Well, good morning.

It’s really good to see you.

And this is one of the more important days that we have in the year.

Some of you have been here already, as Linda said,

and you’re just changing roles.

But we hope that you’re going to still learn something new about the institution that you hadn’t thought about.

And of course, as a School of Medicine,

we’re privileged to have many missions,

education,
research and our clinical mission.

And one of the things that we did during COVID and it turned out that Zoom was an excellent media for focus groups was revise our mission statement. And I think this captures a lot about who we are.

We educate and nurture creative leaders in medicine and science, promoting curiosity and critical inquiry in an inclusive environment enriched by diversity.

Those of you who have been here for a while know that our educational philosophy is summed up in the words the Yale system.
It’s been around for a long time, but we, before it was fashionable, did not have grades or class rank, and really treat our students as mature individuals who are responsible for their own and our own learning. And the consequence for our faculty is that you get to work with incredible students, but they will be reaching out to you for mentorship and engagement in what you’re doing. And that’s what makes this place a rich place.

And those words enriched by diversity were not in our mission.
There was nothing about diversity in our mission state previously.

There's been a lot of conversation following the SCOTUS decision this past summer.

I will say that our entering class this year is the most diverse class we've ever had and is also the most excellent class by all.

You know MCAT grade point, whatever scores you choose to look at and we remain committed to that ideal of inclusive excellence.

We advance discovery and innovation fostered by partnerships across the university,
Our local community and the world. We are not a silo. Here we sit in a community of both a larger university partnered with a health system and in a city of New Haven, which is an amazing city. It's a scrappy city. It's been through a lot over the years and is one of the most welcoming cities. I came here from the South thinking that you know this was going to be a tough place to return to and I was just amazed by how welcoming this town is. And so we learn even in our
00:02:55.922 --> 00:02:59.010 research from all those around us.
NOTE Confidence: 0.93476975
00:02:59.010 --> 00:03:01.649 And then lastly caring for our patients
NOTE Confidence: 0.93476975
00:03:01.649 --> 00:03:03.290 with compassion and committing to the
NOTE Confidence: 0.93476975
00:03:03.290 --> 00:03:04.610 improving the health of all people.
NOTE Confidence: 0.93476975
00:03:04.610 --> 00:03:06.974 It’s not just the physician patient
NOTE Confidence: 0.93476975
00:03:06.974 --> 00:03:08.550 relationship or the clinician
NOTE Confidence: 0.93476975
00:03:08.616 --> 00:03:09.890 patient relationship,
NOTE Confidence: 0.93476975
00:03:09.890 --> 00:03:12.020 but it’s our obligation to
NOTE Confidence: 0.93476975
00:03:12.020 --> 00:03:16.232 improve health across our city,
NOTE Confidence: 0.93476975
00:03:16.232 --> 00:03:20.276 state and and really the world.
NOTE Confidence: 0.93476975
00:03:20.280 --> 00:03:24.120 I would say that over the last 3 1/2 years,
NOTE Confidence: 0.9381217
00:03:24.120 --> 00:03:26.004 there have been some crosscutting themes
NOTE Confidence: 0.9381217
00:03:26.004 --> 00:03:28.479 to the work that we’re doing together.
NOTE Confidence: 0.9381217
00:03:28.480 --> 00:03:31.525 One is about this creating an environment
NOTE Confidence: 0.9381217
00:03:31.525 --> 00:03:33.651 of inclusive excellence where everyone
NOTE Confidence: 0.9381217
00:03:33.651 --> 00:03:36.276 in our school can thrive and to which
we continue to recruit the best talent. That’s why you’re here, this piece of investment.
I’ll highlight some of the things for you as faculty. You know, it’s it’s important that each of you has a mentor regardless of what you’re doing and frankly, regardless of how senior you are.
One of our emphases has been on mentorship and sponsorship and we created up a process called the Faculty Development Annual Questionnaire. That is not intended primarily to be a forcing function for you with
your chair or your section chief, to pose questions that make you reflect every year about where you’re going, what your aspirations are, and to give you the opportunity to share that with your leaders so that when they’re thinking about who to nominate for something or what you need, you will come to mind and you will have those rich conversations. If you’re a physician scientist, it includes the creation of the Janeway Society for for those of you who are in the career development stage, are in the career development stage, and also creates a network of peers across departments and serves
to break down silos.

If you're a clinician, educator, scholar, and academic clinician, the workshops on you know how to find mentorship in the clinical arena, how to develop your educational talents, how to prepare your for promotion, and those kinds of things.

Please, please sample those things and take advantage of them. So related to breaking down silos, you know we have incredible excellence here and if it sits in silos whether that be in basic science departments and
clinical departments and the clinical arena,
NOTE Confidence: 0.9381217
00:05:23.960 --> 00:05:28.008 we will under achieve.
NOTE Confidence: 0.9381217
00:05:25.408 --> 00:05:28.008 We have to get everybody in the
NOTE Confidence: 0.9381217
00:05:30.120 --> 00:05:36.352 room because when you do that,
NOTE Confidence: 0.9381217
00:05:32.591 --> 00:05:36.352 there’s a an energy and a new
NOTE Confidence: 0.9381217
00:05:34.480 --> 00:05:39.557 way of seeing problems.
NOTE Confidence: 0.9381217
00:05:36.352 --> 00:05:40.640 And so a lot of the work that
NOTE Confidence: 0.9381217
00:05:38.240 --> 00:05:42.816 we’re doing is about gathering
NOTE Confidence: 0.9381217
00:05:41.390 --> 00:05:45.920 groups together in new ways,
NOTE Confidence: 0.9381217
00:05:43.880 --> 00:05:47.584 promoting multidisciplinary grants,
NOTE Confidence: 0.9381217
00:05:45.920 --> 00:05:50.756 the Office of Team Science.
NOTE Confidence: 0.9381217
00:05:48.880 --> 00:05:52.040 So again,
NOTE Confidence: 0.9381217
00:05:51.200 --> 00:05:55.680 please sample those things,
NOTE Confidence: 0.9381217
00:05:54.440 --> 00:05:58.800 building and stewarding resources necessary
NOTE Confidence: 0.9381217
00:05:57.880 --> 00:06:02.512 for you to to make the discoveries
NOTE Confidence: 0.9381217
00:06:00.800 --> 00:06:05.568 and and observe what you’re what
translate observations into discovery.

So that includes everything from beefing up our core so that they’re more user friendly.

A lot of work going on right now in the Yale Center for Clinical Investigation to make sure that you have access to the resources.

I’ll talk about alignment but the notion that every patient we see in the clinic or the hospital really should be participating in research and education and how do we make that possible.

So building resources there.
And then lastly alignment that is realizing the full potential of our relationship with you on the Haven health system. And we’ve had a 200 year relationship in the past to a sibling rivalry you know or parallel play where we’re not always haven’t always been talking to each other and we’re in a period of time I think coming out of COVID when we really had to work together and we discovered what that looks like and we are making significant changes that I think you will benefit from over the next several years.
So one of the things that we’re doing is an aligned strategic plan.

We have done strategic planning university wide for research, we’ve done it for education for diversity. We’ve never sat with the hospital and said how do we work together and that’s ongoing right now.

And these five pillars of that strategic plan came from an exercise where leaders across the school and the health system were asked to say you know what differentiates us. What’s the most important thing for us to continue to develop.
And I’m always happy to point out that at the two ends of these pillars leading edge clinical and translational research and continuous learning and innovation are there. And so this is not just a strategic plan about how we provide better clinical care and how we what, in those kinds of things. But it’s the essence of being an academic health system and why you’re here and not at HCA, the others. The second thing that we’ve done as part of alignment is create this aligned physician enterprise.
So again, for those of you who’ve been here a long time, you know that Yale Medicine has been is our faculty practice plan, the employed faculty. And then there’s Northeast Medical Group, which are who are wonderful physicians, often are alumni. You are employed by the health system and we didn’t, we didn’t interact and that meant sometimes we were even competing that sometimes we were even competing for bringing new, you know, should this faculty member be a
faculty member or be a member of any

we had parallel access systems,

billing systems, you name it.

So very inefficient and really

frustrating to our patients.

So this is now structured where

we haven’t changed the employment

agreements or anything about where the,

where the physicians sit,

but it all rolls up to a chief

physician executive who is Peggy McGovern,

our CEO of Yale Medicine.

And Peggy is not able to be here

this morning,

but you’ll hear from her right hand leader,

Bob our Coker Senior Vice President
there right now is Richard Goldstein who has led an EMG in the past. So this is a work in progress. It just started in January, but this is from Peggy. The aspirations as to what we can do with this structure. So obviously you can provide better quality care to your patients if you’re talking to each other. You can start to get into things like standing up SINS integrated networks so that you can provide better value care. We have tremendous opportunities.
in IT and digital health.

We have an aligned electronic health record and Lee Schwam who may be here this morning is now leading our digital health efforts.

I mentioned just the simple things of you know, aligning compliance and finance and things that may seem a little bit boring, but that really improve your life because they also will eliminate some of the duplicate work that you have to do. So those are a few things and it will take time and I hope that you will be engaged in that work with Peggy and and bobber.
So I’ll end with two slides. Underlying everything that we do are our values. And if you hear nothing else from me, I hope it’s that you understand that we are a valuedriven institution. These, this particular wheel came from a group of leaders who gathered together actually shortly before I arrived. But I think it speaks to what we’re about. So, you know, I don’t know that we need to say that we should have integrity, but reflection and communication is,
00:11:22.726 --> 00:11:23.674 is really hard.
NOTE Confidence: 0.9359281
00:11:23.674 --> 00:11:26.086 I can tell you and I’ll apologize ahead of time,
NOTE Confidence: 0.9359281
00:11:26.086 --> 00:11:27.409 I will under communicate about something that we’re doing because it’s just impossible to reach everybody in every possible way.
NOTE Confidence: 0.9359281
00:11:33.741 --> 00:11:35.761 Communication takes many forms and it’s not just outward communication, it’s inward listening and that’s the reflection piece.
NOTE Confidence: 0.9359281
00:11:40.210 --> 00:11:43.970 And I think that’s particularly important while we’re in a fairly stormy time in this country with a lot of polarization that we sit and listen to each other and
and hear the nuances, discovery, innovation and scholarship.

Again, that’s why we’re all here building and engaged and productive community.

I think we’ve spoken to that generativity is this notion of giving back, right.

You will have had mentors and sponsors, and you will be the opportunity to be mentors and sponsors.

So when that student calls you up and you’re snowed with work and you just can’t take another thing on, take a deep breath.
And if you can’t take on that student, at least spend a moment with them and think with them about who the right fit would be and how you can help them. And then diversity and inclusion again because when we have different viewpoints in the room, we emerge with a better construct. So this is my own personal thing that I shared with the leaders. I think in the first week that I was here it’s my rules of engagement for the leaders. But it will there may be some clues in here that you might want to take to heart.
So set the bar high.

There is not a conflict between kindness and excellence, Okay.

So set that bar high.

This is probably the hardest one for people, which is share problems.

You should feel comfortable bringing problems,

but I would encourage you to think through the solutions first a little bit.

So when you come to somebody,

you come to your chair and you say,

this really sucks, don’t stop there, I have a couple of ideas about how we might fix it right,
And that makes a huge difference to people adhering to the doctrine of no surprises. I think you know something will happen. They’ll be an adverse event. Something will happen in your lab. And I think sometimes in those moments we feel shame. And I would like this to be an environment where we don’t feel shame, where we feel like we can go to somebody we trust and say this happened, we trust and say this happened, I need to tell you about it, But that’s important for a lot of reasons. You know, it’s often not the first event that happens but how we respond to it that matters most.
And so sharing things don’t try to do this alone. I think anyone who is a brand new attending has the sense that everything stops with them and it’s that’s a pretty lonely way to view it. You’ll learn pretty quickly that the people in this room who have Gray hair know, have learned the hard way that you have to consult others. This is about emails and I can’t tell you how often I now get an e-mail that says I’m sorry for the long e-mail, but 10 paragraphs later there’s so much
opportunity for things to get lost.

And man, you know, particularly when people are reading this stuff on their cell phone and just having the conversation can be really, really useful.

So think about that.

Avoid triangles and end runs, you know, so you were section chief didn’t give you the answer that you wanted.

So you go to the chair and the chair didn’t give you the answer that you wanted, so you go to the Dean’s office.

That’s a great way to to annoy a lot of people and lose trust.

And so I think you know if you’re not getting,
if you believe somebody’s wrong, then getting people together in a room so that you’re everybody’s hearing the same conversation can be useful. I think we have to view debate as healthy. I also think we have to be very honest in looking at our performance, you know, whether it’s how we’re doing clinically or how we’re doing in you know, educational metrics or whatever it is, again without shame. And then we have to have difficult conversations. So some of you may serve on the faculty advisory committee which is truly
a very important group in terms of anything that we any new policy that we look at in the executive group which is the deputy Deans and the chairs we take to faculty advisory committee to say here’s what we’re thinking about what are your what are your thoughts. We just did that with one on Monday. And and it’s important to be very honest and have that open debate. At the end of the day, we have to come to a decision about how we’re going to go forward and not everyone will agree with that decision. And at that point we all have to say okay, we’ve had the discussion and
we’re going to go forward.
And then my last one is,
you know, please,
it’s a good way to remain
retain your perspective,
which is just don’t forget to laugh
every once in a while because this
sometimes things can be pretty absurd.
So that is what I have and I don’t
know if you want to do go straight
to Baba or any quick questions
okay, great.