.070 --> 00:22:53.654 Around this because there's
NOTE Confidence: 0.8676399066666666

00:22:53.654 --> 00:22:56.030 examples of that all within it.
NOTE Confidence: 0.8676399066666666

00:22:56.030 --> 00:22:57.530 Ioffer it as an example.
NOTE Confidence: 0.8676399066666666

00:22:57.530 --> 00:23:00.400 I don't offer it as I we should do this.
NOTE Confidence: 0.8676399066666666

00:23:00.400 --> 00:23:03.343 But ioffer it as an example and ask you
NOTE Confidence: 0.8676399066666666

00:23:03.343 --> 00:23:06.645 the question is that does it have utility?
NOTE Confidence: 0.8676399066666666

00:23:06.650 --> 00:23:08.522 Are there other ways to conceptualize
NOTE Confidence: 0.8676399066666666

00:23:08.522 --> 00:23:10.603 our work that better reflects the
NOTE Confidence: 0.8676399066666666

00:23:10.603 --> 00:23:12.528 integration across our mission areas?
NOTE Confidence: 0.8676399066666666

00:23:12.530 --> 00:23:14.082 Rather than talking about
NOTE Confidence: 0.8676399066666666

00:23:14.082 --> 00:23:15.246 our separate missions,
NOTE Confidence: 0.8676399066666666

00:23:15.250 --> 00:23:17.242 are there other ways to represent
NOTE Confidence: 0.8676399066666666

00:23:17.242 --> 00:23:20.070 us so that we actually show how
NOTE Confidence: 0.8676399066666666

00:23:20.070 --> 00:23:21.970 synergistic our missions are?
NOTE Confidence: 0.8676399066666666

00:23:21.970 --> 00:23:23.374 What are the gaps?
NOTE Confidence: 0.8676399066666666

00:23:23.374 --> 00:23:26.079 I would suggest it's a way of
NOTE Confidence: 0.8676399066666666

00:23:26.079 --> 00:23:28.679 actually identifying the gaps better.

NOTE Confidence: 0.8676399066666666
00:23:28.680 --> 00:23:30.640 What does it not capture?
NOTE Confidence: 0.8676399066666666
00:23:30.640 --> 00:23:32.540 Should there be other areas?
NOTE Confidence: 0.8676399066666666
00:23:32.540 --> 00:23:34.160 And are there any volunteers?
NOTE Confidence: 0.8676399066666666
00:23:34.160 --> 00:23:35.408 And you don't need to raise
NOTE Confidence: 0.8676399066666666
00:23:35.408 --> 00:23:36.240 your hand right now,
NOTE Confidence: 0.8676399066666666
00:23:36.240 --> 00:23:38.466 but are there any volunteers for
NOTE Confidence: 0.8676399066666666
00:23:38.466 --> 00:23:40.368 wanting to think about either
NOTE Confidence: 0.8676399066666666
00:23:40.368 --> 00:23:42.776 this way or other ways to better
NOTE Confidence: 0.8676399066666666
00:23:42.776 --> 00:23:44.926 capture the complexity and the
NOTE Confidence: 0.8676399066666666
00:23:44.926 --> 00:23:46.778 synergies of this department,
NOTE Confidence: 0.8676399066666666
00:23:46.780 --> 00:23:48.570 which then allow us to
NOTE Confidence: 0.8676399066666666
00:23:48.570 --> 00:23:50.002 better identify the gaps?
NOTE Confidence: 0.8839446646666667
00:23:53.100 --> 00:23:55.467 So then I want to follow up on some
NOTE Confidence: 0.8839446646666667
00:23:55.467 --> 00:23:57.396 goals that we set in September,
NOTE Confidence: 0.8839446646666667
00:23:57.400 --> 00:23:59.488 because it's really important if you're
NOTE Confidence: 0.8839446646666667

00:23:59.488 --> 00:24:02.380 going to set goals to say did we meet the
NOTE Confidence: 0.883944664666667

00:24:02.380 --> 00:24:05.147 goals or are we meeting the goals and
NOTE Confidence: 0.883944664666667

00:24:05.147 --> 00:24:08.697 that is this this theme of accountability.
NOTE Confidence: 0.883944664666667

00:24:08.700 --> 00:24:11.860 So to the first one, as you know,
NOTE Confidence: 0.883944664666667

00:24:11.860 --> 00:24:14.140 climate and culture is incredibly important.
NOTE Confidence: 0.883944664666667

00:24:14.140 --> 00:24:16.948 It is a high priority area.
NOTE Confidence: 0.883944664666667

00:24:16.950 --> 00:24:18.996 Our community has taken a we
NOTE Confidence: 0.883944664666667

00:24:18.996 --> 00:24:20.810 we've been stressed with COVID,
NOTE Confidence: 0.883944664666667

00:24:20.810 --> 00:24:22.010 we're coming back,
NOTE Confidence: 0.883944664666667

00:24:22.010 --> 00:24:23.610 but we've been stressed.
NOTE Confidence: 0.883944664666667

00:24:23.610 --> 00:24:26.420 And so we really want to have this be a
NOTE Confidence: 0.883944664666667

00:24:26.497 --> 00:24:29.237 community that everyone feels welcome,
NOTE Confidence: 0.883944664666667

00:24:29.240 --> 00:24:31.450 respected and that they have
NOTE Confidence: 0.883944664666667

00:24:31.450 --> 00:24:32.776 a contribution in.
NOTE Confidence: 0.883944664666667

00:24:32.780 --> 00:24:34.766 So some of the very concrete
NOTE Confidence: 0.883944664666667

00:24:34.766 --> 00:24:36.779 areas that Tara and the many,

NOTE Confidence: 0.883944664666667
00:24:36.780 --> 00:24:39.672 many people working with Tara have made
NOTE Confidence: 0.883944664666667
00:24:39.672 --> 00:24:42.654 as goals as one is about mentoring.
NOTE Confidence: 0.883944664666667
00:24:42.660 --> 00:24:44.704 And there is a survey underway or
NOTE Confidence: 0.883944664666667
00:24:44.704 --> 00:24:46.915 gone out that I hope everyone will
NOTE Confidence: 0.883944664666667
00:24:46.915 --> 00:24:49.566 respond to about not only what kind of
NOTE Confidence: 0.883944664666667
00:24:49.566 --> 00:24:51.618 mentoring would you like to receive,
NOTE Confidence: 0.883944664666667
00:24:51.620 --> 00:24:53.366 but what kind of mentoring would
NOTE Confidence: 0.883944664666667
00:24:53.366 --> 00:24:54.530 you like to give.
NOTE Confidence: 0.883944664666667
00:24:54.530 --> 00:24:56.186 And notice we put this under
NOTE Confidence: 0.883944664666667
00:24:56.186 --> 00:24:57.014 culture and climate.
NOTE Confidence: 0.883944664666667
00:24:57.020 --> 00:25:00.219 We'll come back to it and research.
NOTE Confidence: 0.883944664666667
00:25:00.220 --> 00:25:02.019 Onboarding is another how do we make
NOTE Confidence: 0.883944664666667
00:25:02.019 --> 00:25:04.073 people not only feel welcome in the
NOTE Confidence: 0.883944664666667
00:25:04.073 --> 00:25:06.666 department, but no know what to do?
NOTE Confidence: 0.883944664666667
00:25:06.670 --> 00:25:07.392 And also,
NOTE Confidence: 0.883944664666667

00:25:07.392 --> 00:25:09.919 when we're trying to search for people,
NOTE Confidence: 0.883944664666667

00:25:09.920 --> 00:25:12.086 how do we actually have those
NOTE Confidence: 0.883944664666667

00:25:12.086 --> 00:25:14.280 searches be very open and without
NOTE Confidence: 0.883944664666667

00:25:14.280 --> 00:25:16.646 as much as we can without bias?
NOTE Confidence: 0.883944664666667

00:25:16.650 --> 00:25:18.526 So we've done a great deal of
NOTE Confidence: 0.883944664666667

00:25:18.526 --> 00:25:19.830 refining the search process,
NOTE Confidence: 0.883944664666667

00:25:19.830 --> 00:25:22.427 have bias training now and we have
NOTE Confidence: 0.883944664666667

00:25:22.427 --> 00:25:24.830 onboarding that's ready for implementation.
NOTE Confidence: 0.883944664666667

00:25:24.830 --> 00:25:28.910 So great progress since September.
NOTE Confidence: 0.883944664666667

00:25:28.910 --> 00:25:31.438 Accountability, including annual assessments.
NOTE Confidence: 0.883944664666667

00:25:31.438 --> 00:25:35.769 We've done the annual faculty reviews a lot,
NOTE Confidence: 0.883944664666667

00:25:35.770 --> 00:25:37.666 but how can we make that more broad?
NOTE Confidence: 0.883944664666667

00:25:37.670 --> 00:25:38.970 We're doing it even now,
NOTE Confidence: 0.883944664666667

00:25:38.970 --> 00:25:40.638 as I'm showing you where we're
NOTE Confidence: 0.883944664666667

00:25:40.638 --> 00:25:42.150 meeting some of the goals,
NOTE Confidence: 0.883944664666667

00:25:42.150 --> 00:25:44.570 but that's in progress.

NOTE Confidence: 0.883944664666667
00:25:44.570 --> 00:25:45.418 Ongoing workshops.
NOTE Confidence: 0.883944664666667
00:25:45.418 --> 00:25:47.962 We have workshops now scheduled for
NOTE Confidence: 0.883944664666667
00:25:47.962 --> 00:25:49.866 about leadership that are scheduled
NOTE Confidence: 0.883944664666667
00:25:49.866 --> 00:25:52.169 now again for the winter and spring.
NOTE Confidence: 0.883944664666667
00:25:52.170 --> 00:25:54.249 And I hope you've seen some of
NOTE Confidence: 0.883944664666667
00:25:54.249 --> 00:25:54.843 the announcements,
NOTE Confidence: 0.883944664666667
00:25:54.850 --> 00:25:57.310 but we will continue to have
NOTE Confidence: 0.883944664666667
00:25:57.310 --> 00:25:58.950 workshops around building community,
NOTE Confidence: 0.883944664666667
00:25:58.950 --> 00:26:01.632 around leadership and around this theme
NOTE Confidence: 0.883944664666667
00:26:01.632 --> 00:26:05.008 on diversity, equity and inclusion.
NOTE Confidence: 0.883944664666667
00:26:05.010 --> 00:26:06.760 Building the pipeline is one
NOTE Confidence: 0.883944664666667
00:26:06.760 --> 00:26:08.510 that we will never end.
NOTE Confidence: 0.883944664666667
00:26:08.510 --> 00:26:10.590 But we need to be intentional about it.
NOTE Confidence: 0.883944664666667
00:26:10.590 --> 00:26:12.627 And so I print it as ongoing.
NOTE Confidence: 0.883944664666667
00:26:12.630 --> 00:26:14.597 But we need to be intentional about
NOTE Confidence: 0.883944664666667

00:26:14.597 --> 00:26:17.129 how do we create a diverse pipeline,
NOTE Confidence: 0.883944664666667

00:26:17.130 --> 00:26:19.008 fellows, trainees, faculty.
NOTE Confidence: 0.883944664666667

00:26:19.008 --> 00:26:22.764 And then the community engagement input,
NOTE Confidence: 0.883944664666667

00:26:22.770 --> 00:26:25.035 the Viola Bernard Award is
NOTE Confidence: 0.883944664666667

00:26:25.035 --> 00:26:27.300 a great example of this.
NOTE Confidence: 0.883944664666667

00:26:27.300 --> 00:26:29.255 And in September said that
NOTE Confidence: 0.883944664666667

00:26:29.255 --> 00:26:31.210 we would announce it soon.
NOTE Confidence: 0.883944664666667

00:26:31.210 --> 00:26:33.050 You probably saw the announcement,
NOTE Confidence: 0.883944664666667

00:26:33.050 --> 00:26:35.436 but just to remind you that we
NOTE Confidence: 0.883944664666667

00:26:35.436 --> 00:26:36.728 actually have two awardees.
NOTE Confidence: 0.883944664666667

00:26:36.730 --> 00:26:39.845 So the first inaugural Viola Bernard Award,
NOTE Confidence: 0.883944664666667

00:26:39.850 --> 00:26:42.741 Carla Marron doing work on a novel
NOTE Confidence: 0.883944664666667

00:26:42.741 --> 00:26:45.110 digital intervention for Latinx mothers,
NOTE Confidence: 0.883944664666667

00:26:45.110 --> 00:26:47.520 but using design justice principles.
NOTE Confidence: 0.883944664666667

00:26:47.520 --> 00:26:50.026 So that gets her in the community.
NOTE Confidence: 0.883944664666667

00:26:50.030 --> 00:26:53.204 And Dakota Becker doing work on

NOTE Confidence: 0.883944664666667
00:26:53.204 --> 00:26:55.320 grief sensitive consultation again,
NOTE Confidence: 0.883944664666667
00:26:55.320 --> 00:26:57.216 designing it with colleagues
NOTE Confidence: 0.883944664666667
00:26:57.216 --> 00:26:58.638 from the community.
NOTE Confidence: 0.883944664666667
00:26:58.640 --> 00:27:01.454 So this these are examples of the
NOTE Confidence: 0.883944664666667
00:27:01.454 --> 00:27:03.888 progress on the goals for DEI.
NOTE Confidence: 0.883944664666667
00:27:03.890 --> 00:27:04.962 For research.
NOTE Confidence: 0.883944664666667
00:27:04.962 --> 00:27:07.106 Very grateful to everyone
NOTE Confidence: 0.883944664666667
00:27:07.106 --> 00:27:09.250 helping Tom on this,
NOTE Confidence: 0.82532947875
00:27:09.250 --> 00:27:11.504 but several of the goals we set
NOTE Confidence: 0.82532947875
00:27:11.504 --> 00:27:12.872 were bringing researchers together
NOTE Confidence: 0.82532947875
00:27:12.872 --> 00:27:14.567 to talk about shared goals.
NOTE Confidence: 0.82532947875
00:27:14.570 --> 00:27:17.222 That's now actively happening.
NOTE Confidence: 0.82532947875
00:27:17.222 --> 00:27:19.211 Tom's regular research
NOTE Confidence: 0.82532947875
00:27:19.211 --> 00:27:20.537 internal communication.
NOTE Confidence: 0.82532947875
00:27:20.540 --> 00:27:22.736 The regular research and progress sessions,
NOTE Confidence: 0.82532947875

00:27:22.740 --> 00:27:24.820 I would encourage you to come to those,
NOTE Confidence: 0.82532947875

00:27:24.820 --> 00:27:26.480 encourage your fellows to come.
NOTE Confidence: 0.82532947875

00:27:26.480 --> 00:27:27.346 They're great.
NOTE Confidence: 0.82532947875

00:27:27.346 --> 00:27:30.377 The cross talk sessions and faculty meetings,
NOTE Confidence: 0.82532947875

00:27:30.380 --> 00:27:33.036 we just had a great one last week
NOTE Confidence: 0.82532947875

00:27:33.036 --> 00:27:35.248 with Emily Olson will continue
NOTE Confidence: 0.82532947875

00:27:35.248 --> 00:27:37.698 to have those really encouraging
NOTE Confidence: 0.82532947875

00:27:37.698 --> 00:27:40.119 research and clinical interface
NOTE Confidence: 0.82532947875

00:27:40.120 --> 00:27:42.270 and then sharing common resources.
NOTE Confidence: 0.82532947875

00:27:42.270 --> 00:27:44.216 Tom and Young son are working now
NOTE Confidence: 0.82532947875

00:27:44.216 --> 00:27:46.600 on how we can actually have a
NOTE Confidence: 0.82532947875

00:27:46.600 --> 00:27:48.445 common resource for recruiting and
NOTE Confidence: 0.82532947875

00:27:48.445 --> 00:27:51.124 to all clinical studies that is a
NOTE Confidence: 0.82532947875

00:27:51.124 --> 00:27:53.106 common resource and share subjects
NOTE Confidence: 0.82532947875

00:27:53.106 --> 00:27:55.166 and share that recruiting process.
NOTE Confidence: 0.82532947875

00:27:55.170 --> 00:27:57.424 So that excuse me not each lab

NOTE Confidence: 0.82532947875

00:27:57.424 --> 00:27:59.269 is not trying to recruit.

NOTE Confidence: 0.82532947875

00:27:59.270 --> 00:28:02.216 For themselves, but we're actually sharing,

NOTE Confidence: 0.82532947875

00:28:02.220 --> 00:28:03.087 so stay tuned.

NOTE Confidence: 0.82532947875

00:28:03.087 --> 00:28:04.821 But Tom and Young son are

NOTE Confidence: 0.82532947875

00:28:04.821 --> 00:28:06.490 are moving that forward.

NOTE Confidence: 0.82532947875

00:28:06.490 --> 00:28:08.226 We've clarified some guidelines

NOTE Confidence: 0.82532947875

00:28:08.226 --> 00:28:09.528 for space allocation.

NOTE Confidence: 0.82532947875

00:28:09.530 --> 00:28:11.210 This is my way of driving

NOTE Confidence: 0.82532947875

00:28:11.210 --> 00:28:12.330 you to the intranet.

NOTE Confidence: 0.82532947875

00:28:12.330 --> 00:28:15.050 Those are on the intranet.

NOTE Confidence: 0.82532947875

00:28:15.050 --> 00:28:17.546 And then we have in progress

NOTE Confidence: 0.82532947875

00:28:17.546 --> 00:28:19.730 developing guidelines for OK awards

NOTE Confidence: 0.82532947875

00:28:19.730 --> 00:28:22.358 and the survey that I mentioned

NOTE Confidence: 0.82532947875

00:28:22.358 --> 00:28:24.110 earlier under Community and

NOTE Confidence: 0.82532947875

00:28:24.187 --> 00:28:26.487 culture is also about research.

NOTE Confidence: 0.883052227777778

00:28:28.860 --> 00:28:30.608 Education and professional development.

NOTE Confidence: 0.883052227777778

00:28:30.608 --> 00:28:32.793 These are all in progress,

NOTE Confidence: 0.883052227777778

00:28:32.800 --> 00:28:36.006 but a point to actually really emphasize.

NOTE Confidence: 0.883052227777778

00:28:36.010 --> 00:28:38.607 Is that we need to actually develop

NOTE Confidence: 0.883052227777778

00:28:38.607 --> 00:28:40.943 and integrated child and family

NOTE Confidence: 0.883052227777778

00:28:40.943 --> 00:28:42.668 behavioral health professional

NOTE Confidence: 0.883052227777778

00:28:42.668 --> 00:28:44.968 training from multiple perspectives.

NOTE Confidence: 0.883052227777778

00:28:44.970 --> 00:28:46.382 We have implemented with

NOTE Confidence: 0.883052227777778

00:28:46.382 --> 00:28:47.794 our colleagues in Yale,

NOTE Confidence: 0.883052227777778

00:28:47.800 --> 00:28:50.005 New Haven and in Pediatrics

NOTE Confidence: 0.883052227777778

00:28:50.005 --> 00:28:51.769 of training for pediatricians

NOTE Confidence: 0.883052227777778

00:28:51.769 --> 00:28:54.018 and basic behavioral health.

NOTE Confidence: 0.883052227777778

00:28:54.020 --> 00:28:56.096 Trying to work on the pipeline

NOTE Confidence: 0.883052227777778

00:28:56.096 --> 00:28:58.370 that I'll talk about in a minute.

NOTE Confidence: 0.883052227777778

00:28:58.370 --> 00:29:00.600 Ongoing is a certificate program

NOTE Confidence: 0.883052227777778

00:29:00.600 --> 00:29:02.830 in child and family behavioral

NOTE Confidence: 0.883052227777778
00:29:02.905 --> 00:29:04.717 health policy in collaboration
NOTE Confidence: 0.883052227777778
00:29:04.717 --> 00:29:07.435 with other policy groups at Yale.
NOTE Confidence: 0.883052227777778
00:29:07.440 --> 00:29:08.154 And we need,
NOTE Confidence: 0.883052227777778
00:29:08.154 --> 00:29:10.060 as we as we are starting to do,
NOTE Confidence: 0.883052227777778
00:29:10.060 --> 00:29:12.096 to reinvigorate consultative relationships
NOTE Confidence: 0.883052227777778
00:29:12.096 --> 00:29:14.641 with schools and other community
NOTE Confidence: 0.883052227777778
00:29:14.641 --> 00:29:16.852 organizations because we do a lot of
NOTE Confidence: 0.883052227777778
00:29:16.852 --> 00:29:18.639 clinical work in relation to schools.
NOTE Confidence: 0.883052227777778
00:29:18.640 --> 00:29:20.602 But how do we make that then an education
NOTE Confidence: 0.883052227777778
00:29:20.602 --> 00:29:22.429 and professional development effort?
NOTE Confidence: 0.848823074285714
00:29:25.170 --> 00:29:27.116 I think the most important is them.
NOTE Confidence: 0.848823074285714
00:29:27.120 --> 00:29:29.712 Where we still need to make some progress is
NOTE Confidence: 0.848823074285714
00:29:29.712 --> 00:29:31.848 creating a professional development brand.
NOTE Confidence: 0.848823074285714
00:29:31.850 --> 00:29:33.404 So that when you come to the
NOTE Confidence: 0.848823074285714
00:29:33.404 --> 00:29:34.828 child Study Center for a training,
NOTE Confidence: 0.848823074285714

00:29:34.830 --> 00:29:36.130 whether it's an autism,
NOTE Confidence: 0.848823074285714

00:29:36.130 --> 00:29:37.105 whether it's anxiety,
NOTE Confidence: 0.848823074285714

00:29:37.110 --> 00:29:39.234 whatever the theme is that you
NOTE Confidence: 0.848823074285714

00:29:39.234 --> 00:29:40.650 know what you're getting,
NOTE Confidence: 0.848823074285714

00:29:40.650 --> 00:29:42.715 that we have a consistent brand across
NOTE Confidence: 0.848823074285714

00:29:42.715 --> 00:29:45.168 that we have a series of short courses,
NOTE Confidence: 0.848823074285714

00:29:45.170 --> 00:29:46.778 maybe their research updates,
NOTE Confidence: 0.848823074285714

00:29:46.778 --> 00:29:50.525 whatever they are, but we have a consistent
NOTE Confidence: 0.848823074285714

00:29:50.525 --> 00:29:52.553 professional development reach out.
NOTE Confidence: 0.848823074285714

00:29:52.560 --> 00:29:55.290 And this third one is really important
NOTE Confidence: 0.848823074285714

00:29:55.290 --> 00:29:57.974 to me is that we need to attend to
NOTE Confidence: 0.848823074285714

00:29:57.974 --> 00:29:59.677 and improve the educational climate
NOTE Confidence: 0.848823074285714

00:29:59.677 --> 00:30:02.137 for all of our training programs.
NOTE Confidence: 0.848823074285714

00:30:02.140 --> 00:30:03.828 As I will talk about in a minute,
NOTE Confidence: 0.848823074285714

00:30:03.830 --> 00:30:06.880 there's been tremendous clinical demand
NOTE Confidence: 0.848823074285714

00:30:06.880 --> 00:30:09.308 in our for all of us, for everyone.

NOTE Confidence: 0.848823074285714

00:30:09.308 --> 00:30:12.606 But I want to be really sure that in

NOTE Confidence: 0.848823074285714

00:30:12.606 --> 00:30:15.420 our training programs that that clinical

NOTE Confidence: 0.848823074285714

00:30:15.420 --> 00:30:18.316 demand doesn't swamp and over shadow

NOTE Confidence: 0.848823074285714

00:30:18.316 --> 00:30:21.148 the education and the educational purpose.

NOTE Confidence: 0.848823074285714

00:30:21.150 --> 00:30:23.910 So we need to attend to that is how even

NOTE Confidence: 0.848823074285714

00:30:23.988 --> 00:30:26.550 with all the clinical work before us,

NOTE Confidence: 0.848823074285714

00:30:26.550 --> 00:30:29.102 how do we ensure that all of the

NOTE Confidence: 0.848823074285714

00:30:29.102 --> 00:30:32.186 you here for training are getting

NOTE Confidence: 0.848823074285714

00:30:32.186 --> 00:30:33.956 that educational experience.

NOTE Confidence: 0.848823074285714

00:30:33.960 --> 00:30:35.481 And then rebuild.

NOTE Confidence: 0.848823074285714

00:30:35.481 --> 00:30:38.523 And I really do mean rebuild.

NOTE Confidence: 0.848823074285714

00:30:38.530 --> 00:30:41.071 A learning community because we've had the

NOTE Confidence: 0.848823074285714

00:30:41.071 --> 00:30:44.239 impact of the pandemic that has separated us.

NOTE Confidence: 0.848823074285714

00:30:44.240 --> 00:30:46.472 Even by virtue of the fact that we are,

NOTE Confidence: 0.848823074285714

00:30:46.480 --> 00:30:47.520 some of us are here,

NOTE Confidence: 0.848823074285714

00:30:47.520 --> 00:30:49.242 and I'm very grateful for the number
NOTE Confidence: 0.848823074285714

00:30:49.242 --> 00:30:50.578 of people sitting in the room,
NOTE Confidence: 0.848823074285714

00:30:50.580 --> 00:30:52.036 but equally grateful for
NOTE Confidence: 0.848823074285714

00:30:52.036 --> 00:30:53.856 the number of people online,
NOTE Confidence: 0.848823074285714

00:30:53.860 --> 00:30:56.212 we actually are still learning how
NOTE Confidence: 0.848823074285714

00:30:56.212 --> 00:30:59.762 to work in a hybrid way and how
NOTE Confidence: 0.848823074285714

00:30:59.762 --> 00:31:02.127 to rebuild a learning community.
NOTE Confidence: 0.848823074285714

00:31:02.130 --> 00:31:03.861 Our communication, Krista,
NOTE Confidence: 0.848823074285714

00:31:03.861 --> 00:31:07.323 continues to unite us just remarkably.
NOTE Confidence: 0.848823074285714

00:31:07.330 --> 00:31:08.812 And there's many things on here
NOTE Confidence: 0.848823074285714

00:31:08.812 --> 00:31:10.750 that I hope you all have noticed.
NOTE Confidence: 0.848823074285714

00:31:10.750 --> 00:31:12.046 I hope you are reading them.
NOTE Confidence: 0.848823074285714

00:31:12.050 --> 00:31:14.490 I hope they open rate keeps going up.
NOTE Confidence: 0.848823074285714

00:31:14.490 --> 00:31:16.548 But the one I really wanted to
NOTE Confidence: 0.848823074285714

00:31:16.548 --> 00:31:18.250 note is that just today,
NOTE Confidence: 0.848823074285714

00:31:18.250 --> 00:31:19.938 just literally this morning,

NOTE Confidence: 0.848823074285714
00:31:19.938 --> 00:31:22.875 Krista sent out the newest issue of
NOTE Confidence: 0.848823074285714
00:31:22.875 --> 00:31:25.199 why CSC Connections which you can think
NOTE Confidence: 0.848823074285714
00:31:25.199 --> 00:31:28.288 of is our new and updated annual report.
NOTE Confidence: 0.848823074285714
00:31:28.290 --> 00:31:30.420 It's beautiful. Go read it.
NOTE Confidence: 0.848823074285714
00:31:30.420 --> 00:31:32.388 It's far better than any state
NOTE Confidence: 0.848823074285714
00:31:32.388 --> 00:31:34.016 of the department. Trust me.
NOTE Confidence: 0.848823074285714
00:31:34.016 --> 00:31:34.652 Really. Really.
NOTE Confidence: 0.848823074285714
00:31:34.652 --> 00:31:37.380 So go read it and and you'll see.
NOTE Confidence: 0.848823074285714
00:31:37.380 --> 00:31:38.924 And then you see some of the other
NOTE Confidence: 0.848823074285714
00:31:38.924 --> 00:31:39.860 things that are ongoing.
NOTE Confidence: 0.869886572
00:31:42.300 --> 00:31:44.830 I want to spend actually.
NOTE Confidence: 0.869886572
00:31:44.830 --> 00:31:46.550 The rest of the time.
NOTE Confidence: 0.869886572
00:31:46.550 --> 00:31:49.370 Focusing on our clinical practice.
NOTE Confidence: 0.869886572
00:31:49.370 --> 00:31:51.010 Because it is a significant
NOTE Confidence: 0.869886572
00:31:51.010 --> 00:31:52.650 piece of work for us.
NOTE Confidence: 0.869886572

00:31:52.650 --> 00:31:56.196 It is what fuels so much of our efforts.
NOTE Confidence: 0.869886572

00:31:56.200 --> 00:31:59.470 And we actually have a ongoing,
NOTE Confidence: 0.869886572

00:31:59.470 --> 00:32:01.766 we actually have a continuum of care.
NOTE Confidence: 0.869886572

00:32:01.770 --> 00:32:03.850 We don't always talk about it that way.
NOTE Confidence: 0.869886572

00:32:03.850 --> 00:32:05.938 We talk about outpatient over here,
NOTE Confidence: 0.869886572

00:32:05.940 --> 00:32:06.942 hospital over here.
NOTE Confidence: 0.869886572

00:32:06.942 --> 00:32:08.946 We don't always talk about it.
NOTE Confidence: 0.869886572

00:32:08.950 --> 00:32:11.043 The continuum of care that we have
NOTE Confidence: 0.869886572

00:32:11.043 --> 00:32:13.169 that goes from our inpatient unit,
NOTE Confidence: 0.869886572

00:32:13.170 --> 00:32:15.490 our CL, we're embedding
NOTE Confidence: 0.869886572

00:32:15.490 --> 00:32:17.810 clinicians and Pediatrics now.
NOTE Confidence: 0.869886572

00:32:17.810 --> 00:32:20.186 We're embedding them in primary care.
NOTE Confidence: 0.869886572

00:32:20.190 --> 00:32:21.830 We have access mental health,
NOTE Confidence: 0.869886572

00:32:21.830 --> 00:32:24.550 which reaches out to pediatricians.
NOTE Confidence: 0.869886572

00:32:24.550 --> 00:32:26.560 We have our outpatient behavioral health.
NOTE Confidence: 0.869886572

00:32:26.560 --> 00:32:28.448 Services, icaps in home,

NOTE Confidence: 0.869886572

00:32:28.448 --> 00:32:30.518 our day hospital, emergency department.

NOTE Confidence: 0.869886572

00:32:30.518 --> 00:32:32.462 You can think of this as

NOTE Confidence: 0.869886572

00:32:32.462 --> 00:32:34.190 actually a continuum of care,

NOTE Confidence: 0.869886572

00:32:34.190 --> 00:32:37.648 multiple levels of care that we provide.

NOTE Confidence: 0.869886572

00:32:37.650 --> 00:32:39.504 How do we make this actually

NOTE Confidence: 0.869886572

00:32:39.504 --> 00:32:40.740 more clear to people,

NOTE Confidence: 0.869886572

00:32:40.740 --> 00:32:42.105 especially our legislatures?

NOTE Confidence: 0.869886572

00:32:42.105 --> 00:32:43.925 But that's another point.

NOTE Confidence: 0.869886572

00:32:43.930 --> 00:32:45.122 How do we make,

NOTE Confidence: 0.869886572

00:32:45.122 --> 00:32:47.888 but also how do we begin to think

NOTE Confidence: 0.869886572

00:32:47.888 --> 00:32:49.680 about the better integration

NOTE Confidence: 0.869886572

00:32:49.680 --> 00:32:51.920 across these levels of care?

NOTE Confidence: 0.869886572

00:32:51.920 --> 00:32:53.852 I've shown this slide a number

NOTE Confidence: 0.869886572

00:32:53.852 --> 00:32:56.118 of times and so I I hope that

NOTE Confidence: 0.869886572

00:32:56.120 --> 00:32:58.241 just just to remind us that in

NOTE Confidence: 0.869886572

00:32:58.241 --> 00:32:59.951 our outpatient service well and
NOTE Confidence: 0.869886572

00:32:59.951 --> 00:33:01.435 our overall clinical services,
NOTE Confidence: 0.869886572

00:33:01.440 --> 00:33:03.325 we have outpatient Youth Services
NOTE Confidence: 0.869886572

00:33:03.325 --> 00:33:05.740 as well as services for adults.
NOTE Confidence: 0.869886572

00:33:05.740 --> 00:33:07.700 Those divide between treatment
NOTE Confidence: 0.869886572

00:33:07.700 --> 00:33:08.680 and assessment.
NOTE Confidence: 0.869886572

00:33:08.680 --> 00:33:10.856 We have a whole host now of hospital
NOTE Confidence: 0.869886572

00:33:10.856 --> 00:33:12.438 based services from the Children's
NOTE Confidence: 0.869886572

00:33:12.438 --> 00:33:14.394 Day Hospital to the inpatient unit,
NOTE Confidence: 0.869886572

00:33:14.400 --> 00:33:16.812 the Ed CL and now increasingly
NOTE Confidence: 0.869886572

00:33:16.812 --> 00:33:19.953 more and more that are PD based
NOTE Confidence: 0.869886572

00:33:19.953 --> 00:33:21.877 in the pediatric department.
NOTE Confidence: 0.869886572

00:33:21.880 --> 00:33:24.736 Where we're really embedding the whole
NOTE Confidence: 0.869886572

00:33:24.736 --> 00:33:28.169 notion of this is improving access.
NOTE Confidence: 0.869886572

00:33:28.170 --> 00:33:30.168 I want to talk about some
NOTE Confidence: 0.869886572

00:33:30.168 --> 00:33:31.706 clinical highlights in 2022.

NOTE Confidence: 0.869886572

00:33:31.706 --> 00:33:34.386 So with our pediatric collaborations,

NOTE Confidence: 0.869886572

00:33:34.390 --> 00:33:36.562 just so you know the access

NOTE Confidence: 0.869886572

00:33:36.562 --> 00:33:38.519 mental health program which is

NOTE Confidence: 0.869886572

00:33:38.519 --> 00:33:40.724 allows pediatricians to call and

NOTE Confidence: 0.869886572

00:33:40.724 --> 00:33:42.488 get behavioral health consults,

NOTE Confidence: 0.869886572

00:33:42.490 --> 00:33:45.570 just look at the volume that should have

NOTE Confidence: 0.869886572

00:33:45.570 --> 00:33:49.456 been a 0 not that far in the future.

NOTE Confidence: 0.869886572

00:33:49.460 --> 00:33:54.350 But the volume of 11,000 consultations?

NOTE Confidence: 0.869886572

00:33:54.350 --> 00:33:55.898 And about 2200,

NOTE Confidence: 0.869886572

00:33:55.898 --> 00:33:58.590 more than 2200 unique youth served.

NOTE Confidence: 0.869886572

00:33:58.590 --> 00:34:01.080 Think about that as a possibility

NOTE Confidence: 0.869886572

00:34:01.152 --> 00:34:02.768 when you're doing that,

NOTE Confidence: 0.869886572

00:34:02.770 --> 00:34:04.480 that actually you're preventing some

NOTE Confidence: 0.869886572

00:34:04.480 --> 00:34:07.239 of those kids from coming to the Ed

NOTE Confidence: 0.869886572

00:34:07.239 --> 00:34:08.894 because you're giving the pediatrician

NOTE Confidence: 0.869886572

00:34:08.894 --> 00:34:10.769 some skills and some information.
NOTE Confidence: 0.869886572

00:34:10.770 --> 00:34:12.726 The reach training I've already mentioned,
NOTE Confidence: 0.869886572

00:34:12.730 --> 00:34:15.190 which is actually giving pediatrician
NOTE Confidence: 0.869886572

00:34:15.190 --> 00:34:18.291 skills for the frontline behavioral health
NOTE Confidence: 0.869886572

00:34:18.291 --> 00:34:21.114 assessment and intervention so that
NOTE Confidence: 0.869886572

00:34:21.114 --> 00:34:24.978 we build again this continuum of care.
NOTE Confidence: 0.869886572

00:34:24.980 --> 00:34:28.375 Some other clinical highlights to to cite.
NOTE Confidence: 0.869886572

00:34:28.380 --> 00:34:31.116 Is that in collaboration with our Yale New
NOTE Confidence: 0.869886572

00:34:31.116 --> 00:34:33.200 Haven colleagues just across the street,
NOTE Confidence: 0.869886572

00:34:33.200 --> 00:34:34.808 we now have a grant for
NOTE Confidence: 0.869886572

00:34:34.808 --> 00:34:35.880 an urgent care center,
NOTE Confidence: 0.869886572

00:34:35.880 --> 00:34:38.395 which hopefully will help with
NOTE Confidence: 0.869886572

00:34:38.395 --> 00:34:40.407 the emergency room challenges.
NOTE Confidence: 0.869886572

00:34:40.410 --> 00:34:43.020 And we also have a grant around zero suicide,
NOTE Confidence: 0.869886572

00:34:43.020 --> 00:34:45.967 that is to work on this increasing
NOTE Confidence: 0.869886572

00:34:45.967 --> 00:34:48.090 issue of suicidality and adolescence

NOTE Confidence: 0.869886572

00:34:48.090 --> 00:34:50.827 and to try to reduce the rate.

NOTE Confidence: 0.869886572

00:34:50.830 --> 00:34:52.286 We have program growth.

NOTE Confidence: 0.869886572

00:34:52.286 --> 00:34:55.509 The day hospital has now come to 350 George.

NOTE Confidence: 0.869886572

00:34:55.510 --> 00:34:58.910 So now truly we actually have a synergy

NOTE Confidence: 0.869886572

00:34:58.910 --> 00:35:02.228 driven by place, not just by theme.

NOTE Confidence: 0.869886572

00:35:02.230 --> 00:35:05.620 And we're continuing to embed pediatric

NOTE Confidence: 0.869886572

00:35:05.620 --> 00:35:07.880 psychologist and subspecialty science.

NOTE Confidence: 0.866579720526316

00:35:07.880 --> 00:35:10.246 Another highlight is we were able to

NOTE Confidence: 0.866579720526316

00:35:10.246 --> 00:35:12.466 address and December the salary equity

NOTE Confidence: 0.866579720526316

00:35:12.466 --> 00:35:14.758 issues for the Masters level clinicians.

NOTE Confidence: 0.866579720526316

00:35:14.760 --> 00:35:16.380 It was a long, long haul.

NOTE Confidence: 0.866579720526316

00:35:16.380 --> 00:35:18.528 I'm so glad we got there.

NOTE Confidence: 0.866579720526316

00:35:18.530 --> 00:35:20.680 It's really, really important to

NOTE Confidence: 0.866579720526316

00:35:20.680 --> 00:35:24.386 recognize people for the work they do by

NOTE Confidence: 0.866579720526316

00:35:24.386 --> 00:35:26.366 appropriate and equitable compensation.

NOTE Confidence: 0.866579720526316

00:35:26.370 --> 00:35:28.442 And that we are continuing to work
NOTE Confidence: 0.866579720526316

00:35:28.442 --> 00:35:30.486 very closely with our colleagues at
NOTE Confidence: 0.866579720526316

00:35:30.486 --> 00:35:32.316 the state around child behavioral
NOTE Confidence: 0.866579720526316

00:35:32.316 --> 00:35:34.530 health and collaborating with Yale's
NOTE Confidence: 0.866579720526316

00:35:34.530 --> 00:35:37.290 Office of State and Federal Relations.
NOTE Confidence: 0.866579720526316

00:35:37.290 --> 00:35:40.308 Just just actually 2 hours ago,
NOTE Confidence: 0.866579720526316

00:35:40.310 --> 00:35:42.002 we were meeting with the state
NOTE Confidence: 0.866579720526316

00:35:42.002 --> 00:35:43.559 representative who was a strong
NOTE Confidence: 0.866579720526316

00:35:43.559 --> 00:35:45.439 supporter of child behavioral health.
NOTE Confidence: 0.866579720526316

00:35:45.440 --> 00:35:46.790 Just in December,
NOTE Confidence: 0.866579720526316

00:35:46.790 --> 00:35:48.140 Senator Martin Looney,
NOTE Confidence: 0.866579720526316

00:35:48.140 --> 00:35:50.060 who is the leading Democrat of the state,
NOTE Confidence: 0.866579720526316

00:35:50.060 --> 00:35:51.820 visited the Child Study Center,
NOTE Confidence: 0.866579720526316

00:35:51.820 --> 00:35:54.319 the first time he had actually visited
NOTE Confidence: 0.866579720526316

00:35:54.320 --> 00:35:56.600 Yale and the School of Medicine in many,
NOTE Confidence: 0.866579720526316

00:35:56.600 --> 00:35:57.430 many years.

NOTE Confidence: 0.866579720526316

00:35:57.430 --> 00:36:00.460 And he has introduced a bill as much.

NOTE Confidence: 0.866579720526316

00:36:00.460 --> 00:36:02.080 There's much that has to happen,

NOTE Confidence: 0.866579720526316

00:36:02.080 --> 00:36:04.866 but he's introduced a bill before the

NOTE Confidence: 0.866579720526316

00:36:04.866 --> 00:36:06.917 state legislature about thinking about

NOTE Confidence: 0.866579720526316

00:36:06.917 --> 00:36:09.269 a continuum of care for behavioral

NOTE Confidence: 0.866579720526316

00:36:09.269 --> 00:36:11.690 health for children in Connecticut.

NOTE Confidence: 0.866579720526316

00:36:11.690 --> 00:36:13.718 And cites the Child Study Center

NOTE Confidence: 0.866579720526316

00:36:13.718 --> 00:36:15.891 as a resource for helping him

NOTE Confidence: 0.866579720526316

00:36:15.891 --> 00:36:18.123 build that and think about that.

NOTE Confidence: 0.866579720526316

00:36:18.130 --> 00:36:19.845 So we're doing a lot of that

NOTE Confidence: 0.866579720526316

00:36:19.845 --> 00:36:21.010 work I hope doing.

NOTE Confidence: 0.866579720526316

00:36:21.010 --> 00:36:22.666 I hope all of you will

NOTE Confidence: 0.866579720526316

00:36:22.666 --> 00:36:24.030 engage with us about it.

NOTE Confidence: 0.866579720526316

00:36:24.030 --> 00:36:26.606 And we actually will have an upcoming

NOTE Confidence: 0.866579720526316

00:36:26.606 --> 00:36:29.245 webinar next week that they ask for

NOTE Confidence: 0.866579720526316

00:36:29.245 --> 00:36:31.070 to inform our state colleagues.

NOTE Confidence: 0.866579720526316

00:36:31.070 --> 00:36:33.122 But most importantly on highlights would

NOTE Confidence: 0.866579720526316

00:36:33.122 --> 00:36:35.523 be not just this is important, yes,

NOTE Confidence: 0.866579720526316

00:36:35.523 --> 00:36:36.987 and these are just pictures of the day.

NOTE Confidence: 0.866579720526316

00:36:36.990 --> 00:36:39.265 Hospital just wanted you to have them.

NOTE Confidence: 0.866579720526316

00:36:39.270 --> 00:36:42.375 But most importantly on highlights is

NOTE Confidence: 0.866579720526316

00:36:42.375 --> 00:36:44.205 the dedication of the clinical team,

NOTE Confidence: 0.866579720526316

00:36:44.210 --> 00:36:46.359 the families who come for our care

NOTE Confidence: 0.866579720526316

00:36:46.359 --> 00:36:48.889 and all of you who give so much

NOTE Confidence: 0.866579720526316

00:36:48.889 --> 00:36:50.894 service and so much time that should

NOTE Confidence: 0.866579720526316

00:36:50.894 --> 00:36:53.130 be actually at the top of the list of

NOTE Confidence: 0.866579720526316

00:36:53.130 --> 00:36:54.770 highlights of our clinical practice.

NOTE Confidence: 0.875134635

00:37:02.860 --> 00:37:05.324 So now I want to ask the question.

NOTE Confidence: 0.875134635

00:37:05.330 --> 00:37:07.878 I've been talking and we've all been

NOTE Confidence: 0.875134635

00:37:07.878 --> 00:37:10.159 talking about a surge now since.

NOTE Confidence: 0.875134635

00:37:10.160 --> 00:37:11.249 2021 late 2020.

NOTE Confidence: 0.875134635

00:37:11.249 --> 00:37:14.238 Is it really a surge or are we

NOTE Confidence: 0.875134635

00:37:14.238 --> 00:37:16.410 really now in a new normal?

NOTE Confidence: 0.875134635

00:37:16.410 --> 00:37:19.287 Have we really plateaued or not plateaued?

NOTE Confidence: 0.875134635

00:37:19.290 --> 00:37:21.202 Have we risen up and now we're at

NOTE Confidence: 0.875134635

00:37:21.202 --> 00:37:22.848 a a new higher level?

NOTE Confidence: 0.875134635

00:37:22.850 --> 00:37:24.649 I want to show you some data

NOTE Confidence: 0.875134635

00:37:24.650 --> 00:37:26.675 that suggests that the clinical

NOTE Confidence: 0.875134635

00:37:26.675 --> 00:37:29.330 demands are at a new normal.

NOTE Confidence: 0.875134635

00:37:29.330 --> 00:37:32.090 So the first is to look at our

NOTE Confidence: 0.875134635

00:37:32.090 --> 00:37:34.169 inpatient from the hospital data

NOTE Confidence: 0.875134635

00:37:34.170 --> 00:37:36.468 and to look at discharge trends.

NOTE Confidence: 0.875134635

00:37:36.470 --> 00:37:39.726 So the red line is length of stay.

NOTE Confidence: 0.875134635

00:37:39.730 --> 00:37:41.250 Average length of stay,

NOTE Confidence: 0.875134635

00:37:41.250 --> 00:37:45.090 the blue line or the blue bars or discharges.

NOTE Confidence: 0.875134635

00:37:45.090 --> 00:37:47.550 And if you were just to take a step back,

NOTE Confidence: 0.875134635

00:37:47.550 --> 00:37:49.762 you would look and say, Oh well, the volume.

NOTE Confidence: 0.875134635

00:37:49.762 --> 00:37:52.160 The volume seems to have gone down.

NOTE Confidence: 0.875134635

00:37:52.160 --> 00:37:54.256 But you have to look at length of

NOTE Confidence: 0.875134635

00:37:54.256 --> 00:37:56.416 stay and you see that the length

NOTE Confidence: 0.875134635

00:37:56.416 --> 00:37:58.639 of stay of kids has gone up.

NOTE Confidence: 0.875134635

00:37:58.640 --> 00:37:59.894 So two factors.

NOTE Confidence: 0.875134635

00:37:59.894 --> 00:38:02.402 One is that we are seeing

NOTE Confidence: 0.875134635

00:38:02.402 --> 00:38:03.910 increasingly ill children.

NOTE Confidence: 0.875134635

00:38:03.910 --> 00:38:05.690 With greater mental health needs,

NOTE Confidence: 0.875134635

00:38:05.690 --> 00:38:08.440 so they require longer service.

NOTE Confidence: 0.875134635

00:38:08.440 --> 00:38:10.420 And perhaps equally important,

NOTE Confidence: 0.875134635

00:38:10.420 --> 00:38:12.400 if not more important,

NOTE Confidence: 0.875134635

00:38:12.400 --> 00:38:14.540 for your advocacy efforts if

NOTE Confidence: 0.875134635

00:38:14.540 --> 00:38:16.990 they don't have anywhere to go.

NOTE Confidence: 0.875134635

00:38:16.990 --> 00:38:19.426 The continuum of care is broken.

NOTE Confidence: 0.875134635

00:38:19.430 --> 00:38:20.402 So they stay,

NOTE Confidence: 0.875134635

00:38:20.402 --> 00:38:22.670 they need to stay on our hospital

NOTE Confidence: 0.875134635

00:38:22.748 --> 00:38:25.526 based units longer than would even

NOTE Confidence: 0.875134635

00:38:25.526 --> 00:38:27.378 be clinically perhaps indicated,

NOTE Confidence: 0.875134635

00:38:27.380 --> 00:38:29.576 but they have to stay there.

NOTE Confidence: 0.875134635

00:38:29.580 --> 00:38:30.624 Because the continuum?

NOTE Confidence: 0.875134635

00:38:30.624 --> 00:38:32.712 There's nowhere for them to go.

NOTE Confidence: 0.875134635

00:38:32.720 --> 00:38:33.936 Same for eating disorders.

NOTE Confidence: 0.875134635

00:38:33.936 --> 00:38:35.456 There's no question there's been

NOTE Confidence: 0.875134635

00:38:35.456 --> 00:38:37.046 a dramatic increase in eating

NOTE Confidence: 0.875134635

00:38:37.046 --> 00:38:38.900 disorders in the last three years.

NOTE Confidence: 0.875134635

00:38:38.900 --> 00:38:41.777 Why is another is an important question,

NOTE Confidence: 0.875134635

00:38:41.780 --> 00:38:43.600 but an incredible increase

NOTE Confidence: 0.875134635

00:38:43.600 --> 00:38:45.420 on doubling and tripling,

NOTE Confidence: 0.875134635

00:38:45.420 --> 00:38:48.136 but also their length of stay because

NOTE Confidence: 0.875134635

00:38:48.136 --> 00:38:50.448 there is nowhere for them to go.

NOTE Confidence: 0.875134635

00:38:50.450 --> 00:38:52.823 So we're working with our new New
NOTE Confidence: 0.875134635

00:38:52.823 --> 00:38:54.397 Haven Hospital colleagues to try
NOTE Confidence: 0.875134635

00:38:54.397 --> 00:38:56.126 and stand up a unit in Bridgeport
NOTE Confidence: 0.875134635

00:38:56.126 --> 00:38:57.990 so that the kids can go there.
NOTE Confidence: 0.875134635

00:38:57.990 --> 00:39:00.429 But right now there's nowhere for them to go.
NOTE Confidence: 0.875134635

00:39:00.430 --> 00:39:03.370 A broken continuum of care.
NOTE Confidence: 0.875134635

00:39:03.370 --> 00:39:05.428 If you just look at the behavioral
NOTE Confidence: 0.875134635

00:39:05.428 --> 00:39:06.966 Ed volume across the various
NOTE Confidence: 0.875134635

00:39:06.966 --> 00:39:08.760 hospitals that are in the Yale
NOTE Confidence: 0.875134635

00:39:08.760 --> 00:39:10.229 New Haven Health system,
NOTE Confidence: 0.875134635

00:39:10.230 --> 00:39:11.798 but just focus here,
NOTE Confidence: 0.875134635

00:39:11.798 --> 00:39:14.150 you see that there's actually an
NOTE Confidence: 0.875134635

00:39:14.226 --> 00:39:17.259 increase in the volume of kids in the Ed.
NOTE Confidence: 0.875134635

00:39:17.260 --> 00:39:19.636 Surely there's an increase in number?
NOTE Confidence: 0.875134635

00:39:19.640 --> 00:39:22.510 But I want you to look at the yellow line.
NOTE Confidence: 0.875134635

00:39:22.510 --> 00:39:24.650 There's a tremendous increase,

NOTE Confidence: 0.875134635

00:39:24.650 --> 00:39:28.690 just a rise up and the number of hours

NOTE Confidence: 0.875134635

00:39:28.690 --> 00:39:31.539 reflecting the new mount of time that

NOTE Confidence: 0.875134635

00:39:31.539 --> 00:39:34.575 kids are staying in the Ed and this

NOTE Confidence: 0.875134635

00:39:34.575 --> 00:39:36.990 is true across the delivery network.

NOTE Confidence: 0.875134635

00:39:36.990 --> 00:39:38.814 But let me just show you in another

NOTE Confidence: 0.875134635

00:39:38.814 --> 00:39:40.667 way that I showed you in September,

NOTE Confidence: 0.875134635

00:39:40.670 --> 00:39:43.470 if you look at the borders here.

NOTE Confidence: 0.875134635

00:39:43.470 --> 00:39:45.836 This is literally the number of kids

NOTE Confidence: 0.875134635

00:39:45.836 --> 00:39:48.250 sitting in the Ed waiting for beds,

NOTE Confidence: 0.875134635

00:39:48.250 --> 00:39:49.585 a broken delivery,

NOTE Confidence: 0.875134635

00:39:49.585 --> 00:39:51.810 a broken continuum of care.

NOTE Confidence: 0.875134635

00:39:51.810 --> 00:39:54.702 And look at this tremendous increase

NOTE Confidence: 0.875134635

00:39:54.702 --> 00:39:59.258 in border hours between FY20 and FY21.

NOTE Confidence: 0.875134635

00:39:59.260 --> 00:40:00.196 This is the,

NOTE Confidence: 0.875134635

00:40:00.196 --> 00:40:02.380 this is the clinical issue or a

NOTE Confidence: 0.875134635

00:40:02.458 --> 00:40:05.230 clinical issue that we're dealing with.
NOTE Confidence: 0.875134635

00:40:05.230 --> 00:40:06.987 So you can just say the volume
NOTE Confidence: 0.875134635

00:40:06.987 --> 00:40:07.740 trend for our
NOTE Confidence: 0.862707884

00:40:07.807 --> 00:40:09.778 hospital based services is a 33%
NOTE Confidence: 0.862707884

00:40:09.778 --> 00:40:11.986 increase in the average daily census.
NOTE Confidence: 0.862707884

00:40:11.990 --> 00:40:13.950 So it's gone up.
NOTE Confidence: 0.862707884

00:40:13.950 --> 00:40:17.814 But 190% increase in emergency
NOTE Confidence: 0.862707884

00:40:17.814 --> 00:40:21.020 behavioral healthcare. And a 284%,
NOTE Confidence: 0.862707884

00:40:21.020 --> 00:40:22.770 I didn't actually show you that graph,
NOTE Confidence: 0.862707884

00:40:22.770 --> 00:40:26.170 but a 284% increase in kids coming to
NOTE Confidence: 0.862707884

00:40:26.170 --> 00:40:29.319 primary care needing behavioral health.
NOTE Confidence: 0.862707884

00:40:29.320 --> 00:40:33.130 But that is, I think, the new normal.
NOTE Confidence: 0.862707884

00:40:33.130 --> 00:40:34.742 Our own outpatient services,
NOTE Confidence: 0.862707884

00:40:34.742 --> 00:40:36.757 this actually goes from 2019
NOTE Confidence: 0.862707884

00:40:36.757 --> 00:40:39.006 now through the end of December
NOTE Confidence: 0.862707884

00:40:39.010 --> 00:40:42.267 2022 and you can see that 2020,

NOTE Confidence: 0.862707884

00:40:42.267 --> 00:40:45.326 2020 to 2021 was actually or 20.

NOTE Confidence: 0.862707884

00:40:45.330 --> 00:40:48.669 The year 2021 was actually where we

NOTE Confidence: 0.862707884

00:40:48.669 --> 00:40:51.536 had our biggest peak and now we've

NOTE Confidence: 0.862707884

00:40:51.536 --> 00:40:53.790 started slow down a bit on referrals,

NOTE Confidence: 0.862707884

00:40:53.790 --> 00:40:56.940 but we are nowhere back to where we were

NOTE Confidence: 0.862707884

00:40:56.940 --> 00:41:00.188 originally a new normal and these are total,

NOTE Confidence: 0.862707884

00:41:00.190 --> 00:41:01.480 the total increase.

NOTE Confidence: 0.862707884

00:41:01.480 --> 00:41:03.745 So it's about 102%.

NOTE Confidence: 0.862707884

00:41:03.745 --> 00:41:06.670 Doubling since 2019.

NOTE Confidence: 0.862707884

00:41:06.670 --> 00:41:08.645 These are just telehealth visits

NOTE Confidence: 0.862707884

00:41:08.645 --> 00:41:10.225 and actually telehealth visits

NOTE Confidence: 0.862707884

00:41:10.225 --> 00:41:12.339 going all the way through December.

NOTE Confidence: 0.862707884

00:41:12.340 --> 00:41:15.224 You see that we're doing on average

NOTE Confidence: 0.862707884

00:41:15.224 --> 00:41:17.618 about 1000 telehealth visits a month.

NOTE Confidence: 0.862707884

00:41:17.620 --> 00:41:19.515 Dramatic, actually we could do

NOTE Confidence: 0.862707884

00:41:19.515 --> 00:41:21.980 more if there were more people.

NOTE Confidence: 0.862707884

00:41:21.980 --> 00:41:24.100 And then just to give you the numbers,

NOTE Confidence: 0.862707884

00:41:24.100 --> 00:41:26.728 I said 102% increase,

NOTE Confidence: 0.862707884

00:41:26.728 --> 00:41:30.013 60,000 plus visits scheduled over

NOTE Confidence: 0.862707884

00:41:30.013 --> 00:41:33.454 the fiscal year, 82,000 visits,

NOTE Confidence: 0.862707884

00:41:33.454 --> 00:41:36.789 video visits total since 2020.

NOTE Confidence: 0.862707884

00:41:36.790 --> 00:41:39.686 And just last year alone or the last

NOTE Confidence: 0.862707884

00:41:39.686 --> 00:41:43.410 fiscal year 2500 or more kids served.

NOTE Confidence: 0.862707884

00:41:43.410 --> 00:41:46.566 So a tremendous increase in volume.

NOTE Confidence: 0.862707884

00:41:46.570 --> 00:41:48.190 I would say our referrals are

NOTE Confidence: 0.862707884

00:41:48.190 --> 00:41:49.270 at a higher baseline.

NOTE Confidence: 0.862707884

00:41:49.270 --> 00:41:51.088 We're seeing an increase in anxiety,

NOTE Confidence: 0.862707884

00:41:51.090 --> 00:41:53.310 depression, suicidal ideation,

NOTE Confidence: 0.862707884

00:41:53.310 --> 00:41:54.790 eating disorders.

NOTE Confidence: 0.862707884

00:41:54.790 --> 00:41:56.574 The greater severity requires

NOTE Confidence: 0.862707884

00:41:56.574 --> 00:41:58.748 longer treatment, thus they stay.

NOTE Confidence: 0.862707884

00:41:58.748 --> 00:42:00.870 There's less freedom, if you will,

NOTE Confidence: 0.862707884

00:42:00.870 --> 00:42:02.550 to move people in and out.

NOTE Confidence: 0.862707884

00:42:02.550 --> 00:42:04.880 There's fewer programs available in

NOTE Confidence: 0.862707884

00:42:04.880 --> 00:42:07.700 the continuum and a workforce shortage

NOTE Confidence: 0.862707884

00:42:07.700 --> 00:42:10.584 which just leads to a backlog system.

NOTE Confidence: 0.862707884

00:42:10.590 --> 00:42:12.840 And that's what we need to be thinking about.

NOTE Confidence: 0.862707884

00:42:12.840 --> 00:42:14.370 We're doing our best clinically

NOTE Confidence: 0.862707884

00:42:14.370 --> 00:42:15.288 to manage that,

NOTE Confidence: 0.862707884

00:42:15.290 --> 00:42:17.228 but we need to be thinking

NOTE Confidence: 0.862707884

00:42:17.228 --> 00:42:19.409 about our role in the system.

NOTE Confidence: 0.862707884

00:42:19.410 --> 00:42:21.342 And I want to come back

NOTE Confidence: 0.862707884

00:42:21.342 --> 00:42:22.630 to the financial reality.

NOTE Confidence: 0.862707884

00:42:22.630 --> 00:42:24.030 I've told you all this,

NOTE Confidence: 0.862707884

00:42:24.030 --> 00:42:26.394 but I just want to reemphasize

NOTE Confidence: 0.862707884

00:42:26.394 --> 00:42:27.576 the structural issue.

NOTE Confidence: 0.862707884

00:42:27.580 --> 00:42:29.266 And to show you that it's
NOTE Confidence: 0.862707884

00:42:29.266 --> 00:42:30.995 oftentimes an answer you here as
NOTE Confidence: 0.862707884

00:42:30.995 --> 00:42:32.639 well just change the payer mix.
NOTE Confidence: 0.862707884

00:42:32.640 --> 00:42:35.454 Changing the payer mix doesn't do
NOTE Confidence: 0.862707884

00:42:35.454 --> 00:42:37.783 it because commercial payers are
NOTE Confidence: 0.862707884

00:42:37.783 --> 00:42:40.366 just as poor on paying as Medicaid.
NOTE Confidence: 0.862707884

00:42:40.370 --> 00:42:40.817 So.
NOTE Confidence: 0.862707884

00:42:40.817 --> 00:42:43.499 What I would suggest is that
NOTE Confidence: 0.862707884

00:42:43.499 --> 00:42:46.648 we are at a pivotal point.
NOTE Confidence: 0.862707884

00:42:46.650 --> 00:42:49.000 We're at a pivotal moment.
NOTE Confidence: 0.862707884

00:42:49.000 --> 00:42:51.424 We're still in a tremendous change
NOTE Confidence: 0.862707884

00:42:51.424 --> 00:42:54.419 process that began in 2015 when Yale
NOTE Confidence: 0.862707884

00:42:54.419 --> 00:42:56.584 Medicine asked us to restructure
NOTE Confidence: 0.862707884

00:42:56.584 --> 00:42:58.828 our practice into one practice.
NOTE Confidence: 0.862707884

00:42:58.830 --> 00:43:01.570 Into one integrated practice.
NOTE Confidence: 0.862707884

00:43:01.570 --> 00:43:02.940 In 2019,

NOTE Confidence: 0.862707884

00:43:02.940 --> 00:43:05.600 we moved into the new clinical space.

NOTE Confidence: 0.862707884

00:43:05.600 --> 00:43:05.993 Sadly,

NOTE Confidence: 0.862707884

00:43:05.993 --> 00:43:07.958 in March 2020 the pandemic

NOTE Confidence: 0.862707884

00:43:07.958 --> 00:43:10.416 happened and all that change that

NOTE Confidence: 0.862707884

00:43:10.416 --> 00:43:12.858 we were doing of bringing people

NOTE Confidence: 0.862707884

00:43:12.858 --> 00:43:14.937 together and thinking together

NOTE Confidence: 0.862707884

00:43:14.937 --> 00:43:17.317 actually was temporarily halted.

NOTE Confidence: 0.862707884

00:43:17.320 --> 00:43:19.656 And now we need to work on finances,

NOTE Confidence: 0.862707884

00:43:19.660 --> 00:43:21.420 workflow, how we integrate,

NOTE Confidence: 0.862707884

00:43:21.420 --> 00:43:23.180 research and envision the

NOTE Confidence: 0.862707884

00:43:23.180 --> 00:43:24.859 practice for the future.

NOTE Confidence: 0.862707884

00:43:24.860 --> 00:43:27.398 We are in a tremendous change

NOTE Confidence: 0.862707884

00:43:27.398 --> 00:43:29.760 process and a pivotal moment.

NOTE Confidence: 0.862707884

00:43:29.760 --> 00:43:31.278 And so some questions that are

NOTE Confidence: 0.862707884

00:43:31.278 --> 00:43:33.291 before us is how do we manage

NOTE Confidence: 0.862707884

00:43:33.291 --> 00:43:34.856 our clinical need with the
NOTE Confidence: 0.862707884

00:43:34.856 --> 00:43:35.970 clinical resources we have.
NOTE Confidence: 0.92404704

00:43:38.000 --> 00:43:40.205 Are there alternative ways to
NOTE Confidence: 0.92404704

00:43:40.205 --> 00:43:41.969 generate more clinical revenue?
NOTE Confidence: 0.92404704

00:43:41.970 --> 00:43:44.688 Are we managing our cost effectively?
NOTE Confidence: 0.92404704

00:43:44.690 --> 00:43:48.176 But those are the transactional questions.
NOTE Confidence: 0.92404704

00:43:48.180 --> 00:43:51.360 The strategic questions are these.
NOTE Confidence: 0.92404704

00:43:51.360 --> 00:43:53.406 What kind of size of practice
NOTE Confidence: 0.92404704

00:43:53.406 --> 00:43:56.198 do we want to sustain and grow?
NOTE Confidence: 0.92404704

00:43:56.200 --> 00:43:57.800 What's our unique niche
NOTE Confidence: 0.92404704

00:43:57.800 --> 00:43:59.400 as a clinical service?
NOTE Confidence: 0.92404704

00:43:59.400 --> 00:44:00.930 What are our metrics of excellence?
NOTE Confidence: 0.92404704

00:44:00.930 --> 00:44:03.348 What do we call excellent care?
NOTE Confidence: 0.92404704

00:44:03.350 --> 00:44:06.271 And how do we maximize, I would say,
NOTE Confidence: 0.92404704

00:44:06.271 --> 00:44:08.406 the synergies between our clinical
NOTE Confidence: 0.92404704

00:44:08.406 --> 00:44:10.952 services and our ongoing clinical

NOTE Confidence: 0.92404704

00:44:10.952 --> 00:44:13.108 research programs and expertise.

NOTE Confidence: 0.92404704

00:44:13.110 --> 00:44:14.622 So when I want to spend the

NOTE Confidence: 0.92404704

00:44:14.622 --> 00:44:15.670 next few minutes though,

NOTE Confidence: 0.92404704

00:44:15.670 --> 00:44:18.190 all those questions in mind.

NOTE Confidence: 0.92404704

00:44:18.190 --> 00:44:20.863 Because I want to spend the next few minutes.

NOTE Confidence: 0.92404704

00:44:20.870 --> 00:44:23.680 With this, well, I'm sorry,

NOTE Confidence: 0.92404704

00:44:23.680 --> 00:44:25.310 an answer to those questions.

NOTE Confidence: 0.92404704

00:44:25.310 --> 00:44:28.058 We actually have already engaged a

NOTE Confidence: 0.92404704

00:44:28.058 --> 00:44:30.347 consultation about our practice with

NOTE Confidence: 0.92404704

00:44:30.347 --> 00:44:33.021 Doctor Ken craft and that practice was

NOTE Confidence: 0.92404704

00:44:33.021 --> 00:44:36.006 over August through through the early fall.

NOTE Confidence: 0.92404704

00:44:36.010 --> 00:44:37.295 Part of the recommendation was

NOTE Confidence: 0.92404704

00:44:37.295 --> 00:44:38.970 that we have four work groups.

NOTE Confidence: 0.92404704

00:44:38.970 --> 00:44:40.620 I'm very grateful to those of

NOTE Confidence: 0.92404704

00:44:40.620 --> 00:44:42.647 you who are working in the work

NOTE Confidence: 0.92404704

00:44:42.647 --> 00:44:44.087 groups here they are defined.
NOTE Confidence: 0.92404704

00:44:44.090 --> 00:44:45.938 We're on a very fast timeline
NOTE Confidence: 0.92404704

00:44:45.938 --> 00:44:47.739 because we really want to get
NOTE Confidence: 0.92404704

00:44:47.739 --> 00:44:49.517 ideas and start on this work and
NOTE Confidence: 0.92404704

00:44:49.517 --> 00:44:51.379 you can see that the timeline.
NOTE Confidence: 0.92404704

00:44:51.380 --> 00:44:53.396 Just to have a final report on these
NOTE Confidence: 0.92404704

00:44:53.396 --> 00:44:56.196 and a report then to your medicine and
NOTE Confidence: 0.92404704

00:44:56.196 --> 00:44:58.289 consulting with your medicine by April.
NOTE Confidence: 0.92404704

00:44:58.290 --> 00:45:00.098 This is good work.
NOTE Confidence: 0.92404704

00:45:00.098 --> 00:45:03.969 This is good important work that we're doing.
NOTE Confidence: 0.92404704

00:45:03.970 --> 00:45:06.126 But I want to spend the last
NOTE Confidence: 0.92404704

00:45:06.126 --> 00:45:08.598 bit of time on these questions.
NOTE Confidence: 0.92404704

00:45:08.600 --> 00:45:10.945 What does it mean to work within
NOTE Confidence: 0.92404704

00:45:10.945 --> 00:45:13.439 a system and think systemically?
NOTE Confidence: 0.92404704

00:45:13.440 --> 00:45:15.948 What's happening in the Academic Medical
NOTE Confidence: 0.92404704

00:45:15.948 --> 00:45:18.504 Center that's impacting us and then

NOTE Confidence: 0.92404704

00:45:18.504 --> 00:45:22.040 return to our theme for the academic year?

NOTE Confidence: 0.92404704

00:45:22.040 --> 00:45:23.192 So first,

NOTE Confidence: 0.92404704

00:45:23.192 --> 00:45:24.920 a systemic thinking.

NOTE Confidence: 0.92404704

00:45:24.920 --> 00:45:26.780 I've showed you this multiple times,

NOTE Confidence: 0.92404704

00:45:26.780 --> 00:45:29.430 but let me let me walk you through it again.

NOTE Confidence: 0.92404704

00:45:29.430 --> 00:45:31.452 That we work within an academic

NOTE Confidence: 0.92404704

00:45:31.452 --> 00:45:33.730 medical and an academic health system.

NOTE Confidence: 0.92404704

00:45:33.730 --> 00:45:34.975 Here we are.

NOTE Confidence: 0.92404704

00:45:34.975 --> 00:45:37.880 And we have clinical non clinical missions

NOTE Confidence: 0.92404704

00:45:37.880 --> 00:45:39.554 and our clinical mission sits within

NOTE Confidence: 0.92404704

00:45:39.554 --> 00:45:41.678 the group practice of this medical school,

NOTE Confidence: 0.92404704

00:45:41.680 --> 00:45:43.726 Yale Medicine and we overall sit

NOTE Confidence: 0.92404704

00:45:43.726 --> 00:45:45.840 within the Yale School of Medicine

NOTE Confidence: 0.92404704

00:45:45.840 --> 00:45:47.886 and the School of Medicine sits

NOTE Confidence: 0.92404704

00:45:47.886 --> 00:45:49.320 within Yale University.

NOTE Confidence: 0.92404704

00:45:49.320 --> 00:45:51.990 We also have collaborative relationships
NOTE Confidence: 0.92404704

00:45:51.990 --> 00:45:54.660 and funding relationships and service
NOTE Confidence: 0.92404704

00:45:54.731 --> 00:45:57.155 relationships with the Yale New Haven
NOTE Confidence: 0.92404704

00:45:57.155 --> 00:46:00.210 Health System and the Children's Hospital.
NOTE Confidence: 0.92404704

00:46:00.210 --> 00:46:04.770 So what does it mean to work within a system?
NOTE Confidence: 0.92404704

00:46:04.770 --> 00:46:07.430 The cost and benefits, there's some cost.
NOTE Confidence: 0.92404704

00:46:07.430 --> 00:46:09.526 The decision process is
NOTE Confidence: 0.92404704

00:46:09.526 --> 00:46:11.098 multilayered and slower.
NOTE Confidence: 0.92404704

00:46:11.100 --> 00:46:11.715 Inevitably.
NOTE Confidence: 0.92404704

00:46:11.715 --> 00:46:15.405 There's fewer degrees of decision making.
NOTE Confidence: 0.92404704

00:46:15.410 --> 00:46:17.090 We have, I showed you earlier,
NOTE Confidence: 0.92404704

00:46:17.090 --> 00:46:19.328 we have assessments on our revenue.
NOTE Confidence: 0.92404704

00:46:19.330 --> 00:46:22.273 We have shared space cost and the health of
NOTE Confidence: 0.92404704

00:46:22.273 --> 00:46:25.185 the system has impacts the health of us.
NOTE Confidence: 0.92404704

00:46:25.190 --> 00:46:27.810 It has local impact.
NOTE Confidence: 0.92404704

00:46:27.810 --> 00:46:29.650 But what are the benefits?

NOTE Confidence: 0.92404704

00:46:29.650 --> 00:46:31.757 Well, the benefits are we have shared

NOTE Confidence: 0.92404704

00:46:31.757 --> 00:46:33.240 learning from system expertise.

NOTE Confidence: 0.92404704

00:46:33.240 --> 00:46:34.368 We're not alone.

NOTE Confidence: 0.92404704

00:46:34.368 --> 00:46:37.000 We're in an we're in an academic

NOTE Confidence: 0.92404704

00:46:37.078 --> 00:46:38.230 Medical Center.

NOTE Confidence: 0.92404704

00:46:38.230 --> 00:46:39.446 We have shared infrastructure.

NOTE Confidence: 0.92404704

00:46:39.446 --> 00:46:42.048 If we had to pay for all of this,

NOTE Confidence: 0.92404704

00:46:42.050 --> 00:46:43.590 it would be a challenge,

NOTE Confidence: 0.92404704

00:46:43.590 --> 00:46:46.150 libraries, HR, legal support,

NOTE Confidence: 0.92404704

00:46:46.150 --> 00:46:46.790 etcetera.

NOTE Confidence: 0.92404704

00:46:46.790 --> 00:46:49.196 We have a much stronger negotiating

NOTE Confidence: 0.92404704

00:46:49.196 --> 00:46:50.800 platform for anything that

NOTE Confidence: 0.92404704

00:46:50.866 --> 00:46:52.286 we might need it from,

NOTE Confidence: 0.821152179

00:46:52.290 --> 00:46:54.550 from the indirect rates with

NOTE Confidence: 0.821152179

00:46:54.550 --> 00:46:56.810 the NIH to commercial payers.

NOTE Confidence: 0.821152179

00:46:56.810 --> 00:46:58.110 We have a shared brand.
NOTE Confidence: 0.821152179

00:46:58.110 --> 00:47:00.138 We have funding support that comes
NOTE Confidence: 0.821152179

00:47:00.138 --> 00:47:02.319 from Yale Medicine and the hospital.
NOTE Confidence: 0.821152179

00:47:02.320 --> 00:47:04.488 And we have the health of the system
NOTE Confidence: 0.821152179

00:47:04.488 --> 00:47:06.996 has a local impact, so when the
NOTE Confidence: 0.821152179

00:47:06.996 --> 00:47:09.460 health of the system is doing well.
NOTE Confidence: 0.821152179

00:47:09.460 --> 00:47:11.920 It has a benefit when it's not doing so well.
NOTE Confidence: 0.821152179

00:47:11.920 --> 00:47:14.130 It might have a cost.
NOTE Confidence: 0.821152179

00:47:14.130 --> 00:47:17.613 So what does it mean to think this way?
NOTE Confidence: 0.821152179

00:47:17.620 --> 00:47:19.768 So to think locally,
NOTE Confidence: 0.821152179

00:47:19.768 --> 00:47:21.916 departmentally versus thinking systemically,
NOTE Confidence: 0.821152179

00:47:21.920 --> 00:47:24.296 I would say that this is actually a
NOTE Confidence: 0.821152179

00:47:24.296 --> 00:47:25.949 pretty familiar medical metaphor.
NOTE Confidence: 0.821152179

00:47:25.950 --> 00:47:28.846 You can talk about a localized pneumonia or
NOTE Confidence: 0.821152179

00:47:28.846 --> 00:47:31.916 you can talk about a systemic infection.
NOTE Confidence: 0.821152179

00:47:31.920 --> 00:47:33.708 It's either local or it's systemic.

NOTE Confidence: 0.821152179

00:47:33.710 --> 00:47:35.438 And when it's systemic,

NOTE Confidence: 0.821152179

00:47:35.438 --> 00:47:37.662 everything, not just the lungs,

NOTE Confidence: 0.821152179

00:47:37.662 --> 00:47:39.902 there's impacted by that infection.

NOTE Confidence: 0.821152179

00:47:39.910 --> 00:47:42.090 And so we traditionally think

NOTE Confidence: 0.821152179

00:47:42.090 --> 00:47:44.550 this way a goes to B.

NOTE Confidence: 0.821152179

00:47:44.550 --> 00:47:45.934 Reduce cost.

NOTE Confidence: 0.821152179

00:47:45.934 --> 00:47:48.010 Practice does better.

NOTE Confidence: 0.821152179

00:47:48.010 --> 00:47:49.870 Doesn't work that way if you're

NOTE Confidence: 0.821152179

00:47:49.870 --> 00:47:51.888 in a systems world that multiple

NOTE Confidence: 0.821152179

00:47:51.888 --> 00:47:54.012 things impact each other and there

NOTE Confidence: 0.821152179

00:47:54.012 --> 00:47:56.089 are very complex interactions.

NOTE Confidence: 0.821152179

00:47:56.090 --> 00:47:58.727 So I would argue that while we often tend

NOTE Confidence: 0.821152179

00:47:58.727 --> 00:48:01.428 to think of ourselves as a department,

NOTE Confidence: 0.821152179

00:48:01.430 --> 00:48:03.428 and we are.

NOTE Confidence: 0.821152179

00:48:03.430 --> 00:48:05.746 The better we understand the systems

NOTE Confidence: 0.821152179

00:48:05.746 --> 00:48:08.603 we inhabit and the larger systemic
NOTE Confidence: 0.821152179

00:48:08.603 --> 00:48:10.457 challenges or opportunities.
NOTE Confidence: 0.821152179

00:48:10.460 --> 00:48:11.362 The better,
NOTE Confidence: 0.821152179

00:48:11.362 --> 00:48:13.617 more effective our problem solving
NOTE Confidence: 0.821152179

00:48:13.617 --> 00:48:16.088 and efforts to adapt will be.
NOTE Confidence: 0.821152179

00:48:16.090 --> 00:48:17.364 So I'm going to, in a minute,
NOTE Confidence: 0.821152179

00:48:17.370 --> 00:48:19.498 I'm going to show you how to
NOTE Confidence: 0.821152179

00:48:19.498 --> 00:48:21.860 shift that to systemic questions.
NOTE Confidence: 0.821152179

00:48:21.860 --> 00:48:24.226 But I also want to focus on
NOTE Confidence: 0.821152179

00:48:24.226 --> 00:48:26.255 the academic health system and
NOTE Confidence: 0.821152179

00:48:26.255 --> 00:48:28.127 the Academic Medical Center.
NOTE Confidence: 0.821152179

00:48:28.130 --> 00:48:28.483 Remember,
NOTE Confidence: 0.821152179

00:48:28.483 --> 00:48:31.660 early on I told you that there are major
NOTE Confidence: 0.821152179

00:48:31.740 --> 00:48:34.500 changes in the academic Medical Center.
NOTE Confidence: 0.821152179

00:48:34.500 --> 00:48:36.928 That not just Yale.
NOTE Confidence: 0.821152179

00:48:36.930 --> 00:48:38.718 All across this country,

NOTE Confidence: 0.821152179

00:48:38.718 --> 00:48:40.506 all across the world,

NOTE Confidence: 0.821152179

00:48:40.510 --> 00:48:42.366 the Academic Medical Center

NOTE Confidence: 0.821152179

00:48:42.366 --> 00:48:44.686 as an entity is changing.

NOTE Confidence: 0.821152179

00:48:44.690 --> 00:48:47.850 And so let me bring you into that just a bit.

NOTE Confidence: 0.821152179

00:48:47.850 --> 00:48:49.650 And there's a literature on this.

NOTE Confidence: 0.821152179

00:48:49.650 --> 00:48:51.270 Again, I'll give you the slides,

NOTE Confidence: 0.821152179

00:48:51.270 --> 00:48:54.078 you can look at the references.

NOTE Confidence: 0.821152179

00:48:54.080 --> 00:48:56.420 But this quote is from 2014,

NOTE Confidence: 0.821152179

00:48:56.420 --> 00:48:58.196 so it was starting to change

NOTE Confidence: 0.821152179

00:48:58.196 --> 00:48:59.380 well before the pandemic.

NOTE Confidence: 0.821152179

00:48:59.380 --> 00:49:00.072 The pandemic,

NOTE Confidence: 0.821152179

00:49:00.072 --> 00:49:02.494 like it did so many other things,

NOTE Confidence: 0.821152179

00:49:02.500 --> 00:49:04.912 just accelerated the change.

NOTE Confidence: 0.821152179

00:49:04.912 --> 00:49:07.324 But changing well before.

NOTE Confidence: 0.821152179

00:49:07.330 --> 00:49:09.580 So just take the first line.

NOTE Confidence: 0.821152179

00:49:09.580 --> 00:49:11.815 A revolution underway in Healthcare
NOTE Confidence: 0.821152179

00:49:11.815 --> 00:49:14.050 is fundamentally changing how every
NOTE Confidence: 0.821152179

00:49:14.119 --> 00:49:16.199 academic Medical Center operates.
NOTE Confidence: 0.821152179

00:49:16.200 --> 00:49:18.657 And notice that it is how the
NOTE Confidence: 0.821152179

00:49:18.657 --> 00:49:20.460 research enterprise is organized,
NOTE Confidence: 0.821152179

00:49:20.460 --> 00:49:22.310 how the missions come together
NOTE Confidence: 0.821152179

00:49:22.310 --> 00:49:24.160 in you and meaningful ways.
NOTE Confidence: 0.821152179

00:49:24.160 --> 00:49:27.060 Academic Medical Center is changing,
NOTE Confidence: 0.821152179

00:49:27.060 --> 00:49:29.355 so let's look at what that change looks like.
NOTE Confidence: 0.869611364285714

00:49:31.450 --> 00:49:33.193 Historically, academic medical
NOTE Confidence: 0.869611364285714

00:49:33.193 --> 00:49:36.679 centers have been sources of knowledge
NOTE Confidence: 0.869611364285714

00:49:36.679 --> 00:49:39.228 generation and centers of excellence.
NOTE Confidence: 0.869611364285714

00:49:39.230 --> 00:49:42.289 They've been based on this virtuous cycle.
NOTE Confidence: 0.869611364285714

00:49:42.290 --> 00:49:44.516 That research and forms clinical care.
NOTE Confidence: 0.869611364285714

00:49:44.520 --> 00:49:46.408 Clinical care reforms research.
NOTE Confidence: 0.869611364285714

00:49:46.408 --> 00:49:48.768 That they've been based on

NOTE Confidence: 0.869611364285714
00:49:48.768 --> 00:49:50.600 building the physician, clinician,
NOTE Confidence: 0.869611364285714
00:49:50.600 --> 00:49:52.700 scientist and we still are doing that.
NOTE Confidence: 0.869611364285714
00:49:52.700 --> 00:49:54.080 I'm not saying it's outmoded,
NOTE Confidence: 0.869611364285714
00:49:54.080 --> 00:49:55.960 but we're still doing that.
NOTE Confidence: 0.869611364285714
00:49:55.960 --> 00:49:59.278 Care was driven by research questions.
NOTE Confidence: 0.869611364285714
00:49:59.280 --> 00:50:01.786 The disease that had an unusual twist.
NOTE Confidence: 0.869611364285714
00:50:01.790 --> 00:50:04.128 The new treatment was driven by and
NOTE Confidence: 0.869611364285714
00:50:04.128 --> 00:50:06.530 is driven by research questions.
NOTE Confidence: 0.869611364285714
00:50:06.530 --> 00:50:09.026 Focused on training the best researchers,
NOTE Confidence: 0.869611364285714
00:50:09.030 --> 00:50:10.850 the best, the best teachers,
NOTE Confidence: 0.869611364285714
00:50:10.850 --> 00:50:12.962 the best clinicians,
NOTE Confidence: 0.869611364285714
00:50:12.962 --> 00:50:15.778 here's the important statement.
NOTE Confidence: 0.869611364285714
00:50:15.780 --> 00:50:17.703 Patients historically came
NOTE Confidence: 0.869611364285714
00:50:17.703 --> 00:50:20.267 to the Medical Center.
NOTE Confidence: 0.869611364285714
00:50:20.270 --> 00:50:23.850 Because they wanted the expertise.
NOTE Confidence: 0.869611364285714

00:50:23.850 --> 00:50:26.076 And they came because they would
NOTE Confidence: 0.869611364285714

00:50:26.076 --> 00:50:28.214 benefit from the expertise and they
NOTE Confidence: 0.869611364285714

00:50:28.214 --> 00:50:30.574 would both wait and pay for that care.
NOTE Confidence: 0.869611364285714

00:50:30.580 --> 00:50:33.298 I myself have sent my family to say no,
NOTE Confidence: 0.869611364285714

00:50:33.300 --> 00:50:33.948 no, no, no,
NOTE Confidence: 0.869611364285714

00:50:33.948 --> 00:50:35.845 you want to go to the academic Medical
NOTE Confidence: 0.869611364285714

00:50:35.845 --> 00:50:37.801 Center because that's where the expertise
NOTE Confidence: 0.869611364285714

00:50:37.801 --> 00:50:39.513 and the state-of-the-art care is,
NOTE Confidence: 0.869611364285714

00:50:39.513 --> 00:50:40.917 and it still is.
NOTE Confidence: 0.869611364285714

00:50:40.920 --> 00:50:45.414 But there are social changes pushing them.
NOTE Confidence: 0.869611364285714

00:50:45.420 --> 00:50:46.224 So here,
NOTE Confidence: 0.869611364285714

00:50:46.224 --> 00:50:48.636 here's an example of where the
NOTE Confidence: 0.869611364285714

00:50:48.636 --> 00:50:50.478 academic Medical Center actually
NOTE Confidence: 0.869611364285714

00:50:50.478 --> 00:50:52.888 really thrived in the pandemic.
NOTE Confidence: 0.869611364285714

00:50:52.890 --> 00:50:55.170 There is a tremendous literature on
NOTE Confidence: 0.869611364285714

00:50:55.170 --> 00:50:58.250 if you were a patient with COVID.

NOTE Confidence: 0.869611364285714

00:50:58.250 --> 00:51:00.578 In 2020 or 2021,

NOTE Confidence: 0.869611364285714

00:51:00.578 --> 00:51:03.755 you fared better when you went to the

NOTE Confidence: 0.869611364285714

00:51:03.755 --> 00:51:05.180 Academic Medical Center that actually

NOTE Confidence: 0.869611364285714

00:51:05.231 --> 00:51:07.049 includes in the state of Connecticut.

NOTE Confidence: 0.869611364285714

00:51:07.050 --> 00:51:09.129 Yale New Haven Hospital had the best

NOTE Confidence: 0.869611364285714

00:51:09.129 --> 00:51:11.280 outcomes of the state of Connecticut.

NOTE Confidence: 0.869611364285714

00:51:11.280 --> 00:51:12.980 You fared better because you

NOTE Confidence: 0.869611364285714

00:51:12.980 --> 00:51:14.680 came to a learning environment.

NOTE Confidence: 0.869611364285714

00:51:14.680 --> 00:51:16.910 So the academic Medical Center

NOTE Confidence: 0.869611364285714

00:51:16.910 --> 00:51:18.694 has such tremendous strength,

NOTE Confidence: 0.869611364285714

00:51:18.700 --> 00:51:21.418 tremendous, that we need to preserve.

NOTE Confidence: 0.869611364285714

00:51:21.420 --> 00:51:23.198 But we need also need to be

NOTE Confidence: 0.869611364285714

00:51:23.198 --> 00:51:25.040 aware of the changing forces,

NOTE Confidence: 0.869611364285714

00:51:25.040 --> 00:51:28.220 and here are the changing forces.

NOTE Confidence: 0.869611364285714

00:51:28.220 --> 00:51:31.166 Historically, there was a greater emphasis,

NOTE Confidence: 0.869611364285714

00:51:31.170 --> 00:51:32.754 as I suggested earlier,
NOTE Confidence: 0.869611364285714

00:51:32.754 --> 00:51:36.120 on the value of expertise to the patient.
NOTE Confidence: 0.869611364285714

00:51:36.120 --> 00:51:38.892 And on this relationship between research
NOTE Confidence: 0.869611364285714

00:51:38.892 --> 00:51:42.119 and clinical innovation then actually on
NOTE Confidence: 0.869611364285714

00:51:42.119 --> 00:51:45.184 enhancing access or attracting patients?
NOTE Confidence: 0.869611364285714

00:51:45.190 --> 00:51:47.542 And clinical revenue was used to
NOTE Confidence: 0.869611364285714

00:51:47.542 --> 00:51:49.110 supplement research and education,
NOTE Confidence: 0.869611364285714

00:51:49.110 --> 00:51:50.810 not in behavioral health,
NOTE Confidence: 0.869611364285714

00:51:50.810 --> 00:51:52.935 but but clinical revenue was
NOTE Confidence: 0.869611364285714

00:51:52.935 --> 00:51:54.450 used to supplement.
NOTE Confidence: 0.869611364285714

00:51:54.450 --> 00:51:56.674 But two things happened.
NOTE Confidence: 0.869611364285714

00:51:56.674 --> 00:51:58.878 Well, 111 consequence of that.
NOTE Confidence: 0.869611364285714

00:51:58.878 --> 00:52:01.350 Is that there was not clear
NOTE Confidence: 0.869611364285714

00:52:01.438 --> 00:52:03.604 accountability within academic
NOTE Confidence: 0.869611364285714

00:52:03.604 --> 00:52:06.239 medical Centers for clinical cost
NOTE Confidence: 0.869611364285714

00:52:06.239 --> 00:52:08.570 or efficient clinical practice.

NOTE Confidence: 0.869611364285714

00:52:08.570 --> 00:52:11.076 You are really driving it by the

NOTE Confidence: 0.869611364285714

00:52:11.076 --> 00:52:13.432 research needed by the developing new

NOTE Confidence: 0.869611364285714

00:52:13.432 --> 00:52:16.337 treatments etcetera and not paying a lot

NOTE Confidence: 0.869611364285714

00:52:16.337 --> 00:52:18.983 of attention to the cost or efficiency.

NOTE Confidence: 0.869611364285714

00:52:18.990 --> 00:52:21.612 But the other two things that happened is

NOTE Confidence: 0.869611364285714

00:52:21.612 --> 00:52:24.504 a greater competition for research costs,

NOTE Confidence: 0.869611364285714

00:52:24.510 --> 00:52:26.775 thus needing more supplementing of

NOTE Confidence: 0.869611364285714

00:52:26.775 --> 00:52:29.769 research by clinical funds and at the

NOTE Confidence: 0.869611364285714

00:52:29.769 --> 00:52:32.127 same time clinical cost going up.

NOTE Confidence: 0.869611364285714

00:52:32.130 --> 00:52:34.795 So less available clinical revenue

NOTE Confidence: 0.869611364285714

00:52:34.795 --> 00:52:38.172 to read to supplement research and

NOTE Confidence: 0.869611364285714

00:52:38.172 --> 00:52:40.996 greater competition in the outside

NOTE Confidence: 0.869611364285714

00:52:40.996 --> 00:52:43.606 the academic Medical Center world

NOTE Confidence: 0.869611364285714

00:52:43.610 --> 00:52:45.380 of clinical care,

NOTE Confidence: 0.869611364285714

00:52:45.380 --> 00:52:48.330 more people entering that arena.

NOTE Confidence: 0.869611364285714

00:52:48.330 --> 00:52:51.444 This is the perfect recipe for
NOTE Confidence: 0.869611364285714

00:52:51.444 --> 00:52:53.520 something called disruptive innovation.
NOTE Confidence: 0.869611364285714

00:52:53.520 --> 00:52:55.888 And I want to bring you into this
NOTE Confidence: 0.869611364285714

00:52:55.888 --> 00:52:57.477 idea of disruptive innovation
NOTE Confidence: 0.869611364285714

00:52:57.477 --> 00:53:00.249 and have us think together about
NOTE Confidence: 0.869611364285714

00:53:00.249 --> 00:53:03.630 what that means for us and how we
NOTE Confidence: 0.869611364285714

00:53:03.630 --> 00:53:05.218 can actually become disruptors.
NOTE Confidence: 0.869611364285714

00:53:05.220 --> 00:53:08.778 So here's what disruptive innovation is.
NOTE Confidence: 0.90267008

00:53:08.780 --> 00:53:10.940 You have a high quality service
NOTE Confidence: 0.90267008

00:53:10.940 --> 00:53:13.270 technology available to a select group.
NOTE Confidence: 0.90267008

00:53:13.270 --> 00:53:15.210 Think of academic medical centers.
NOTE Confidence: 0.90267008

00:53:15.210 --> 00:53:18.946 You have a great, great quality and some,
NOTE Confidence: 0.90267008

00:53:18.950 --> 00:53:20.900 some people can access it's great
NOTE Confidence: 0.90267008

00:53:20.900 --> 00:53:23.116 and you continue to sustain with
NOTE Confidence: 0.90267008

00:53:23.116 --> 00:53:25.236 steady quality improvement and you
NOTE Confidence: 0.90267008

00:53:25.236 --> 00:53:27.224 continue your service and technology

NOTE Confidence: 0.90267008

00:53:27.224 --> 00:53:29.513 for those people that can get it.

NOTE Confidence: 0.7394589

00:53:31.640 --> 00:53:34.902 But. There might be a new approach

NOTE Confidence: 0.7394589

00:53:34.902 --> 00:53:36.427 to the service or technology

NOTE Confidence: 0.7394589

00:53:36.427 --> 00:53:38.179 that's more widely available.

NOTE Confidence: 0.7394589

00:53:38.180 --> 00:53:39.908 That reaches people who

NOTE Confidence: 0.7394589

00:53:39.908 --> 00:53:41.636 can't access the blue.

NOTE Confidence: 0.7394589

00:53:41.640 --> 00:53:43.192 It's more widely available.

NOTE Confidence: 0.7394589

00:53:43.192 --> 00:53:45.520 And you continue to rapidly improve

NOTE Confidence: 0.7394589

00:53:45.583 --> 00:53:47.389 the quality of it you have and

NOTE Confidence: 0.7394589

00:53:47.389 --> 00:53:49.584 you can pay attention to cost and

NOTE Confidence: 0.7394589

00:53:49.584 --> 00:53:51.274 pretty soon you're actually up

NOTE Confidence: 0.7394589

00:53:51.274 --> 00:53:54.860 at the quality of the blue box.

NOTE Confidence: 0.7394589

00:53:54.860 --> 00:53:58.312 And you overtake, if you will, the market.

NOTE Confidence: 0.7394589

00:53:58.312 --> 00:54:01.154 You disrupt the market of the blue.

NOTE Confidence: 0.7394589

00:54:01.160 --> 00:54:04.051 And you overtake it with something more

NOTE Confidence: 0.7394589

00:54:04.051 --> 00:54:06.449 broadly available and more accessible.

NOTE Confidence: 0.7394589

00:54:06.450 --> 00:54:08.840 That's disruptive innovation and there

NOTE Confidence: 0.7394589

00:54:08.840 --> 00:54:11.230 are multiple examples surrounding us.

NOTE Confidence: 0.7394589

00:54:11.230 --> 00:54:13.174 So a very classic example of

NOTE Confidence: 0.7394589

00:54:13.174 --> 00:54:14.470 disruptive innovation is meant

NOTE Confidence: 0.7394589

00:54:14.533 --> 00:54:16.129 the mass produced automobile.

NOTE Confidence: 0.7394589

00:54:16.130 --> 00:54:17.090 It's all the myth.

NOTE Confidence: 0.7394589

00:54:17.090 --> 00:54:18.634 You know, it's not a myth,

NOTE Confidence: 0.7394589

00:54:18.634 --> 00:54:20.230 but it's kind of the historical

NOTE Confidence: 0.7394589

00:54:20.295 --> 00:54:21.963 story that Henry Ford that came

NOTE Confidence: 0.7394589

00:54:21.963 --> 00:54:23.909 rolling off of the assembly line.

NOTE Confidence: 0.7394589

00:54:23.910 --> 00:54:24.752 That's true.

NOTE Confidence: 0.7394589

00:54:24.752 --> 00:54:26.857 But before the assembly line,

NOTE Confidence: 0.7394589

00:54:26.860 --> 00:54:28.408 there were actually really,

NOTE Confidence: 0.7394589

00:54:28.408 --> 00:54:30.772 really high quality cars being made

NOTE Confidence: 0.7394589

00:54:30.772 --> 00:54:33.614 that were available to a select few.

NOTE Confidence: 0.7394589

00:54:33.620 --> 00:54:36.045 Henry Ford's innovation was not

NOTE Confidence: 0.7394589

00:54:36.045 --> 00:54:39.144 the Model T it was creating the

NOTE Confidence: 0.7394589

00:54:39.144 --> 00:54:41.199 mass produced automobile that was

NOTE Confidence: 0.7394589

00:54:41.199 --> 00:54:43.705 available to many people that then

NOTE Confidence: 0.7394589

00:54:43.705 --> 00:54:45.730 became of extraordinary high quality.

NOTE Confidence: 0.7394589

00:54:45.730 --> 00:54:47.578 And then if you just look on down,

NOTE Confidence: 0.7394589

00:54:47.580 --> 00:54:49.455 there's a number of other

NOTE Confidence: 0.7394589

00:54:49.455 --> 00:54:50.205 disruptive innovations,

NOTE Confidence: 0.7394589

00:54:50.210 --> 00:54:53.190 e-books or a disruptive innovation.

NOTE Confidence: 0.7394589

00:54:53.190 --> 00:54:54.695 You can get a book anywhere now.

NOTE Confidence: 0.7394589

00:54:54.700 --> 00:54:56.310 You can hold it on your computer.

NOTE Confidence: 0.7394589

00:54:56.310 --> 00:54:57.966 You don't have to go to a bookstore.

NOTE Confidence: 0.7394589

00:54:57.970 --> 00:55:00.670 It disrupted bookstores.

NOTE Confidence: 0.7394589

00:55:00.670 --> 00:55:03.420 Or actually desktop publishing ecommerce.

NOTE Confidence: 0.7394589

00:55:03.420 --> 00:55:06.468 Think of the dramatic impact of ecommerce.

NOTE Confidence: 0.7394589

00:55:06.468 --> 00:55:08.740 So being able to not you don't have
NOTE Confidence: 0.7394589

00:55:08.799 --> 00:55:10.767 to go to a brick and mortar store.
NOTE Confidence: 0.7394589

00:55:10.770 --> 00:55:13.170 You can actually now get almost
NOTE Confidence: 0.7394589

00:55:13.170 --> 00:55:14.770 the same quality material.
NOTE Confidence: 0.7394589

00:55:14.770 --> 00:55:18.610 Now I'm not comparing us to a store or a.
NOTE Confidence: 0.7394589

00:55:18.610 --> 00:55:21.690 But I am saying that this process
NOTE Confidence: 0.7394589

00:55:21.690 --> 00:55:23.472 of disruptive innovation has
NOTE Confidence: 0.7394589

00:55:23.472 --> 00:55:24.858 impacted academic medicine.
NOTE Confidence: 0.9304164675

00:55:26.930 --> 00:55:30.122 Because now you can actually get
NOTE Confidence: 0.9304164675

00:55:30.122 --> 00:55:33.338 your infusion. Or your cancer.
NOTE Confidence: 0.9304164675

00:55:33.340 --> 00:55:35.060 Not you. You would be.
NOTE Confidence: 0.9304164675

00:55:35.060 --> 00:55:36.908 You'd be good to come to the
NOTE Confidence: 0.9304164675

00:55:36.908 --> 00:55:37.700 Academic Medical Center,
NOTE Confidence: 0.9304164675

00:55:37.700 --> 00:55:39.611 but you may actually be able to
NOTE Confidence: 0.9304164675

00:55:39.611 --> 00:55:41.120 get the same treatment.
NOTE Confidence: 0.9304164675

00:55:41.120 --> 00:55:41.914 Somewhere else.

NOTE Confidence: 0.9304164675

00:55:41.914 --> 00:55:43.899 Maybe you get it quicker,

NOTE Confidence: 0.9304164675

00:55:43.900 --> 00:55:45.500 maybe the access is better,

NOTE Confidence: 0.9304164675

00:55:45.500 --> 00:55:48.866 maybe the cost for about the cost is less.

NOTE Confidence: 0.9304164675

00:55:48.870 --> 00:55:50.660 This is happening in medicine,

NOTE Confidence: 0.9304164675

00:55:50.660 --> 00:55:53.852 and it is shifting the way academic

NOTE Confidence: 0.9304164675

00:55:53.852 --> 00:55:55.860 medical centers think about

NOTE Confidence: 0.9304164675

00:55:55.860 --> 00:55:58.100 the value access proposition.

NOTE Confidence: 0.9304164675

00:55:58.100 --> 00:56:00.218 That patients can more easily access

NOTE Confidence: 0.9304164675

00:56:00.218 --> 00:56:02.346 quality Care now, often outside.

NOTE Confidence: 0.9304164675

00:56:02.346 --> 00:56:03.412 These walls.

NOTE Confidence: 0.9304164675

00:56:03.412 --> 00:56:06.077 The value for patients is

NOTE Confidence: 0.9304164675

00:56:06.077 --> 00:56:08.800 no longer just expertise,

NOTE Confidence: 0.9304164675

00:56:08.800 --> 00:56:10.792 but it's also access.

NOTE Confidence: 0.9304164675

00:56:10.792 --> 00:56:13.282 Can you get to it?

NOTE Confidence: 0.9304164675

00:56:13.290 --> 00:56:15.438 And so it's pushed the academic

NOTE Confidence: 0.9304164675

00:56:15.438 --> 00:56:17.853 Medical Center to focus now on
NOTE Confidence: 0.9304164675

00:56:17.853 --> 00:56:19.603 accountability and care provision.
NOTE Confidence: 0.9304164675

00:56:19.603 --> 00:56:21.327 So benchmarks for clinicians.
NOTE Confidence: 0.9304164675

00:56:21.330 --> 00:56:23.592 This is why Yale Medicine talks
NOTE Confidence: 0.9304164675

00:56:23.592 --> 00:56:25.100 about benchmarks so much.
NOTE Confidence: 0.9304164675

00:56:25.100 --> 00:56:27.455 Attending to cost and working
NOTE Confidence: 0.9304164675

00:56:27.455 --> 00:56:29.339 to capture the market,
NOTE Confidence: 0.9304164675

00:56:29.340 --> 00:56:31.455 working actually to bring patients
NOTE Confidence: 0.9304164675

00:56:31.455 --> 00:56:33.570 here rather than assuming that
NOTE Confidence: 0.9304164675

00:56:33.635 --> 00:56:35.455 patients will come here because
NOTE Confidence: 0.9304164675

00:56:35.455 --> 00:56:37.670 of the expertise that we have.
NOTE Confidence: 0.9304164675

00:56:37.670 --> 00:56:38.879 Bring them here.
NOTE Confidence: 0.9304164675

00:56:38.879 --> 00:56:41.297 And so it brings the clinical
NOTE Confidence: 0.9304164675

00:56:41.297 --> 00:56:43.148 mission and discussions about
NOTE Confidence: 0.9304164675

00:56:43.148 --> 00:56:45.884 value based care to center stage.
NOTE Confidence: 0.9304164675

00:56:45.890 --> 00:56:48.074 I have just about 3 more

NOTE Confidence: 0.9304164675

00:56:48.074 --> 00:56:50.020 minutes if you don't mind.

NOTE Confidence: 0.9304164675

00:56:50.020 --> 00:56:52.239 So there's an emerging literature on this,

NOTE Confidence: 0.9304164675

00:56:52.240 --> 00:56:54.340 on the disruptive innovation

NOTE Confidence: 0.9304164675

00:56:54.340 --> 00:56:56.440 in academic medical centers.

NOTE Confidence: 0.9304164675

00:56:56.440 --> 00:56:57.945 And I think you see it most

NOTE Confidence: 0.9304164675

00:56:57.945 --> 00:56:59.477 clearly in how the budget for

NOTE Confidence: 0.9304164675

00:56:59.477 --> 00:57:01.139 the Yale School of Medicine has

NOTE Confidence: 0.9304164675

00:57:01.139 --> 00:57:02.697 shifted and its clinical budget.

NOTE Confidence: 0.9304164675

00:57:02.700 --> 00:57:04.796 So this is just one way of looking

NOTE Confidence: 0.9304164675

00:57:04.796 --> 00:57:07.118 at the increase in clinical income

NOTE Confidence: 0.9304164675

00:57:07.120 --> 00:57:09.196 for the Yale School of Medicine.

NOTE Confidence: 0.9304164675

00:57:09.200 --> 00:57:10.590 Here you can see the,

NOTE Confidence: 0.9304164675

00:57:10.590 --> 00:57:12.494 the light blue bar is the income

NOTE Confidence: 0.9304164675

00:57:12.494 --> 00:57:13.662 from the hospital transferring

NOTE Confidence: 0.9304164675

00:57:13.662 --> 00:57:15.426 to the School of Medicine and

NOTE Confidence: 0.9304164675

00:57:15.426 --> 00:57:17.400 this is the School of Medicine.
NOTE Confidence: 0.9304164675

00:57:17.400 --> 00:57:19.780 But you see it more dramatically here,
NOTE Confidence: 0.9304164675

00:57:19.780 --> 00:57:21.790 which is just the overall division
NOTE Confidence: 0.9304164675

00:57:21.790 --> 00:57:24.250 of the School of Medicine budget.
NOTE Confidence: 0.9304164675

00:57:24.250 --> 00:57:26.266 And just in less than 10 years,
NOTE Confidence: 0.9304164675

00:57:26.270 --> 00:57:28.664 there's been a 1.24 increase in the
NOTE Confidence: 0.9304164675

00:57:28.664 --> 00:57:30.636 clinical income for the School of
NOTE Confidence: 0.9304164675

00:57:30.636 --> 00:57:33.169 Medicine as it is shifted to have the
NOTE Confidence: 0.9304164675

00:57:33.169 --> 00:57:35.677 clinical enterprise be its central mission.
NOTE Confidence: 0.9304164675

00:57:35.680 --> 00:57:36.528 To three,
NOTE Confidence: 0.9304164675

00:57:36.528 --> 00:57:39.496 only a .3 increase in research income.
NOTE Confidence: 0.9304164675

00:57:39.500 --> 00:57:39.773 Now,
NOTE Confidence: 0.9304164675

00:57:39.773 --> 00:57:41.411 there's a lot of things that
NOTE Confidence: 0.9304164675

00:57:41.411 --> 00:57:42.860 contribute to that difference,
NOTE Confidence: 0.9304164675

00:57:42.860 --> 00:57:46.428 but one is this attending to this phenomenon
NOTE Confidence: 0.9304164675

00:57:46.428 --> 00:57:50.645 of the shift in the academic Medical Center.

NOTE Confidence: 0.9304164675

00:57:50.650 --> 00:57:52.484 So what does this mean for us

NOTE Confidence: 0.9304164675

00:57:52.484 --> 00:57:53.710 and for behavioral health?

NOTE Confidence: 0.9304164675

00:57:53.710 --> 00:57:56.176 Same things happening in our field.

NOTE Confidence: 0.9304164675

00:57:56.180 --> 00:57:58.150 Same thing.

NOTE Confidence: 0.9304164675

00:57:58.150 --> 00:58:00.922 There is a lot now of availability may not

NOTE Confidence: 0.9304164675

00:58:00.922 --> 00:58:03.825 be the same thing that we would support.

NOTE Confidence: 0.9304164675

00:58:03.830 --> 00:58:06.140 Maybe some of it is not at this level of

NOTE Confidence: 0.9304164675

00:58:06.201 --> 00:58:08.630 quality that we would actually espouse to,

NOTE Confidence: 0.9304164675

00:58:08.630 --> 00:58:10.870 but some of it is incredibly high

NOTE Confidence: 0.9304164675

00:58:10.870 --> 00:58:13.480 quality that you can get your

NOTE Confidence: 0.9304164675

00:58:13.480 --> 00:58:14.854 behavioral healthcare outside

NOTE Confidence: 0.9304164675

00:58:14.854 --> 00:58:16.920 the academic Medical Center.

NOTE Confidence: 0.9304164675

00:58:16.920 --> 00:58:18.650 And there's even a prediction

NOTE Confidence: 0.9304164675

00:58:18.650 --> 00:58:20.084 that by the 20-30,

NOTE Confidence: 0.9304164675

00:58:20.084 --> 00:58:22.842 there will be that much of a

NOTE Confidence: 0.9304164675

00:58:22.842 --> 00:58:24.826 dramatic increase in behavioral
NOTE Confidence: 0.9304164675

00:58:24.826 --> 00:58:27.058 healthcare software for reason.
NOTE Confidence: 0.9304164675

00:58:27.060 --> 00:58:28.948 Disruptive innovation is happening
NOTE Confidence: 0.9304164675

00:58:28.948 --> 00:58:31.308 in our field as well.
NOTE Confidence: 0.9304164675

00:58:31.310 --> 00:58:33.200 So I would argue that it's impacting
NOTE Confidence: 0.9304164675

00:58:33.200 --> 00:58:35.476 us that we are a part of the
NOTE Confidence: 0.9304164675

00:58:35.476 --> 00:58:36.881 changes in the academic Medical
NOTE Confidence: 0.911940098148148

00:58:36.947 --> 00:58:38.725 Center that we need to be very,
NOTE Confidence: 0.911940098148148

00:58:38.730 --> 00:58:41.050 very aware of and we need to learn
NOTE Confidence: 0.911940098148148

00:58:41.050 --> 00:58:43.927 to think how the clinical practice is
NOTE Confidence: 0.911940098148148

00:58:43.927 --> 00:58:46.152 managed in this changing environment.
NOTE Confidence: 0.911940098148148

00:58:46.160 --> 00:58:48.540 And thinking systemically is essential.
NOTE Confidence: 0.911940098148148

00:58:48.540 --> 00:58:50.418 It's not a single point solution
NOTE Confidence: 0.911940098148148

00:58:50.418 --> 00:58:52.170 for the the clinical challenges
NOTE Confidence: 0.911940098148148

00:58:52.170 --> 00:58:53.918 that I've been presenting.
NOTE Confidence: 0.92325308625

00:58:56.000 --> 00:58:58.136 So I'm just going to conclude with this.

NOTE Confidence: 0.92325308625

00:58:58.140 --> 00:58:59.838 This is the list of questions

NOTE Confidence: 0.92325308625

00:58:59.838 --> 00:59:01.520 that I showed you earlier.

NOTE Confidence: 0.92325308625

00:59:01.520 --> 00:59:02.964 But to think systemically,

NOTE Confidence: 0.92325308625

00:59:02.964 --> 00:59:05.594 we need to ask what set of

NOTE Confidence: 0.92325308625

00:59:05.594 --> 00:59:07.886 systemic conditions do we work in?

NOTE Confidence: 0.92325308625

00:59:07.890 --> 00:59:09.714 What are the synergies that can

NOTE Confidence: 0.92325308625

00:59:09.714 --> 00:59:11.430 be created across these systems?

NOTE Confidence: 0.92325308625

00:59:11.430 --> 00:59:15.012 Where and how can we impact the system and

NOTE Confidence: 0.92325308625

00:59:15.012 --> 00:59:18.556 where and how can we be disruptors as well?

NOTE Confidence: 0.92325308625

00:59:18.560 --> 00:59:21.000 And the very first state of the department

NOTE Confidence: 0.92325308625

00:59:21.000 --> 00:59:23.228 talk I gave when I became chair,

NOTE Confidence: 0.92325308625

00:59:23.230 --> 00:59:25.205 I introduced you to the

NOTE Confidence: 0.92325308625

00:59:25.205 --> 00:59:27.180 metaphor of the wicked problem.

NOTE Confidence: 0.92325308625

00:59:27.180 --> 00:59:29.130 And the wicked problem is a

NOTE Confidence: 0.92325308625

00:59:29.130 --> 00:59:31.040 problem that is very complex.

NOTE Confidence: 0.92325308625

00:59:31.040 --> 00:59:33.440 They're not a single point solution,
NOTE Confidence: 0.92325308625

00:59:33.440 --> 00:59:35.435 but most importantly,
NOTE Confidence: 0.92325308625

00:59:35.435 --> 00:59:38.095 it actually requires collaboration.
NOTE Confidence: 0.92325308625

00:59:38.100 --> 00:59:39.928 It requires systemic thinking.
NOTE Confidence: 0.92325308625

00:59:39.928 --> 00:59:43.180 It requires working together as a group.
NOTE Confidence: 0.92325308625

00:59:43.180 --> 00:59:46.120 Which brings me to my concluding slide,
NOTE Confidence: 0.92325308625

00:59:46.120 --> 00:59:49.696 which is about the theme for this year.
NOTE Confidence: 0.92325308625

00:59:49.700 --> 00:59:51.709 And that is that we have hard
NOTE Confidence: 0.92325308625

00:59:51.709 --> 00:59:53.640 but very good work before us.
NOTE Confidence: 0.92325308625

00:59:53.640 --> 00:59:55.260 That requires though it's
NOTE Confidence: 0.92325308625

00:59:55.260 --> 00:59:56.880 going to require patience,
NOTE Confidence: 0.92325308625

00:59:56.880 --> 00:59:59.155 mutual respect and a kind of grace
NOTE Confidence: 0.92325308625

00:59:59.155 --> 01:00:00.739 because we're we're not going
NOTE Confidence: 0.92325308625

01:00:00.739 --> 01:00:02.657 to get it right first time out.
NOTE Confidence: 0.92325308625

01:00:02.660 --> 01:00:03.850 We're going to keep trying,
NOTE Confidence: 0.92325308625

01:00:03.850 --> 01:00:05.994 we're going to keep trying to make this

NOTE Confidence: 0.92325308625
01:00:05.994 --> 01:00:07.755 practice in this integration between
NOTE Confidence: 0.92325308625
01:00:07.755 --> 01:00:09.695 research and clinical work better,
NOTE Confidence: 0.92325308625
01:00:09.700 --> 01:00:12.745 but we need to keep trying together.
NOTE Confidence: 0.92325308625
01:00:12.750 --> 01:00:13.858 We have to have.
NOTE Confidence: 0.92325308625
01:00:13.858 --> 01:00:15.892 I would argue that by focusing on
NOTE Confidence: 0.92325308625
01:00:15.892 --> 01:00:18.348 those who come after us on making this
NOTE Confidence: 0.92325308625
01:00:18.348 --> 01:00:20.248 department as good as we can make it,
NOTE Confidence: 0.92325308625
01:00:20.250 --> 01:00:23.858 and as strong and as nimble and this
NOTE Confidence: 0.92325308625
01:00:23.858 --> 01:00:25.700 disruptive innovation world that
NOTE Confidence: 0.92325308625
01:00:25.700 --> 01:00:28.268 we actually will require on this,
NOTE Confidence: 0.92325308625
01:00:28.270 --> 01:00:31.390 we encourage this compassion and gratitude.
NOTE Confidence: 0.92325308625
01:00:31.390 --> 01:00:33.078 But I think if we think about those,
NOTE Confidence: 0.92325308625
01:00:33.080 --> 01:00:35.649 we also will work with much more
NOTE Confidence: 0.92325308625
01:00:35.649 --> 01:00:37.554 lasting value than just trying
NOTE Confidence: 0.92325308625
01:00:37.554 --> 01:00:39.882 to solve a problem right now.
NOTE Confidence: 0.92325308625

01:00:39.890 --> 01:00:41.690 So I very much appreciate your

NOTE Confidence: 0.92325308625

01:00:41.690 --> 01:00:42.890 patience for the time.

NOTE Confidence: 0.92325308625

01:00:42.890 --> 01:00:44.672 Thank you for staying just a

NOTE Confidence: 0.92325308625

01:00:44.672 --> 01:00:46.520 little bit later and happy 2023.