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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

NOTE Confidence: 0.93476975
research from all those around us.

And then lastly caring for our patients with compassion and committing to the improving the health of all people.

It’s not just the physician patient relationship or the clinician patient relationship, but it’s our obligation to improve health across our city, state and really the world.

I would say that over the last 3 1/2 years, there have been some crosscutting themes to the work that we’re doing together.

One is about this creating an environment of inclusive excellence where everyone 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,

that 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
00:05:20.924 --> 00:05:23.960 clinical departments and the clinical arena,
NOTE Confidence: 0.9381217
00:05:23.960 --> 00:05:25.408 we will under achieve.
NOTE Confidence: 0.9381217
00:05:25.408 --> 00:05:28.008 We have to get everybody in the
NOTE Confidence: 0.9381217
00:05:28.008 --> 00:05:30.120 room because when you do that,
NOTE Confidence: 0.9381217
00:05:30.120 --> 00:05:32.591 there’s a an energy and a new
NOTE Confidence: 0.9381217
00:05:32.591 --> 00:05:34.480 way of seeing problems.
NOTE Confidence: 0.9381217
00:05:34.480 --> 00:05:36.352 And so a lot of the work that
NOTE Confidence: 0.9381217
00:05:36.352 --> 00:05:37.882 we’re doing is about gathering
NOTE Confidence: 0.9381217
00:05:37.882 --> 00:05:39.557 groups together in new ways,
NOTE Confidence: 0.9381217
00:05:39.560 --> 00:05:41.390 promoting multidisciplinary grants,
NOTE Confidence: 0.9381217
00:05:41.390 --> 00:05:44.440 the Office of Team Science.
NOTE Confidence: 0.9381217
00:05:44.440 --> 00:05:45.920 So again,
NOTE Confidence: 0.9381217
00:05:45.920 --> 00:05:48.880 please sample those things,
NOTE Confidence: 0.9381217
00:05:48.880 --> 00:05:52.040 building and stewarding resources necessary
NOTE Confidence: 0.9381217
00:05:52.040 --> 00:05:55.568 for you to to make the discoveries
NOTE Confidence: 0.9381217
00:05:55.568 --> 00:05:58.800 and and observe what you’re what
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. I would like in it sometimes 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, 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 grow 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 our faculty practice plan, and then there’s Northeast Medical Group, which are wonderful physicians, often are alumni. You are employed by the health system and we didn’t, we didn’t interact and that meant that sometimes we were even competing for bringing new faculty members. Should this faculty member be a
faculty member or be a member of any MG 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 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.
is really hard.
I can tell you and I’ll apologize ahead of time,
I will under communicate about something that we’re doing because it’s just impossible to reach everybody in every possible way.
Communication takes many forms and it’s not just outward communication, it’s inward listening and that’s the reflection piece.
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. 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 at that time to 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, say, and 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
00:14:57.746 --> 00:14:59.318 opportunity for things to get lost.
00:14:59.320 --> 00:15:01.012 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.
00:15:02.884 --> 00:15:05.100 So think about that.
00:15:05.100 --> 00:15:07.546 Avoid triangles and end runs, you know, so you were section chief didn’t give you the answer that you wanted.
00:15:07.546 --> 00:15:09.838 So you went to the chair and the chair didn’t give you the answer that you wanted, so you go to the Dean’s office.
00:15:09.840 --> 00:15:11.976 Avoid triangles and end runs, you know, so you were section chief didn’t give you the answer that you wanted.
00:15:11.976 --> 00:15:13.704 So you went to the chair and the chair didn’t give you the answer that you wanted, so you go to the Dean’s office.
00:15:13.704 --> 00:15:15.440 So you were section chief didn’t give you the answer that you wanted.
00:15:15.440 --> 00:15:16.907 So you went to the chair and the chair didn’t give you the answer that you wanted, so you go to the Dean’s office.
00:15:16.907 --> 00:15:18.477 Didn’t give you the answer that you wanted, so you go to the Dean’s office.
00:15:18.480 --> 00:15:21.840 So you go to the Dean’s office.
00:15:21.840 --> 00:15:23.520 That’s a great way to to annoy a lot of people and lose trust.
00:15:25.640 --> 00:15:28.541 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.