

WEBVTT

NOTE duration:"01:00:53.0800000"

NOTE recognizability:0.659

NOTE language:en-us

NOTE Confidence: 0.7781149

00:00:00.000 --> 00:00:01.680 Good evening everybody.

NOTE Confidence: 0.7781149

00:00:01.680 --> 00:00:04.480 Welcome to the monthly Smile

NOTE Confidence: 0.7781149

00:00:04.480 --> 00:00:07.280 Yale Cancer Center Town Hall.

NOTE Confidence: 0.7781149

00:00:07.280 --> 00:00:10.052 We are joined by just a small

NOTE Confidence: 0.7781149

00:00:10.052 --> 00:00:13.144 number of us this evening and in

NOTE Confidence: 0.7781149

00:00:13.144 --> 00:00:15.440 fact Eric Weiner sends his regards.

NOTE Confidence: 0.7781149

00:00:15.440 --> 00:00:17.528 He is all the way over

NOTE Confidence: 0.7781149

00:00:17.528 --> 00:00:18.920 in Australia right now.

NOTE Confidence: 0.7781149

00:00:18.920 --> 00:00:22.434 So I'm solo with Kim and Kevin

NOTE Confidence: 0.7781149

00:00:22.434 --> 00:00:24.798 this evening and we've got a

NOTE Confidence: 0.7781149

00:00:24.798 --> 00:00:26.446 special guest looking forward

NOTE Confidence: 0.7781149

00:00:26.446 --> 00:00:28.798 to introducing her in a minute.

NOTE Confidence: 0.7781149

00:00:28.800 --> 00:00:30.520 But before we do that,

NOTE Confidence: 0.7781149

00:00:30.520 --> 00:00:33.391 I would like to ask Kevin and Kim to  
NOTE Confidence: 0.7781149

00:00:33.391 --> 00:00:35.447 provide whatever updates or messages  
NOTE Confidence: 0.7781149

00:00:35.447 --> 00:00:38.298 they would like to share and then  
NOTE Confidence: 0.7781149

00:00:38.298 --> 00:00:41.240 we will move on to our presentation.  
NOTE Confidence: 0.9696274

00:00:43.440 --> 00:00:46.840 Sure. I think I guess I'll start Kevin,  
NOTE Confidence: 0.9696274

00:00:46.840 --> 00:00:48.290 I'll go through the agenda  
NOTE Confidence: 0.9696274

00:00:48.290 --> 00:00:50.120 and I think I might have.  
NOTE Confidence: 0.9696274

00:00:50.120 --> 00:00:51.960 I just looked real quickly the first slide.  
NOTE Confidence: 0.9696274

00:00:51.960 --> 00:00:53.820 So welcome everyone.  
NOTE Confidence: 0.9696274

00:00:53.820 --> 00:00:56.730 It's good to virtually be  
NOTE Confidence: 0.9696274

00:00:56.730 --> 00:00:59.355 together as usual every month.  
NOTE Confidence: 0.9696274

00:00:59.360 --> 00:01:00.479 As Lori said,  
NOTE Confidence: 0.9696274

00:01:00.479 --> 00:01:02.717 Eric is not with us today,  
NOTE Confidence: 0.9696274

00:01:02.720 --> 00:01:04.890 but we just have a couple quick  
NOTE Confidence: 0.9696274

00:01:04.890 --> 00:01:06.760 slides because we really do want  
NOTE Confidence: 0.9696274

00:01:06.760 --> 00:01:08.797 to get to our main agenda item,

NOTE Confidence: 0.9696274

00:01:08.800 --> 00:01:11.392 which is really to discuss our

NOTE Confidence: 0.9696274

00:01:11.392 --> 00:01:13.576 work ahead over the next year for

NOTE Confidence: 0.9696274

00:01:13.576 --> 00:01:15.765 our fiscal year 24 and the work

NOTE Confidence: 0.9696274

00:01:15.765 --> 00:01:17.720 that the health system is doing.

NOTE Confidence: 0.9696274

00:01:17.720 --> 00:01:19.162 And we are very involved in that

NOTE Confidence: 0.9696274

00:01:19.162 --> 00:01:20.955 work as part of the health system

NOTE Confidence: 0.9696274

00:01:20.955 --> 00:01:22.079 with strengthening the core.

NOTE Confidence: 0.9696274

00:01:22.080 --> 00:01:23.916 And we should have a lot

NOTE Confidence: 0.9696274

00:01:23.916 --> 00:01:25.764 of time for Q&A this month,

NOTE Confidence: 0.9696274

00:01:25.764 --> 00:01:27.612 which I know sometimes we don't

NOTE Confidence: 0.9696274

00:01:27.612 --> 00:01:29.559 get to do and sometimes we do.

NOTE Confidence: 0.9696274

00:01:29.560 --> 00:01:32.335 So please start thinking of

NOTE Confidence: 0.9696274

00:01:32.335 --> 00:01:35.131 your questions as as we are

NOTE Confidence: 0.9696274

00:01:35.131 --> 00:01:37.393 presenting and you can either put,

NOTE Confidence: 0.9696274

00:01:37.400 --> 00:01:39.932 I probably prefer for you to

NOTE Confidence: 0.9696274

00:01:39.932 --> 00:01:42.317 put your questions in the Q&A  
NOTE Confidence: 0.9696274

00:01:42.317 --> 00:01:44.459 section on the chat's a little  
NOTE Confidence: 0.9696274

00:01:44.459 --> 00:01:46.279 bit more difficult to manage,  
NOTE Confidence: 0.9696274

00:01:46.280 --> 00:01:48.960 but either way we will be monitoring both.  
NOTE Confidence: 0.9696274

00:01:48.960 --> 00:01:51.516 I think we can go to the next slide.  
NOTE Confidence: 0.9696274

00:01:51.520 --> 00:01:53.739 So we always like to recognize our  
NOTE Confidence: 0.9696274

00:01:53.739 --> 00:01:56.331 teams and we have a really great  
NOTE Confidence: 0.9696274

00:01:56.331 --> 00:01:58.767 announcement in our Nursing department.  
NOTE Confidence: 0.9696274

00:01:58.767 --> 00:02:02.061 Elizabeth Wright who is our Director  
NOTE Confidence: 0.9696274

00:02:02.061 --> 00:02:05.471 of Patient Services for many of our  
NOTE Confidence: 0.9696274

00:02:05.471 --> 00:02:09.368 sites in the greater in like North Haven,  
NOTE Confidence: 0.9696274

00:02:09.368 --> 00:02:12.172 Waterbury, Torrington, Guilford,  
NOTE Confidence: 0.9696274

00:02:12.172 --> 00:02:13.318 Orange.  
NOTE Confidence: 0.9696274

00:02:13.320 --> 00:02:17.160 Liz has been selected as one of the  
NOTE Confidence: 0.9696274

00:02:17.160 --> 00:02:19.890 2024 American Organization for Nursing  
NOTE Confidence: 0.9696274

00:02:19.890 --> 00:02:22.074 Leadership Nurse Director Fellowship.

NOTE Confidence: 0.9696274

00:02:22.080 --> 00:02:25.920 So our AOL that many of you are a part of.

NOTE Confidence: 0.9696274

00:02:25.920 --> 00:02:29.091 So we really want to congratulate Liz

NOTE Confidence: 0.9696274

00:02:29.091 --> 00:02:31.360 for this accomplishment and she will

NOTE Confidence: 0.9696274

00:02:31.360 --> 00:02:33.800 be also as part of her fellowship,

NOTE Confidence: 0.9696274

00:02:33.800 --> 00:02:36.082 not only will she get to network

NOTE Confidence: 0.9696274

00:02:36.082 --> 00:02:38.231 with many people across the country

NOTE Confidence: 0.9696274

00:02:38.231 --> 00:02:40.575 and really dedicate some time to

NOTE Confidence: 0.9696274

00:02:40.575 --> 00:02:42.155 her own professional development,

NOTE Confidence: 0.9696274

00:02:42.160 --> 00:02:44.296 she will also be leading a project that

NOTE Confidence: 0.9696274

00:02:44.296 --> 00:02:46.305 will really help us move our nursing

NOTE Confidence: 0.9696274

00:02:46.305 --> 00:02:48.040 care forward through the next year.

NOTE Confidence: 0.9696274

00:02:48.040 --> 00:02:50.490 So she will be sharing that that

NOTE Confidence: 0.9696274

00:02:50.490 --> 00:02:52.600 initiative as time goes on and

NOTE Confidence: 0.9696274

00:02:52.600 --> 00:02:54.245 we're very excited to support

NOTE Confidence: 0.9696274

00:02:54.245 --> 00:02:56.079 her in this fellowship.

NOTE Confidence: 0.9696274

00:02:56.080 --> 00:02:57.200 So congratulations,  
NOTE Confidence: 0.9696274

00:02:57.200 --> 00:02:57.600 Liz  
NOTE Confidence: 0.8006217

00:03:00.000 --> 00:03:00.768 and Kevin. I think I'm going  
NOTE Confidence: 0.8006217

00:03:00.768 --> 00:03:01.519 to turn it over to you.  
NOTE Confidence: 0.8006217

00:03:02.000 --> 00:03:04.440 Thanks, Kim. Well, you know,  
NOTE Confidence: 0.8006217

00:03:04.440 --> 00:03:08.628 I think honoring Liz's developing  
NOTE Confidence: 0.8006217

00:03:08.628 --> 00:03:12.072 leadership and her accomplishments is a  
NOTE Confidence: 0.8006217

00:03:12.072 --> 00:03:14.959 great transition into this next topic,  
NOTE Confidence: 0.8006217

00:03:14.960 --> 00:03:17.276 which is a little tough and  
NOTE Confidence: 0.8006217

00:03:17.276 --> 00:03:19.120 a little bittersweet for me.  
NOTE Confidence: 0.8006217

00:03:19.120 --> 00:03:21.316 And the slide is nursing excellence,  
NOTE Confidence: 0.8006217

00:03:21.320 --> 00:03:23.604 which is very appropriate.  
NOTE Confidence: 0.8006217

00:03:23.604 --> 00:03:27.709 But the bittersweet part is that I need  
NOTE Confidence: 0.8006217

00:03:27.709 --> 00:03:31.876 to both recognize and deeply thank Kim.  
NOTE Confidence: 0.8006217

00:03:31.880 --> 00:03:34.436 I think our community is aware,  
NOTE Confidence: 0.8006217

00:03:34.440 --> 00:03:36.560 I think communications have gone

NOTE Confidence: 0.8006217

00:03:36.560 --> 00:03:39.650 out that Kim will be leaving Smilo

NOTE Confidence: 0.8006217

00:03:39.650 --> 00:03:42.746 in the Yale Cancer Center later

NOTE Confidence: 0.8006217

00:03:42.746 --> 00:03:46.640 next month to head to MD Anderson

NOTE Confidence: 0.8006217

00:03:46.640 --> 00:03:50.072 where she will be leading their

NOTE Confidence: 0.8006217

00:03:50.072 --> 00:03:52.360 inpatient cancer nursing programs.

NOTE Confidence: 0.8006217

00:03:52.360 --> 00:03:54.016 And this is,

NOTE Confidence: 0.8006217

00:03:54.016 --> 00:03:57.880 this is a tough announcement for me.

NOTE Confidence: 0.8006217

00:03:57.880 --> 00:04:02.360 Kim has been an incredible partner for me.

NOTE Confidence: 0.8006217

00:04:02.360 --> 00:04:04.670 We both arrived within a relatively

NOTE Confidence: 0.8006217

00:04:04.670 --> 00:04:07.480 short time of each other and you

NOTE Confidence: 0.8006217

00:04:07.480 --> 00:04:10.840 know we were kind of tossed into the

NOTE Confidence: 0.8006217

00:04:10.840 --> 00:04:14.110 the whirlwind of COVID together and

NOTE Confidence: 0.8006217

00:04:14.110 --> 00:04:17.759 it has been exciting and rewarding.

NOTE Confidence: 0.8006217

00:04:17.760 --> 00:04:21.906 And I I think one of the things that

NOTE Confidence: 0.8006217

00:04:21.906 --> 00:04:24.411 I have learned from Kim is just

NOTE Confidence: 0.8006217

00:04:24.411 --> 00:04:26.619 how rich and valuable and important  
NOTE Confidence: 0.8006217

00:04:26.693 --> 00:04:28.957 physician diet partnerships are.  
NOTE Confidence: 0.8006217

00:04:28.960 --> 00:04:31.824 And it has been a true growing and  
NOTE Confidence: 0.8006217

00:04:31.824 --> 00:04:33.543 learning experience for me as it  
NOTE Confidence: 0.8006217

00:04:33.543 --> 00:04:35.883 as it has been I think for many  
NOTE Confidence: 0.8006217

00:04:35.883 --> 00:04:37.197 across the organization.  
NOTE Confidence: 0.8006217

00:04:37.200 --> 00:04:40.556 So you know thank you Kim and I  
NOTE Confidence: 0.8006217

00:04:40.556 --> 00:04:42.812 know you were going to be terribly  
NOTE Confidence: 0.8006217

00:04:42.812 --> 00:04:44.560 missed but I do I want to take  
NOTE Confidence: 0.8006217

00:04:44.560 --> 00:04:46.800 this opportunity to to actually  
NOTE Confidence: 0.8006217

00:04:46.800 --> 00:04:49.622 put some context on this and and  
NOTE Confidence: 0.8006217

00:04:49.622 --> 00:04:51.194 help our teams think about this.  
NOTE Confidence: 0.8006217

00:04:51.200 --> 00:04:54.080 One of the things that great  
NOTE Confidence: 0.8006217

00:04:54.080 --> 00:04:57.140 organizations do and we are a great  
NOTE Confidence: 0.8006217

00:04:57.140 --> 00:04:59.240 organization is we develop leaders  
NOTE Confidence: 0.8006217

00:04:59.325 --> 00:05:02.433 through our ranks and we're you know

NOTE Confidence: 0.8006217

00:05:02.433 --> 00:05:04.719 Kim just recognized Liz Wright.

NOTE Confidence: 0.8006217

00:05:04.720 --> 00:05:08.325 We have a number of incredible nursing

NOTE Confidence: 0.8006217

00:05:08.325 --> 00:05:10.775 leaders across our enterprise that I

NOTE Confidence: 0.8006217

00:05:10.775 --> 00:05:13.187 am really looking forward to working

NOTE Confidence: 0.8006217

00:05:13.187 --> 00:05:16.036 closely with in coming months and years.

NOTE Confidence: 0.8006217

00:05:16.040 --> 00:05:20.000 And I have no doubt that they are going

NOTE Confidence: 0.8006217

00:05:20.000 --> 00:05:22.240 to continue to grow and and blossom.

NOTE Confidence: 0.8006217

00:05:22.240 --> 00:05:24.211 And we,

NOTE Confidence: 0.8006217

00:05:24.211 --> 00:05:26.197 although we're going to miss Kim,

NOTE Confidence: 0.8006217

00:05:26.200 --> 00:05:28.615 I know that the transition will be

NOTE Confidence: 0.8006217

00:05:28.615 --> 00:05:31.319 seamless and we have incredible people.

NOTE Confidence: 0.52531135

00:05:33.880 --> 00:05:37.328 And you know this is another thing great

NOTE Confidence: 0.52531135

00:05:37.328 --> 00:05:40.089 organizations do is when other leading

NOTE Confidence: 0.52531135

00:05:40.089 --> 00:05:42.920 cancer centers come looking for leaders,

NOTE Confidence: 0.52531135

00:05:42.920 --> 00:05:45.800 this is where they come knocking.

NOTE Confidence: 0.52531135

00:05:45.800 --> 00:05:48.068 And I think it is a tribute not only  
NOTE Confidence: 0.52531135

00:05:48.068 --> 00:05:50.597 to Kim and some of our other leaders  
NOTE Confidence: 0.52531135

00:05:50.597 --> 00:05:52.905 who've moved on to other organizations  
NOTE Confidence: 0.52531135

00:05:52.905 --> 00:05:55.472 in recent months, but it's a it.  
NOTE Confidence: 0.52531135

00:05:55.472 --> 00:05:58.585 It is a tribute to all of you and  
NOTE Confidence: 0.52531135

00:05:58.585 --> 00:06:01.440 all of us that we are recognized as  
NOTE Confidence: 0.52531135

00:06:01.440 --> 00:06:04.009 a center of excellence that not only  
NOTE Confidence: 0.52531135

00:06:04.009 --> 00:06:05.959 provides incredible care for patients,  
NOTE Confidence: 0.52531135

00:06:05.960 --> 00:06:08.200 moves the field forward,  
NOTE Confidence: 0.52531135

00:06:08.200 --> 00:06:11.800 but develops people who can go on and  
NOTE Confidence: 0.52531135

00:06:11.800 --> 00:06:13.720 lead and contribute another organization.  
NOTE Confidence: 0.52531135

00:06:13.720 --> 00:06:16.520 So I think we should all be  
NOTE Confidence: 0.52531135

00:06:16.520 --> 00:06:17.720 be enormously proud.  
NOTE Confidence: 0.52531135

00:06:17.720 --> 00:06:21.128 So please join me in when you see Kim,  
NOTE Confidence: 0.52531135

00:06:21.128 --> 00:06:22.640 wish her well and thank her.  
NOTE Confidence: 0.52531135

00:06:22.640 --> 00:06:23.980 We will miss her,

NOTE Confidence: 0.52531135

00:06:23.980 --> 00:06:26.421 but we will also share her success

NOTE Confidence: 0.52531135

00:06:26.421 --> 00:06:28.990 and and be happy for the contributions

NOTE Confidence: 0.52531135

00:06:29.064 --> 00:06:32.095 that she's going to make it another

NOTE Confidence: 0.52531135

00:06:32.095 --> 00:06:33.394 really incredible institution.

NOTE Confidence: 0.52531135

00:06:33.400 --> 00:06:34.840 So with that,

NOTE Confidence: 0.52531135

00:06:34.840 --> 00:06:37.040 I think I'll kick it back to you,

NOTE Confidence: 0.52531135

00:06:37.040 --> 00:06:37.600 Lori.

NOTE Confidence: 0.9228989

00:06:38.240 --> 00:06:42.874 Well, I can't just leave that alone.

NOTE Confidence: 0.9228989

00:06:42.880 --> 00:06:45.718 And obviously you know and Pam,

NOTE Confidence: 0.9228989

00:06:45.720 --> 00:06:49.432 how perfect the timing is for you to

NOTE Confidence: 0.9228989

00:06:49.432 --> 00:06:51.551 be joining us on this because both

NOTE Confidence: 0.9228989

00:06:51.551 --> 00:06:55.280 Pam and I have known Kim since 2009.

NOTE Confidence: 0.9228989

00:06:55.280 --> 00:06:58.176 Kim went, came to Duke in 2009

NOTE Confidence: 0.9228989

00:06:58.176 --> 00:07:00.432 and she was a bedside nurse

NOTE Confidence: 0.9228989

00:07:00.432 --> 00:07:02.840 manager in the inpatient area.

NOTE Confidence: 0.9228989

00:07:02.840 --> 00:07:04.680 Right. Kim, when you first.  
NOTE Confidence: 0.9228989

00:07:04.680 --> 00:07:06.039 Uh, oh, she's going to correct me on me.  
NOTE Confidence: 0.4956831

00:07:06.040 --> 00:07:06.679 No, close enough.  
NOTE Confidence: 0.4956831

00:07:06.679 --> 00:07:07.957 I'm not going to correct you.  
NOTE Confidence: 0.4956831

00:07:07.960 --> 00:07:10.280 It's not, it's not important.  
NOTE Confidence: 0.4956831

00:07:10.280 --> 00:07:12.674 But yeah, I can tell you bittersweet.  
NOTE Confidence: 0.4956831

00:07:12.680 --> 00:07:16.160 I mean, like I'm finally sleeping at night.  
NOTE Confidence: 0.4956831

00:07:16.160 --> 00:07:19.832 So Kim and I worked  
NOTE Confidence: 0.4956831

00:07:19.832 --> 00:07:21.725 together really since 2009.  
NOTE Confidence: 0.4956831

00:07:21.725 --> 00:07:25.168 I remember when Kim was leading a lot of  
NOTE Confidence: 0.4956831

00:07:25.168 --> 00:07:26.920 work in the inpatient setting at Duke.  
NOTE Confidence: 0.4956831

00:07:26.920 --> 00:07:29.440 She was just amazing.  
NOTE Confidence: 0.4956831

00:07:29.440 --> 00:07:31.442 And we asked Kim if she would  
NOTE Confidence: 0.4956831

00:07:31.442 --> 00:07:32.989 please take on the women's,  
NOTE Confidence: 0.4956831

00:07:32.989 --> 00:07:35.563 all of the women's disease areas  
NOTE Confidence: 0.4956831

00:07:35.563 --> 00:07:38.070 in the Cancer Center at Duke,

NOTE Confidence: 0.4956831

00:07:38.070 --> 00:07:40.080 which was all of breast GYN,

NOTE Confidence: 0.4956831

00:07:40.080 --> 00:07:41.976 oncology and then included

NOTE Confidence: 0.4956831

00:07:41.976 --> 00:07:43.398 our endocrine program.

NOTE Confidence: 0.4956831

00:07:43.400 --> 00:07:45.536 And it was her first foray

NOTE Confidence: 0.4956831

00:07:45.536 --> 00:07:46.960 into the ambulatory world.

NOTE Confidence: 0.4956831

00:07:46.960 --> 00:07:47.638 And she was

NOTE Confidence: 0.4726934

00:07:47.640 --> 00:07:48.920 a director and she

NOTE Confidence: 0.4726934

00:07:49.920 --> 00:07:51.040 just rolled up her sleeves.

NOTE Confidence: 0.4726934

00:07:51.040 --> 00:07:52.600 She said whatever you need me

NOTE Confidence: 0.4726934

00:07:52.600 --> 00:07:54.424 to do and she was remarkable.

NOTE Confidence: 0.4726934

00:07:54.424 --> 00:07:57.246 And I can tell you that the faculty

NOTE Confidence: 0.4726934

00:07:57.246 --> 00:07:59.420 there were unbelievably grateful for the

NOTE Confidence: 0.4726934

00:07:59.420 --> 00:08:01.520 partnership that she provided to them.

NOTE Confidence: 0.4726934

00:08:01.520 --> 00:08:05.164 And this was her first body of work

NOTE Confidence: 0.4726934

00:08:05.164 --> 00:08:07.196 in the ambulatory environment.

NOTE Confidence: 0.4726934

00:08:07.200 --> 00:08:12.328 She then made a decision to go to  
NOTE Confidence: 0.4726934

00:08:12.328 --> 00:08:14.250 Emory because it was her opportunity  
NOTE Confidence: 0.4726934

00:08:14.250 --> 00:08:16.500 to advance to the next level of her  
NOTE Confidence: 0.4726934

00:08:16.500 --> 00:08:19.612 career as a vice president for cancer  
NOTE Confidence: 0.4726934

00:08:19.612 --> 00:08:21.684 services at that fine institution.  
NOTE Confidence: 0.4726934

00:08:21.684 --> 00:08:24.366 But then I ended up taking on the senior  
NOTE Confidence: 0.4726934

00:08:24.366 --> 00:08:26.112 leadership role at Duke for cancer  
NOTE Confidence: 0.4726934

00:08:26.112 --> 00:08:28.546 and I thought and then and then our  
NOTE Confidence: 0.4726934

00:08:28.546 --> 00:08:31.273 Chief Nursing Officer for Duke, Pam,  
NOTE Confidence: 0.4726934

00:08:31.273 --> 00:08:34.063 you'll remember Tracy Gosselin moved  
NOTE Confidence: 0.4726934

00:08:34.063 --> 00:08:36.121 into the Chief Chief Nursing Officer  
NOTE Confidence: 0.4726934

00:08:36.121 --> 00:08:38.440 role for Duke University Hospital.  
NOTE Confidence: 0.4726934

00:08:38.440 --> 00:08:40.798 And I thought we got to get Kim back.  
NOTE Confidence: 0.4726934

00:08:40.800 --> 00:08:43.328 So between Tracy and I, we worked very,  
NOTE Confidence: 0.4726934

00:08:43.328 --> 00:08:46.720 very hard and we got her back to Duke.  
NOTE Confidence: 0.4726934

00:08:46.720 --> 00:08:48.946 So Fast forward and then I come

NOTE Confidence: 0.4726934

00:08:48.946 --> 00:08:50.320 here and guess what?

NOTE Confidence: 0.7183779

00:08:52.120 --> 00:08:54.060 I got to get Kim here with us.

NOTE Confidence: 0.7183779

00:08:54.060 --> 00:08:55.518 So I don't know if I can keep

NOTE Confidence: 0.7183779

00:08:55.560 --> 00:08:58.520 this going. I don't know if we will.

NOTE Confidence: 0.7183779

00:08:58.520 --> 00:09:00.304 Maybe we'll see what we can do in

NOTE Confidence: 0.7183779

00:09:00.304 --> 00:09:01.919 the future years to get her back.

NOTE Confidence: 0.7183779

00:09:01.920 --> 00:09:05.626 But I I have watched the contributions

NOTE Confidence: 0.7183779

00:09:05.626 --> 00:09:08.844 that Kim has made for many years

NOTE Confidence: 0.7183779

00:09:08.844 --> 00:09:12.344 now and it is it is awe inspiring.

NOTE Confidence: 0.7183779

00:09:12.344 --> 00:09:14.880 It's amazing. She is a great leader,

NOTE Confidence: 0.7183779

00:09:14.880 --> 00:09:17.319 a great nurturer.

NOTE Confidence: 0.7183779

00:09:17.320 --> 00:09:20.160 She has oncology nursing running

NOTE Confidence: 0.7183779

00:09:20.160 --> 00:09:23.514 through her veins and this is is

NOTE Confidence: 0.7183779

00:09:23.514 --> 00:09:25.662 truly an amazing opportunity for her

NOTE Confidence: 0.7183779

00:09:25.662 --> 00:09:29.384 to advance her career in oncology.

NOTE Confidence: 0.7183779

00:09:29.384 --> 00:09:31.240 And I couldn't be more proud.

NOTE Confidence: 0.7183779

00:09:31.240 --> 00:09:33.515 I am sad to see her go,

NOTE Confidence: 0.7183779

00:09:33.520 --> 00:09:36.508 but I am just so happy for all of

NOTE Confidence: 0.7183779

00:09:36.508 --> 00:09:38.706 the things that she will continue to

NOTE Confidence: 0.7183779

00:09:38.706 --> 00:09:41.000 contribute to the field of oncology nursing.

NOTE Confidence: 0.7183779

00:09:41.000 --> 00:09:44.108 So thank you very much Kim for

NOTE Confidence: 0.7183779

00:09:44.108 --> 00:09:46.915 all the years of amazing work

NOTE Confidence: 0.7183779

00:09:46.915 --> 00:09:50.059 that I have been the beneficiary,

NOTE Confidence: 0.7183779

00:09:50.059 --> 00:09:53.484 beneficiary of in our leadership partnership,

NOTE Confidence: 0.7183779

00:09:53.484 --> 00:09:56.084 but more importantly what the

NOTE Confidence: 0.7183779

00:09:56.084 --> 00:09:58.508 field of nursing and and oncology

NOTE Confidence: 0.7183779

00:09:58.508 --> 00:10:01.265 patient care has gained from your

NOTE Confidence: 0.7183779

00:10:01.265 --> 00:10:04.355 commitment to this body of work.

NOTE Confidence: 0.7183779

00:10:04.360 --> 00:10:05.560 So thank you.

NOTE Confidence: 0.5203187

00:10:06.200 --> 00:10:08.265 Thanks Lori. And all I'll say is

NOTE Confidence: 0.5203187

00:10:08.265 --> 00:10:10.351 I think you gave a great story

NOTE Confidence: 0.5203187

00:10:10.351 --> 00:10:12.448 of how cancer is a very small

NOTE Confidence: 0.5203187

00:10:12.448 --> 00:10:14.293 world and nursing is oncology,

NOTE Confidence: 0.5203187

00:10:14.293 --> 00:10:16.639 nursing is an even smaller world.

NOTE Confidence: 0.5203187

00:10:16.640 --> 00:10:18.998 And so I know that many of our paths

NOTE Confidence: 0.5203187

00:10:18.998 --> 00:10:21.053 will cross again and frequently and

NOTE Confidence: 0.5203187

00:10:21.053 --> 00:10:23.526 we are very generous at sharing with

NOTE Confidence: 0.5203187

00:10:23.526 --> 00:10:25.560 one another and lifting each other

NOTE Confidence: 0.5203187

00:10:25.560 --> 00:10:28.160 up no matter where we're working.

NOTE Confidence: 0.5203187

00:10:28.160 --> 00:10:30.120 So I hope that will continue.

NOTE Confidence: 0.5203187

00:10:30.120 --> 00:10:31.912 And I just feel blessed to have

NOTE Confidence: 0.5203187

00:10:31.912 --> 00:10:33.432 learned from so many wonderful

NOTE Confidence: 0.5203187

00:10:33.432 --> 00:10:35.098 people and gotten the chance to

NOTE Confidence: 0.5203187

00:10:35.098 --> 00:10:38.030 work with so many wonderful people

NOTE Confidence: 0.5203187

00:10:38.030 --> 00:10:40.245 here and just have felt privileged

NOTE Confidence: 0.5203187

00:10:40.245 --> 00:10:42.000 every minute that I've been here.

NOTE Confidence: 0.5203187

00:10:42.000 --> 00:10:43.360 So thank you so much.  
NOTE Confidence: 0.4164089

00:10:44.520 --> 00:10:46.480 Thank you, Kim, very much.  
NOTE Confidence: 0.4164089

00:10:46.480 --> 00:10:47.680 All right. Well, with that,  
NOTE Confidence: 0.4164089

00:10:47.680 --> 00:10:49.902 I am going to introduce Pam, Stephen Walls.  
NOTE Confidence: 0.4164089

00:10:49.902 --> 00:10:51.799 I'm sure she doesn't need any introduction,  
NOTE Confidence: 0.4164089

00:10:51.800 --> 00:10:53.360 but I'm going to anyway.  
NOTE Confidence: 0.4164089

00:10:53.360 --> 00:10:55.352 Pam is our Chief Operating Officer  
NOTE Confidence: 0.4164089

00:10:55.352 --> 00:10:57.028 and Executive Vice President for  
NOTE Confidence: 0.4164089

00:10:57.028 --> 00:10:58.478 Yale New Haven Health System.  
NOTE Confidence: 0.4164089

00:10:58.480 --> 00:11:01.679 And as you probably have figured out,  
NOTE Confidence: 0.4164089

00:11:01.680 --> 00:11:03.367 Kim and Pam and I did work  
NOTE Confidence: 0.4164089

00:11:03.367 --> 00:11:04.760 together in a past life.  
NOTE Confidence: 0.4164089

00:11:04.760 --> 00:11:06.881 And I was, I was delighted when  
NOTE Confidence: 0.4164089

00:11:06.881 --> 00:11:09.279 I heard the Pam was coming here.  
NOTE Confidence: 0.4164089

00:11:09.280 --> 00:11:12.088 And she has already just done so many  
NOTE Confidence: 0.4164089

00:11:12.088 --> 00:11:14.078 amazing things since her arrival.

NOTE Confidence: 0.4164089

00:11:14.080 --> 00:11:17.000 What a little over a year ago, Pam.

NOTE Confidence: 0.4164089

00:11:17.000 --> 00:11:18.200 That's right.

NOTE Confidence: 0.4164089

00:11:18.200 --> 00:11:20.648 And tonight we've asked her to

NOTE Confidence: 0.4164089

00:11:20.648 --> 00:11:22.676 share with everybody the work

NOTE Confidence: 0.4164089

00:11:22.676 --> 00:11:25.400 that has begun that is under way.

NOTE Confidence: 0.4164089

00:11:25.400 --> 00:11:28.631 That is a long time body of work,

NOTE Confidence: 0.4164089

00:11:28.631 --> 00:11:30.290 but that it is under way and

NOTE Confidence: 0.4164089

00:11:30.352 --> 00:11:32.112 that is something referred to

NOTE Confidence: 0.4164089

00:11:32.112 --> 00:11:33.520 as strengthening the core.

NOTE Confidence: 0.4164089

00:11:33.520 --> 00:11:35.375 And Pam will talk a little bit

NOTE Confidence: 0.4164089

00:11:35.375 --> 00:11:37.040 about what what that involves.

NOTE Confidence: 0.4164089

00:11:37.040 --> 00:11:39.084 And I I think Pam you'll probably

NOTE Confidence: 0.4164089

00:11:39.084 --> 00:11:41.219 share a few examples of some of

NOTE Confidence: 0.4164089

00:11:41.219 --> 00:11:43.176 the groups that are are working on

NOTE Confidence: 0.4164089

00:11:43.176 --> 00:11:45.245 things And then you know other things

NOTE Confidence: 0.4164089

00:11:45.245 --> 00:11:47.063 that that are priorities not only  
NOTE Confidence: 0.4164089

00:11:47.063 --> 00:11:49.282 for the health system but our work  
NOTE Confidence: 0.4164089

00:11:49.282 --> 00:11:51.320 in collaboration with the School of  
NOTE Confidence: 0.4164089

00:11:51.320 --> 00:11:54.120 Medicine for fiscal year 24 and beyond.  
NOTE Confidence: 0.4164089

00:11:54.120 --> 00:11:54.792 So Pam,  
NOTE Confidence: 0.4164089

00:11:54.792 --> 00:11:55.800 take it away.  
NOTE Confidence: 0.86817986

00:11:56.640 --> 00:11:58.011 Well, thank you,  
NOTE Confidence: 0.86817986

00:11:58.011 --> 00:11:59.839 Lori and congratulations Kim.  
NOTE Confidence: 0.86817986

00:11:59.840 --> 00:12:01.317 I'm delighted to see this for you.  
NOTE Confidence: 0.86817986

00:12:01.320 --> 00:12:02.760 I always believe in leaders,  
NOTE Confidence: 0.86817986

00:12:02.760 --> 00:12:04.735 develop great leaders and it's  
NOTE Confidence: 0.86817986

00:12:04.735 --> 00:12:06.315 such a wonderful opportunity.  
NOTE Confidence: 0.86817986

00:12:06.320 --> 00:12:07.760 And Liz, I don't know you,  
NOTE Confidence: 0.86817986

00:12:07.760 --> 00:12:09.518 but congratulations to you as well.  
NOTE Confidence: 0.86817986

00:12:09.520 --> 00:12:11.560 It's lovely to see the continued  
NOTE Confidence: 0.86817986

00:12:11.560 --> 00:12:12.920 leadership development of others.

NOTE Confidence: 0.86817986

00:12:12.920 --> 00:12:14.928 So I'm thrilled to be here and I'm

NOTE Confidence: 0.86817986

00:12:14.928 --> 00:12:16.713 thank you so much for the invitation

NOTE Confidence: 0.86817986

00:12:16.713 --> 00:12:19.003 and I want to be mindful and leave

NOTE Confidence: 0.86817986

00:12:19.003 --> 00:12:20.678 plenty of time for questions.

NOTE Confidence: 0.86817986

00:12:20.680 --> 00:12:22.492 I actually think that's the richness

NOTE Confidence: 0.86817986

00:12:22.492 --> 00:12:23.700 of our conversations together

NOTE Confidence: 0.86817986

00:12:23.752 --> 00:12:25.264 than me just sitting here talking

NOTE Confidence: 0.86817986

00:12:25.264 --> 00:12:26.640 to you probably about things,

NOTE Confidence: 0.86817986

00:12:26.640 --> 00:12:27.924 things that you've heard.

NOTE Confidence: 0.86817986

00:12:27.924 --> 00:12:30.870 So just to give you by way of background

NOTE Confidence: 0.86817986

00:12:30.870 --> 00:12:33.879 as Lori give you a little bit of insight.

NOTE Confidence: 0.86817986

00:12:33.880 --> 00:12:37.132 But I've been in healthcare now

NOTE Confidence: 0.86817986

00:12:37.132 --> 00:12:39.960 for I guess 27 years, almost 30.

NOTE Confidence: 0.86817986

00:12:39.960 --> 00:12:42.156 It's a little scary to say that out loud.

NOTE Confidence: 0.86817986

00:12:42.160 --> 00:12:45.037 And I've always been in academic medicine.

NOTE Confidence: 0.86817986

00:12:45.040 --> 00:12:46.699 I just feel it a tremendous honor  
NOTE Confidence: 0.86817986

00:12:46.699 --> 00:12:48.439 to work in academic medicine.  
NOTE Confidence: 0.86817986

00:12:48.440 --> 00:12:51.114 I believe in the academic health system,  
NOTE Confidence: 0.86817986

00:12:51.120 --> 00:12:53.560 vision and mission and values,  
NOTE Confidence: 0.86817986

00:12:53.560 --> 00:12:57.271 and the translation of discoveries into  
NOTE Confidence: 0.86817986

00:12:57.271 --> 00:13:00.079 clinical care and the way it changes lives.  
NOTE Confidence: 0.86817986

00:13:00.080 --> 00:13:00.880 I don't know about you,  
NOTE Confidence: 0.86817986

00:13:00.880 --> 00:13:02.120 but I've been the beneficiary  
NOTE Confidence: 0.86817986

00:13:02.120 --> 00:13:03.360 of some of that care.  
NOTE Confidence: 0.86817986

00:13:03.360 --> 00:13:04.809 And I just think it's a way  
NOTE Confidence: 0.86817986

00:13:04.809 --> 00:13:06.557 to pay it forward and to see,  
NOTE Confidence: 0.86817986

00:13:06.560 --> 00:13:08.240 to to contribute to people's  
NOTE Confidence: 0.86817986

00:13:08.240 --> 00:13:10.636 livelihood and to be able to thrive  
NOTE Confidence: 0.86817986

00:13:10.636 --> 00:13:12.580 and be healthy and restored back  
NOTE Confidence: 0.86817986

00:13:12.580 --> 00:13:14.599 to health is pretty incredible.  
NOTE Confidence: 0.86817986

00:13:14.600 --> 00:13:16.553 And I think you see it no more more

NOTE Confidence: 0.86817986

00:13:16.553 --> 00:13:18.356 relevant than in cancer and cancer care.

NOTE Confidence: 0.86817986

00:13:18.360 --> 00:13:20.752 So I I hope you see the connections

NOTE Confidence: 0.86817986

00:13:20.752 --> 00:13:23.000 to the work that that you do.

NOTE Confidence: 0.86817986

00:13:23.000 --> 00:13:24.320 Prior to coming back to Yale,

NOTE Confidence: 0.86817986

00:13:24.320 --> 00:13:26.516 I was at New York Presbyterian.

NOTE Confidence: 0.86817986

00:13:26.520 --> 00:13:28.728 Prior to that I was at University of

NOTE Confidence: 0.86817986

00:13:28.728 --> 00:13:31.102 Virginia and prior to that I was at

NOTE Confidence: 0.86817986

00:13:31.102 --> 00:13:32.802 Duke University Health System where I

NOTE Confidence: 0.86817986

00:13:32.802 --> 00:13:34.860 spent them 20 years of my 27 plus years.

NOTE Confidence: 0.86817986

00:13:34.860 --> 00:13:36.785 So I've seen a lot of different models

NOTE Confidence: 0.86817986

00:13:36.785 --> 00:13:38.759 and it's actually proving really helpful,

NOTE Confidence: 0.86817986

00:13:38.760 --> 00:13:39.147 right,

NOTE Confidence: 0.86817986

00:13:39.147 --> 00:13:41.856 because I can tap into those different

NOTE Confidence: 0.86817986

00:13:41.856 --> 00:13:44.568 models that I've seen to help think

NOTE Confidence: 0.86817986

00:13:44.568 --> 00:13:47.064 about how can we propel ourselves

NOTE Confidence: 0.86817986

00:13:47.064 --> 00:13:49.112 forward to even greater excellence.  
NOTE Confidence: 0.86817986

00:13:49.112 --> 00:13:52.865 So I have a few slides I I will  
NOTE Confidence: 0.86817986

00:13:52.865 --> 00:13:55.040 skip through them pretty quickly.  
NOTE Confidence: 0.86817986

00:13:55.040 --> 00:13:57.480 So again we can leave time for questions.  
NOTE Confidence: 0.86817986

00:13:57.480 --> 00:13:58.565 You'll see here I'm talking  
NOTE Confidence: 0.86817986

00:13:58.565 --> 00:13:59.433 about strengthening the core,  
NOTE Confidence: 0.86817986

00:13:59.440 --> 00:14:00.961 but I I really if you go to the  
NOTE Confidence: 0.86817986

00:14:00.961 --> 00:14:02.799 next slide please. Thank you, Renee.  
NOTE Confidence: 0.86817986

00:14:02.799 --> 00:14:03.798 I appreciate that.  
NOTE Confidence: 0.86817986

00:14:03.800 --> 00:14:08.520 I really want to kind of re share  
NOTE Confidence: 0.86817986

00:14:08.520 --> 00:14:10.095 our health system strategic pillars  
NOTE Confidence: 0.86817986

00:14:10.095 --> 00:14:12.319 and I know you all know this,  
NOTE Confidence: 0.86817986

00:14:12.320 --> 00:14:13.560 but I often get asked,  
NOTE Confidence: 0.86817986

00:14:13.560 --> 00:14:15.670 well what's the strategic vision  
NOTE Confidence: 0.86817986

00:14:15.670 --> 00:14:17.358 for our health system.  
NOTE Confidence: 0.86817986

00:14:17.360 --> 00:14:19.430 And I'd like to remind people

NOTE Confidence: 0.86817986

00:14:19.430 --> 00:14:21.253 it remains the strategic pillars

NOTE Confidence: 0.86817986

00:14:21.253 --> 00:14:23.118 that we're all grounded in.

NOTE Confidence: 0.86817986

00:14:23.120 --> 00:14:25.454 But it's undergirded by a fierce

NOTE Confidence: 0.86817986

00:14:25.454 --> 00:14:27.010 commitment to alignment between

NOTE Confidence: 0.86817986

00:14:27.073 --> 00:14:29.077 the school and the health system.

NOTE Confidence: 0.86817986

00:14:29.080 --> 00:14:29.708 And again,

NOTE Confidence: 0.86817986

00:14:29.708 --> 00:14:31.906 I think Smilo and the Yale Cancer

NOTE Confidence: 0.86817986

00:14:31.906 --> 00:14:33.721 Center are wonderful examples of

NOTE Confidence: 0.86817986

00:14:33.721 --> 00:14:35.869 how that work can really advance

NOTE Confidence: 0.86817986

00:14:35.930 --> 00:14:37.720 care in a different direction

NOTE Confidence: 0.86817986

00:14:37.720 --> 00:14:38.962 across our enterprise.

NOTE Confidence: 0.86817986

00:14:38.962 --> 00:14:41.860 But basically we have these four pillars

NOTE Confidence: 0.902799042857143

00:14:41.927 --> 00:14:43.697 and I won't go into every

NOTE Confidence: 0.902799042857143

00:14:43.697 --> 00:14:45.280 item under the list here,

NOTE Confidence: 0.902799042857143

00:14:45.280 --> 00:14:47.296 but all of the work that we're doing

NOTE Confidence: 0.902799042857143

00:14:47.296 --> 00:14:49.743 that are priorities for us over the next  
NOTE Confidence: 0.902799042857143

00:14:49.743 --> 00:14:52.120 year are encapsulated in these four pillars.  
NOTE Confidence: 0.902799042857143

00:14:52.120 --> 00:14:53.794 Obviously the one that's most important  
NOTE Confidence: 0.902799042857143

00:14:53.794 --> 00:14:56.348 is core to who we are and what we do  
NOTE Confidence: 0.902799042857143

00:14:56.348 --> 00:14:58.279 is around quality, safety and service  
NOTE Confidence: 0.902799042857143

00:14:58.279 --> 00:15:00.757 and that's delivering world class care.  
NOTE Confidence: 0.902799042857143

00:15:00.760 --> 00:15:03.620 And contrary to what people may  
NOTE Confidence: 0.902799042857143

00:15:03.620 --> 00:15:05.496 feel or think or hear. When I speak,  
NOTE Confidence: 0.902799042857143

00:15:05.496 --> 00:15:07.400 I'm actually more interested in our quality,  
NOTE Confidence: 0.902799042857143

00:15:07.400 --> 00:15:10.370 safety and service agenda than I am in the  
NOTE Confidence: 0.902799042857143

00:15:10.370 --> 00:15:12.998 financial performance and turn around agenda.  
NOTE Confidence: 0.902799042857143

00:15:13.000 --> 00:15:15.800 However, we've had to deal with our  
NOTE Confidence: 0.902799042857143

00:15:15.800 --> 00:15:17.395 financial circumstances pretty urgently  
NOTE Confidence: 0.902799042857143

00:15:17.395 --> 00:15:19.677 since my arrival about a year ago.  
NOTE Confidence: 0.902799042857143

00:15:19.680 --> 00:15:21.878 But you'll see in the next fiscal  
NOTE Confidence: 0.902799042857143

00:15:21.878 --> 00:15:24.324 year there will be a relentless focus

NOTE Confidence: 0.902799042857143  
00:15:24.324 --> 00:15:26.478 on our quality and safety journey.  
NOTE Confidence: 0.902799042857143  
00:15:26.480 --> 00:15:28.328 When we look at our our quality  
NOTE Confidence: 0.902799042857143  
00:15:28.328 --> 00:15:29.120 and safety performance,  
NOTE Confidence: 0.902799042857143  
00:15:29.120 --> 00:15:32.585 what we see is while the way we are  
NOTE Confidence: 0.902799042857143  
00:15:32.585 --> 00:15:33.693 currently measuring ourselves in  
NOTE Confidence: 0.902799042857143  
00:15:33.693 --> 00:15:35.198 success and the system objectives,  
NOTE Confidence: 0.902799042857143  
00:15:35.200 --> 00:15:38.000 we have opportunities to improve  
NOTE Confidence: 0.902799042857143  
00:15:38.000 --> 00:15:39.940 significantly in our in in several  
NOTE Confidence: 0.902799042857143  
00:15:39.940 --> 00:15:41.920 of our quality and safety measures.  
NOTE Confidence: 0.902799042857143  
00:15:41.920 --> 00:15:45.256 And still there'll be a reigniting  
NOTE Confidence: 0.902799042857143  
00:15:45.256 --> 00:15:49.608 of our HRO principles, our practices,  
NOTE Confidence: 0.902799042857143  
00:15:49.608 --> 00:15:52.800 including rounding, whiteboarding,  
NOTE Confidence: 0.902799042857143  
00:15:52.800 --> 00:15:55.236 teared huddles in a very different way.  
NOTE Confidence: 0.902799042857143  
00:15:55.240 --> 00:15:56.360 I'm really going to Gemba.  
NOTE Confidence: 0.902799042857143  
00:15:56.360 --> 00:15:58.040 I'm a, I'm a real lean junkie.  
NOTE Confidence: 0.902799042857143

00:15:58.040 --> 00:16:00.544 I believe in the power of lean principles  
NOTE Confidence: 0.902799042857143

00:16:00.544 --> 00:16:02.248 because it's about engaging the  
NOTE Confidence: 0.902799042857143

00:16:02.248 --> 00:16:04.840 frontline staff around the work that we do.  
NOTE Confidence: 0.902799042857143

00:16:04.840 --> 00:16:06.200 It is not about leadership.  
NOTE Confidence: 0.902799042857143

00:16:06.200 --> 00:16:07.649 Dictating down leadership's  
NOTE Confidence: 0.902799042857143

00:16:07.649 --> 00:16:10.547 responsibility is to move remove the  
NOTE Confidence: 0.902799042857143

00:16:10.547 --> 00:16:12.959 barriers to success of the frontline.  
NOTE Confidence: 0.902799042857143

00:16:12.960 --> 00:16:15.360 And so it's a reigniting of those principles.  
NOTE Confidence: 0.902799042857143

00:16:15.360 --> 00:16:17.916 So I'm really excited about that.  
NOTE Confidence: 0.902799042857143

00:16:17.920 --> 00:16:19.480 Tethered to that is our work  
NOTE Confidence: 0.902799042857143

00:16:19.480 --> 00:16:20.520 around the HealthEquity space.  
NOTE Confidence: 0.902799042857143

00:16:20.520 --> 00:16:21.408 And again,  
NOTE Confidence: 0.902799042857143

00:16:21.408 --> 00:16:24.072 I think we are uniquely positioned  
NOTE Confidence: 0.902799042857143

00:16:24.072 --> 00:16:26.736 to really change the trajectory of  
NOTE Confidence: 0.902799042857143

00:16:26.736 --> 00:16:28.956 health disparities in this country.  
NOTE Confidence: 0.902799042857143

00:16:28.960 --> 00:16:30.193 And if there's any place you can do it,

NOTE Confidence: 0.902799042857143  
00:16:30.200 --> 00:16:32.118 you can actually do it in Connecticut.  
NOTE Confidence: 0.902799042857143  
00:16:32.120 --> 00:16:34.668 I said the same in Virginia because  
NOTE Confidence: 0.902799042857143  
00:16:34.668 --> 00:16:36.480 Virginia has fewer people than  
NOTE Confidence: 0.902799042857143  
00:16:36.480 --> 00:16:38.640 the whole city of New York.  
NOTE Confidence: 0.902799042857143  
00:16:38.640 --> 00:16:39.273 As I mentioned,  
NOTE Confidence: 0.902799042857143  
00:16:39.273 --> 00:16:40.750 I worked in both of those places  
NOTE Confidence: 0.902799042857143  
00:16:40.794 --> 00:16:42.199 and they're just very different.  
NOTE Confidence: 0.902799042857143  
00:16:42.200 --> 00:16:42.696 Connecticut,  
NOTE Confidence: 0.902799042857143  
00:16:42.696 --> 00:16:45.928 we too can change the well-being across  
NOTE Confidence: 0.902799042857143  
00:16:45.928 --> 00:16:48.008 multiple domains in in healthcare  
NOTE Confidence: 0.902799042857143  
00:16:48.008 --> 00:16:50.519 and of course most of you know,  
NOTE Confidence: 0.902799042857143  
00:16:50.520 --> 00:16:52.536 80% of health outcomes are associated  
NOTE Confidence: 0.902799042857143  
00:16:52.536 --> 00:16:54.439 with the social determinants of health.  
NOTE Confidence: 0.902799042857143  
00:16:54.440 --> 00:16:57.136 So we have to consider these things as  
NOTE Confidence: 0.902799042857143  
00:16:57.136 --> 00:16:58.860 we eliminate disparities and I believe  
NOTE Confidence: 0.902799042857143

00:16:58.860 --> 00:17:01.200 we can do that through our care signature.  
NOTE Confidence: 0.902799042857143

00:17:01.200 --> 00:17:04.440 I know this is a huge passion of both  
NOTE Confidence: 0.902799042857143

00:17:04.440 --> 00:17:07.240 Eric Weiner and Lori's and I know it's  
NOTE Confidence: 0.902799042857143

00:17:07.240 --> 00:17:09.640 permeating how we think about cancer care.  
NOTE Confidence: 0.902799042857143

00:17:09.640 --> 00:17:11.880 So I'm excited to see that work  
NOTE Confidence: 0.902799042857143

00:17:11.880 --> 00:17:13.987 where we have a lot of opportunities  
NOTE Confidence: 0.902799042857143

00:17:13.987 --> 00:17:15.600 around our service level, right.  
NOTE Confidence: 0.902799042857143

00:17:15.600 --> 00:17:17.840 When we look at our patient experience,  
NOTE Confidence: 0.902799042857143

00:17:17.840 --> 00:17:19.296 I don't think any of us would be  
NOTE Confidence: 0.902799042857143

00:17:19.296 --> 00:17:20.720 very proud of where we're situated,  
NOTE Confidence: 0.902799042857143

00:17:20.720 --> 00:17:24.600 whether we're looking at H caps or Presciani,  
NOTE Confidence: 0.902799042857143

00:17:24.600 --> 00:17:26.880 which looks at not just inpatient based care,  
NOTE Confidence: 0.902799042857143

00:17:26.880 --> 00:17:29.480 but outpatient based care.  
NOTE Confidence: 0.902799042857143

00:17:29.480 --> 00:17:31.044 And in H caps,  
NOTE Confidence: 0.902799042857143

00:17:31.044 --> 00:17:34.400 we are unfortunately in the 21st percentile,  
NOTE Confidence: 0.902799042857143

00:17:34.400 --> 00:17:34.731 right.

NOTE Confidence: 0.902799042857143  
00:17:34.731 --> 00:17:36.717 I don't think we deliver 21st  
NOTE Confidence: 0.902799042857143  
00:17:36.717 --> 00:17:37.710 percentile service to  
NOTE Confidence: 0.60699755  
00:17:37.776 --> 00:17:38.520 our patients,  
NOTE Confidence: 0.60699755  
00:17:38.520 --> 00:17:39.600 but that's what they're telling us.  
NOTE Confidence: 0.60699755  
00:17:39.600 --> 00:17:42.410 So we have an opportunity and similarly  
NOTE Confidence: 0.60699755  
00:17:42.410 --> 00:17:44.960 in the press gainey likelihood to  
NOTE Confidence: 0.60699755  
00:17:44.960 --> 00:17:47.639 recommend we're at the 60 some percentile,  
NOTE Confidence: 0.60699755  
00:17:47.640 --> 00:17:49.117 but it again you know we should  
NOTE Confidence: 0.60699755  
00:17:49.117 --> 00:17:50.479 be in the top quartile,  
NOTE Confidence: 0.60699755  
00:17:50.480 --> 00:17:51.888 top defile performance given  
NOTE Confidence: 0.60699755  
00:17:51.888 --> 00:17:54.280 who we are and what we do.  
NOTE Confidence: 0.60699755  
00:17:54.280 --> 00:17:56.000 So I went on a little long there,  
NOTE Confidence: 0.60699755  
00:17:56.000 --> 00:17:58.547 but I just want you to know that that's  
NOTE Confidence: 0.60699755  
00:17:58.547 --> 00:18:01.160 an area of real focus for us in 2024.  
NOTE Confidence: 0.60699755  
00:18:01.160 --> 00:18:02.600 And just a reminder,  
NOTE Confidence: 0.60699755

00:18:02.600 --> 00:18:04.714 our fiscal year runs October to September.

NOTE Confidence: 0.60699755

00:18:04.720 --> 00:18:07.840 So we're starting, we're in fiscal year 24.

NOTE Confidence: 0.60699755

00:18:07.840 --> 00:18:11.158 Second pillar here is around our workforce.

NOTE Confidence: 0.60699755

00:18:11.160 --> 00:18:13.278 Obviously we can only deliver superlative

NOTE Confidence: 0.60699755

00:18:13.278 --> 00:18:15.703 care when we have outstanding talent And

NOTE Confidence: 0.60699755

00:18:15.703 --> 00:18:18.843 one of the things that we know is that we

NOTE Confidence: 0.60699755

00:18:18.843 --> 00:18:20.935 have a huge number of vacancies, right.

NOTE Confidence: 0.60699755

00:18:20.935 --> 00:18:23.560 And that's a real challenge for us,

NOTE Confidence: 0.60699755

00:18:23.560 --> 00:18:24.919 particularly in our

NOTE Confidence: 0.60699755

00:18:24.919 --> 00:18:26.278 frontline caregiving staff.

NOTE Confidence: 0.60699755

00:18:26.280 --> 00:18:29.424 So a lot of effort around recruitment and

NOTE Confidence: 0.60699755

00:18:29.424 --> 00:18:32.480 retention of our clinical caregiving teams,

NOTE Confidence: 0.60699755

00:18:32.480 --> 00:18:34.560 our front patient facing teams,

NOTE Confidence: 0.60699755

00:18:34.560 --> 00:18:36.512 including our environmental services,

NOTE Confidence: 0.60699755

00:18:36.512 --> 00:18:37.000 transport,

NOTE Confidence: 0.60699755

00:18:37.000 --> 00:18:37.822 food services.

NOTE Confidence: 0.60699755

00:18:37.822 --> 00:18:39.877 It's a tough labor market.

NOTE Confidence: 0.60699755

00:18:39.880 --> 00:18:41.870 We've done really important strategic

NOTE Confidence: 0.60699755

00:18:41.870 --> 00:18:43.860 market adjustments and we'll continue

NOTE Confidence: 0.60699755

00:18:43.914 --> 00:18:45.559 to do those market adjustments.

NOTE Confidence: 0.60699755

00:18:45.560 --> 00:18:47.772 But you know it impacts our ability

NOTE Confidence: 0.60699755

00:18:47.772 --> 00:18:49.679 to recruit and retain people.

NOTE Confidence: 0.60699755

00:18:49.680 --> 00:18:52.928 But I'm thrilled to say our turnover has

NOTE Confidence: 0.60699755

00:18:52.928 --> 00:18:55.037 declined significantly over the last year.

NOTE Confidence: 0.60699755

00:18:55.040 --> 00:18:58.176 I was encouraged by our recent employee

NOTE Confidence: 0.60699755

00:18:58.176 --> 00:18:59.885 engagement survey that demonstrated

NOTE Confidence: 0.60699755

00:18:59.885 --> 00:19:02.075 our teams are feeling good about

NOTE Confidence: 0.60699755

00:19:02.075 --> 00:19:04.552 where we are and when we address

NOTE Confidence: 0.60699755

00:19:04.552 --> 00:19:06.888 issues they are feeling supported.

NOTE Confidence: 0.60699755

00:19:06.888 --> 00:19:09.398 Of course we have opportunity.

NOTE Confidence: 0.60699755

00:19:09.400 --> 00:19:11.296 I will just say two of those big

NOTE Confidence: 0.60699755

00:19:11.296 --> 00:19:12.601 buckets of opportunity around  
NOTE Confidence: 0.60699755

00:19:12.601 --> 00:19:14.917 security and safety of our workforce.  
NOTE Confidence: 0.60699755

00:19:14.920 --> 00:19:16.748 And you'll see recommendations  
NOTE Confidence: 0.60699755

00:19:16.748 --> 00:19:19.033 coming forward soon to improve  
NOTE Confidence: 0.60699755

00:19:19.040 --> 00:19:20.640 our security and safety,  
NOTE Confidence: 0.60699755

00:19:20.640 --> 00:19:23.520 which I think is also linked to  
NOTE Confidence: 0.60699755

00:19:23.520 --> 00:19:25.890 some of the experiences our staff  
NOTE Confidence: 0.60699755

00:19:25.890 --> 00:19:27.844 are having when patients are  
NOTE Confidence: 0.60699755

00:19:27.844 --> 00:19:29.784 inflicting harm or visitors are  
NOTE Confidence: 0.60699755

00:19:29.784 --> 00:19:31.487 inflicting harm to our caregivers.  
NOTE Confidence: 0.60699755

00:19:31.487 --> 00:19:34.000 So we we're going to be addressing that.  
NOTE Confidence: 0.60699755

00:19:34.000 --> 00:19:37.129 We're launching and or in some cases  
NOTE Confidence: 0.60699755

00:19:37.129 --> 00:19:39.080 launching our affinity groups,  
NOTE Confidence: 0.60699755

00:19:39.080 --> 00:19:41.789 meaning looking at our people who are  
NOTE Confidence: 0.60699755

00:19:41.789 --> 00:19:43.986 especially interested in being allies  
NOTE Confidence: 0.60699755

00:19:43.986 --> 00:19:46.396 and supportive of different demographics,

NOTE Confidence: 0.60699755

00:19:46.400 --> 00:19:48.288 whether it's our veterans,

NOTE Confidence: 0.60699755

00:19:48.288 --> 00:19:50.524 women, people of color,

NOTE Confidence: 0.60699755

00:19:50.524 --> 00:19:53.154 really launching affinity groups to

NOTE Confidence: 0.60699755

00:19:53.154 --> 00:19:54.798 strengthen our bonds here of allies.

NOTE Confidence: 0.60699755

00:19:54.800 --> 00:19:57.236 Ship at Yale, New Haven Health System,

NOTE Confidence: 0.60699755

00:19:57.240 --> 00:20:00.480 so excited about that too.

NOTE Confidence: 0.60699755

00:20:00.480 --> 00:20:03.808 Going into the next quadrant of looking at

NOTE Confidence: 0.60699755

00:20:03.808 --> 00:20:07.520 growth and agile and accelerated growth here,

NOTE Confidence: 0.60699755

00:20:07.520 --> 00:20:09.088 probably the one I want to call

NOTE Confidence: 0.60699755

00:20:09.088 --> 00:20:10.687 out the most is access, right.

NOTE Confidence: 0.60699755

00:20:10.687 --> 00:20:14.400 How many times do you hear that word a day?

NOTE Confidence: 0.60699755

00:20:14.400 --> 00:20:16.204 Clearly we have opportunity

NOTE Confidence: 0.60699755

00:20:16.204 --> 00:20:17.557 to improve access,

NOTE Confidence: 0.60699755

00:20:17.560 --> 00:20:19.684 Access across multiple specialties.

NOTE Confidence: 0.60699755

00:20:19.684 --> 00:20:23.360 None of us are satisfied with that.

NOTE Confidence: 0.60699755

00:20:23.360 --> 00:20:25.226 Someone recently asked how will we  
NOTE Confidence: 0.60699755

00:20:25.226 --> 00:20:26.942 know we've we're successful and I  
NOTE Confidence: 0.60699755

00:20:26.942 --> 00:20:28.622 said when you no longer have to call  
NOTE Confidence: 0.60699755

00:20:28.680 --> 00:20:30.336 somebody to get an appointment right  
NOTE Confidence: 0.60699755

00:20:30.336 --> 00:20:32.468 all of us probably have to phone a  
NOTE Confidence: 0.60699755

00:20:32.468 --> 00:20:34.327 friend or ask or friends or family  
NOTE Confidence: 0.60699755

00:20:34.327 --> 00:20:36.640 ask can you get me in kind of thing.  
NOTE Confidence: 0.60699755

00:20:36.640 --> 00:20:39.550 So a heightened level work there  
NOTE Confidence: 0.60699755

00:20:39.550 --> 00:20:41.495 access 365 and I hope you've  
NOTE Confidence: 0.60699755

00:20:41.495 --> 00:20:42.950 been hearing about it if  
NOTE Confidence: 0.5692839

00:20:43.019 --> 00:20:44.159 not you will soon.  
NOTE Confidence: 0.5692839

00:20:44.160 --> 00:20:46.904 And just we we're doing a lot of  
NOTE Confidence: 0.5692839

00:20:46.904 --> 00:20:49.160 work around strategic planning.  
NOTE Confidence: 0.5692839

00:20:49.160 --> 00:20:51.456 If you look at the map of where  
NOTE Confidence: 0.5692839

00:20:51.456 --> 00:20:54.013 Yale New Haven Hospital and Health  
NOTE Confidence: 0.5692839

00:20:54.013 --> 00:20:55.917 System where we're located,

NOTE Confidence: 0.5692839

00:20:55.920 --> 00:20:58.100 we are heavily populated

NOTE Confidence: 0.5692839

00:20:58.100 --> 00:21:00.280 all across the shoreline,

NOTE Confidence: 0.5692839

00:21:00.280 --> 00:21:02.960 the Connecticut shoreline in particular.

NOTE Confidence: 0.5692839

00:21:02.960 --> 00:21:04.655 So we know there's opportunity

NOTE Confidence: 0.5692839

00:21:04.655 --> 00:21:06.945 to grow into the inside part of

NOTE Confidence: 0.5692839

00:21:06.945 --> 00:21:08.960 the state to the north of us.

NOTE Confidence: 0.5692839

00:21:08.960 --> 00:21:10.040 I guess if you call it,

NOTE Confidence: 0.5692839

00:21:10.040 --> 00:21:11.160 I'm not sure some people call it E,

NOTE Confidence: 0.5692839

00:21:11.160 --> 00:21:12.080 some people call it NI,

NOTE Confidence: 0.5692839

00:21:12.080 --> 00:21:12.976 call it N into.

NOTE Confidence: 0.5692839

00:21:12.976 --> 00:21:14.664 You know we have a hospital in

NOTE Confidence: 0.5692839

00:21:14.664 --> 00:21:16.099 Rhode Island and expanding that

NOTE Confidence: 0.5692839

00:21:16.099 --> 00:21:17.910 way especially as we think about

NOTE Confidence: 0.5692839

00:21:17.910 --> 00:21:19.759 some of our tertiary services and

NOTE Confidence: 0.5692839

00:21:19.759 --> 00:21:21.673 then opportunity to go South or

NOTE Confidence: 0.5692839

00:21:21.673 --> 00:21:23.719 West depending on on what you think  
NOTE Confidence: 0.5692839

00:21:23.720 --> 00:21:25.449 into markets where we have a little  
NOTE Confidence: 0.5692839

00:21:25.449 --> 00:21:27.598 bit of a foothold but not enough.  
NOTE Confidence: 0.5692839

00:21:27.600 --> 00:21:30.744 So a lot of work happening as we  
NOTE Confidence: 0.5692839

00:21:30.744 --> 00:21:33.701 think about that strategic plan and  
NOTE Confidence: 0.5692839

00:21:33.701 --> 00:21:35.987 you see here multi channel care  
NOTE Confidence: 0.5692839

00:21:35.987 --> 00:21:38.245 that's just probably a little too  
NOTE Confidence: 0.5692839

00:21:38.245 --> 00:21:40.674 cute for the term just care continuum.  
NOTE Confidence: 0.5692839

00:21:40.680 --> 00:21:42.656 All of us know that care is shifting  
NOTE Confidence: 0.5692839

00:21:42.656 --> 00:21:43.879 from inpatient to outpatient.  
NOTE Confidence: 0.5692839

00:21:43.880 --> 00:21:46.679 That happened a long time ago in cancer care,  
NOTE Confidence: 0.5692839

00:21:46.680 --> 00:21:48.620 but it's happening across the  
NOTE Confidence: 0.5692839

00:21:48.620 --> 00:21:50.560 health system and across services.  
NOTE Confidence: 0.5692839

00:21:50.560 --> 00:21:52.960 And so we have to shore up our  
NOTE Confidence: 0.5692839

00:21:52.960 --> 00:21:54.640 ambulatory services and and honestly,  
NOTE Confidence: 0.5692839

00:21:54.640 --> 00:21:56.410 people now are getting care in

NOTE Confidence: 0.5692839

00:21:56.410 --> 00:21:58.280 their home or through telehealth.

NOTE Confidence: 0.5692839

00:21:58.280 --> 00:22:00.156 And so how do we think about

NOTE Confidence: 0.5692839

00:22:00.156 --> 00:22:00.960 using those resources?

NOTE Confidence: 0.5692839

00:22:00.960 --> 00:22:02.490 We have home health services

NOTE Confidence: 0.5692839

00:22:02.490 --> 00:22:03.714 in our health system.

NOTE Confidence: 0.5692839

00:22:03.720 --> 00:22:06.040 We need to optimize how we utilize that.

NOTE Confidence: 0.5692839

00:22:06.040 --> 00:22:08.035 Patients want to stay closer to home,

NOTE Confidence: 0.5692839

00:22:08.040 --> 00:22:09.104 if not at home,

NOTE Confidence: 0.5692839

00:22:09.104 --> 00:22:10.700 they don't want to be admitted

NOTE Confidence: 0.5692839

00:22:10.767 --> 00:22:12.157 and that's a good thing.

NOTE Confidence: 0.5692839

00:22:12.160 --> 00:22:15.462 But we have to leverage our current

NOTE Confidence: 0.5692839

00:22:15.462 --> 00:22:17.517 platforms to better suit that.

NOTE Confidence: 0.5692839

00:22:17.520 --> 00:22:19.944 And then finally of course financial

NOTE Confidence: 0.5692839

00:22:19.944 --> 00:22:22.719 sustainability and and and stewardship here.

NOTE Confidence: 0.5692839

00:22:22.720 --> 00:22:24.840 And I'm going to spend time because that

NOTE Confidence: 0.5692839

00:22:24.840 --> 00:22:27.278 really is the crux of strengthening the core.

NOTE Confidence: 0.5692839

00:22:27.280 --> 00:22:28.930 It's not the only part of

NOTE Confidence: 0.5692839

00:22:28.930 --> 00:22:29.755 strengthening the core,

NOTE Confidence: 0.5692839

00:22:29.760 --> 00:22:31.015 but figured you'll you'll get

NOTE Confidence: 0.5692839

00:22:31.015 --> 00:22:32.680 a good sense of that pillar.

NOTE Confidence: 0.5692839

00:22:32.680 --> 00:22:34.520 When I talk about that,

NOTE Confidence: 0.5692839

00:22:34.520 --> 00:22:36.040 undergirding all of this work,

NOTE Confidence: 0.5692839

00:22:36.040 --> 00:22:37.432 as I said earlier,

NOTE Confidence: 0.5692839

00:22:37.432 --> 00:22:39.520 is the expectation that we are

NOTE Confidence: 0.5692839

00:22:39.596 --> 00:22:41.886 more closely aligned with our

NOTE Confidence: 0.5692839

00:22:41.886 --> 00:22:43.718 School of Medicine partners.

NOTE Confidence: 0.5692839

00:22:43.720 --> 00:22:45.025 And you know,

NOTE Confidence: 0.5692839

00:22:45.025 --> 00:22:47.200 there's been a long history

NOTE Confidence: 0.5692839

00:22:47.200 --> 00:22:48.946 of of relationship,

NOTE Confidence: 0.5692839

00:22:48.946 --> 00:22:51.965 but not necessarily partnership, right?

NOTE Confidence: 0.5692839

00:22:51.965 --> 00:22:54.800 And so now, as Doctor Billingsley said,

NOTE Confidence: 0.5692839

00:22:54.800 --> 00:22:56.956 he's fiercely committed to the DYAD model.

NOTE Confidence: 0.5692839

00:22:56.960 --> 00:22:59.116 That's what this is on steroids, right?

NOTE Confidence: 0.5692839

00:22:59.116 --> 00:23:01.048 There needs to be this DYAD partnership

NOTE Confidence: 0.5692839

00:23:01.048 --> 00:23:03.036 between the school and the health system.

NOTE Confidence: 0.5692839

00:23:03.040 --> 00:23:05.758 As we execute on all of this hard work.

NOTE Confidence: 0.5692839

00:23:05.760 --> 00:23:08.665 We are inextricably linked and to think

NOTE Confidence: 0.5692839

00:23:08.665 --> 00:23:11.488 that we can't operate one without the

NOTE Confidence: 0.5692839

00:23:11.488 --> 00:23:14.998 other is a mistake to to think that way.

NOTE Confidence: 0.5692839

00:23:15.000 --> 00:23:16.575 Our greatness lies in us

NOTE Confidence: 0.5692839

00:23:16.575 --> 00:23:17.520 working Better Together.

NOTE Confidence: 0.5692839

00:23:17.520 --> 00:23:20.635 So we're whether it's creating a new

NOTE Confidence: 0.5692839

00:23:20.635 --> 00:23:22.988 funds flow model which has launched

NOTE Confidence: 0.5692839

00:23:22.988 --> 00:23:25.397 this year as well as as I said the

NOTE Confidence: 0.5692839

00:23:25.397 --> 00:23:26.937 first joint strategic plan that's

NOTE Confidence: 0.5692839

00:23:26.937 --> 00:23:29.119 been done in a very long time,

NOTE Confidence: 0.5692839

00:23:29.120 --> 00:23:30.104 which is critical, right.  
NOTE Confidence: 0.5692839

00:23:30.104 --> 00:23:31.580 We can't all be rowing in  
NOTE Confidence: 0.7460936

00:23:31.633 --> 00:23:34.264 different directions and then also looking  
NOTE Confidence: 0.7460936

00:23:34.264 --> 00:23:36.805 at our clinically integrated network that  
NOTE Confidence: 0.7460936

00:23:36.805 --> 00:23:39.801 Peg McGovern is leading that tightens the  
NOTE Confidence: 0.7460936

00:23:39.801 --> 00:23:41.801 relationship between Yale Medicine and  
NOTE Confidence: 0.7460936

00:23:41.801 --> 00:23:44.718 EMG and our community based providers.  
NOTE Confidence: 0.7460936

00:23:44.720 --> 00:23:47.328 So lots of exciting work, but that's  
NOTE Confidence: 0.7460936

00:23:47.328 --> 00:23:49.440 what we're working on in fiscal year 24.  
NOTE Confidence: 0.7460936

00:23:49.440 --> 00:23:51.480 So at least I understand why I'm tired,  
NOTE Confidence: 0.7460936

00:23:51.480 --> 00:23:54.045 right? When I think about all of this effort  
NOTE Confidence: 0.7460936

00:23:54.045 --> 00:23:56.315 and probably why you're tired too is,  
NOTE Confidence: 0.7460936

00:23:56.315 --> 00:23:57.875 you know, we have a lot going on.  
NOTE Confidence: 0.7460936

00:23:57.880 --> 00:24:00.643 And I hope this gives a little bit of  
NOTE Confidence: 0.7460936

00:24:00.643 --> 00:24:02.640 an overview. Next slide, please. Renee,  
NOTE Confidence: 0.95349175

00:24:05.760 --> 00:24:07.678 Again, I think I talked about this,

NOTE Confidence: 0.95349175

00:24:07.680 --> 00:24:09.240 you know, why strengthening the

NOTE Confidence: 0.95349175

00:24:09.240 --> 00:24:10.800 core has been so important.

NOTE Confidence: 0.95349175

00:24:10.800 --> 00:24:12.968 It's just there's just lots of market forces

NOTE Confidence: 0.95349175

00:24:12.968 --> 00:24:15.040 impacting us and it's not here just at Yale,

NOTE Confidence: 0.95349175

00:24:15.040 --> 00:24:18.274 New Haven, but it's across the country.

NOTE Confidence: 0.95349175

00:24:18.280 --> 00:24:20.128 As I said earlier, we're seeing the

NOTE Confidence: 0.95349175

00:24:20.128 --> 00:24:22.159 shift more to ambulatory home based,

NOTE Confidence: 0.95349175

00:24:22.160 --> 00:24:24.656 community based care.

NOTE Confidence: 0.95349175

00:24:24.656 --> 00:24:28.292 Our expenses have far are starting

NOTE Confidence: 0.95349175

00:24:28.292 --> 00:24:30.757 to far exceed our revenue.

NOTE Confidence: 0.95349175

00:24:30.760 --> 00:24:32.648 You know salary amounts,

NOTE Confidence: 0.95349175

00:24:32.648 --> 00:24:35.480 labor force expenses are growing up,

NOTE Confidence: 0.95349175

00:24:35.480 --> 00:24:38.144 going up as are other things

NOTE Confidence: 0.95349175

00:24:38.144 --> 00:24:39.476 like our supplies.

NOTE Confidence: 0.95349175

00:24:39.480 --> 00:24:40.880 IT, you know the amount of money

NOTE Confidence: 0.95349175

00:24:40.880 --> 00:24:42.437 we now have to pay for software,  
NOTE Confidence: 0.95349175

00:24:42.440 --> 00:24:44.757 hardware just to keep the lights on,  
NOTE Confidence: 0.95349175

00:24:44.760 --> 00:24:46.872 pretty significant increases in  
NOTE Confidence: 0.95349175

00:24:46.872 --> 00:24:49.512 drug expenses and supply expenses.  
NOTE Confidence: 0.95349175

00:24:49.520 --> 00:24:51.305 All those things that are going up  
NOTE Confidence: 0.95349175

00:24:51.305 --> 00:24:53.245 and cost at home are going up in  
NOTE Confidence: 0.95349175

00:24:53.245 --> 00:24:55.115 cost Tier 2 and yet the reimbursement  
NOTE Confidence: 0.95349175

00:24:55.115 --> 00:24:57.215 is declining as things push to  
NOTE Confidence: 0.95349175

00:24:57.215 --> 00:24:58.430 the outpatient environment,  
NOTE Confidence: 0.95349175

00:24:58.430 --> 00:25:02.000 good for patients but harder for us.  
NOTE Confidence: 0.95349175

00:25:02.000 --> 00:25:03.620 In addition inpatient rates are  
NOTE Confidence: 0.95349175

00:25:03.620 --> 00:25:05.240 also declining and and that's  
NOTE Confidence: 0.95349175

00:25:05.300 --> 00:25:06.870 has historically went then where  
NOTE Confidence: 0.95349175

00:25:06.870 --> 00:25:08.760 our bread and butter comes from.  
NOTE Confidence: 0.95349175

00:25:08.760 --> 00:25:10.440 So it's creating this pressure on  
NOTE Confidence: 0.95349175

00:25:10.440 --> 00:25:12.598 us and it's not going away right.

NOTE Confidence: 0.95349175

00:25:12.600 --> 00:25:14.724 These are not one time changes

NOTE Confidence: 0.95349175

00:25:14.724 --> 00:25:17.318 we have to change for the future.

NOTE Confidence: 0.95349175

00:25:17.320 --> 00:25:19.144 So strengthening the core is really

NOTE Confidence: 0.95349175

00:25:19.144 --> 00:25:21.395 about a multi year approach to that

NOTE Confidence: 0.95349175

00:25:21.395 --> 00:25:23.906 change and of course you know we

NOTE Confidence: 0.95349175

00:25:23.906 --> 00:25:26.034 don't do this work to turn a profit.

NOTE Confidence: 0.95349175

00:25:26.040 --> 00:25:27.117 We're not-for-profit institution.

NOTE Confidence: 0.95349175

00:25:27.117 --> 00:25:29.630 We we do this work because we

NOTE Confidence: 0.95349175

00:25:29.689 --> 00:25:30.997 believe in the mission.

NOTE Confidence: 0.95349175

00:25:31.000 --> 00:25:31.437 However,

NOTE Confidence: 0.95349175

00:25:31.437 --> 00:25:34.496 we have to return back to profitability

NOTE Confidence: 0.95349175

00:25:34.496 --> 00:25:37.110 in order to reinvest back in

NOTE Confidence: 0.95349175

00:25:37.110 --> 00:25:39.180 our workforce and reinvest back

NOTE Confidence: 0.95349175

00:25:39.180 --> 00:25:41.517 in things like our capital.

NOTE Confidence: 0.95349175

00:25:41.520 --> 00:25:41.986 I think,

NOTE Confidence: 0.95349175

00:25:41.986 --> 00:25:43.850 you know I spent a lot of time  
NOTE Confidence: 0.95349175

00:25:43.914 --> 00:25:45.302 talking about radiation therapy  
NOTE Confidence: 0.95349175

00:25:45.302 --> 00:25:47.948 with Lori and and Eric and you know  
NOTE Confidence: 0.95349175

00:25:47.948 --> 00:25:49.956 to to change out one of our lunar  
NOTE Confidence: 0.95349175

00:25:49.960 --> 00:25:52.346 accelerators is no small feat, right.  
NOTE Confidence: 0.95349175

00:25:52.346 --> 00:25:55.114 That alone I think one machine is 3,000,000,  
NOTE Confidence: 0.95349175

00:25:55.120 --> 00:25:57.128 is that right, Lori?  
NOTE Confidence: 0.95349175

00:25:57.128 --> 00:25:58.634 Something like that.  
NOTE Confidence: 0.95349175

00:25:58.640 --> 00:25:59.956 And when you have the construction cost,  
NOTE Confidence: 0.32963234

00:26:00.360 --> 00:26:01.640 yeah, just for the machine.  
NOTE Confidence: 0.32963234

00:26:01.640 --> 00:26:02.870 And I think actually I think  
NOTE Confidence: 0.32963234

00:26:02.870 --> 00:26:04.119 Doctor Glaze was on here too.  
NOTE Confidence: 0.32963234

00:26:04.120 --> 00:26:05.085 So he could I definitely  
NOTE Confidence: 0.32963234

00:26:05.085 --> 00:26:06.320 fill you in on all that.  
NOTE Confidence: 0.32963234

00:26:06.320 --> 00:26:07.644 But yeah, so yeah,  
NOTE Confidence: 0.32963234

00:26:07.644 --> 00:26:09.630 it's about 3 million for the

NOTE Confidence: 0.32963234

00:26:09.704 --> 00:26:11.779 machine and then probably another

NOTE Confidence: 0.32963234

00:26:11.779 --> 00:26:14.186 few million just to to reconstruct

NOTE Confidence: 0.32963234

00:26:14.186 --> 00:26:16.960 and do all the work that needs. So

NOTE Confidence: 0.4853775

00:26:16.960 --> 00:26:19.160 that's just for one machine, right.

NOTE Confidence: 0.4853775

00:26:19.160 --> 00:26:23.078 When you look at something like SRC, the SRC,

NOTE Confidence: 0.4853775

00:26:23.080 --> 00:26:26.840 the Neurosciences Tower in the HVCIR,

NOTE Confidence: 0.4853775

00:26:26.840 --> 00:26:29.440 that building is \$800 million

NOTE Confidence: 0.4853775

00:26:29.440 --> 00:26:30.560 to do that whole project,

NOTE Confidence: 0.4853775

00:26:30.560 --> 00:26:32.000 including the parking garage,

NOTE Confidence: 0.4853775

00:26:32.000 --> 00:26:33.800 800 million do you like,

NOTE Confidence: 0.4853775

00:26:33.800 --> 00:26:35.522 that's almost a billion dollars for

NOTE Confidence: 0.4853775

00:26:35.522 --> 00:26:37.439 one project and it's a big project.

NOTE Confidence: 0.4853775

00:26:37.440 --> 00:26:40.485 However, you can see why the criticality

NOTE Confidence: 0.4853775

00:26:40.485 --> 00:26:42.420 of returning or reinvesting back

NOTE Confidence: 0.4853775

00:26:42.420 --> 00:26:44.670 in ourselves and I talked again

NOTE Confidence: 0.4853775

00:26:44.735 --> 00:26:46.519 about those community models.

NOTE Confidence: 0.4853775

00:26:46.520 --> 00:26:49.040 Next slide.

NOTE Confidence: 0.4853775

00:26:49.040 --> 00:26:51.640 So again, won't go into all this detail,

NOTE Confidence: 0.4853775

00:26:51.640 --> 00:26:53.206 but this is the framework of

NOTE Confidence: 0.4853775

00:26:53.206 --> 00:26:54.867 strengthening the core and we called

NOTE Confidence: 0.4853775

00:26:54.867 --> 00:26:56.547 it strengthening the core because we

NOTE Confidence: 0.4853775

00:26:56.547 --> 00:26:58.152 created this framework because we were

NOTE Confidence: 0.4853775

00:26:58.152 --> 00:26:59.920 at one point had all these different

NOTE Confidence: 0.4853775

00:26:59.920 --> 00:27:01.880 ideas coming from us left and right.

NOTE Confidence: 0.4853775

00:27:01.880 --> 00:27:04.701 And we know we needed to encapsulate

NOTE Confidence: 0.4853775

00:27:04.701 --> 00:27:06.904 the work into one coordinated activity.

NOTE Confidence: 0.4853775

00:27:06.904 --> 00:27:08.896 And I am leading that coordinated

NOTE Confidence: 0.4853775

00:27:08.896 --> 00:27:10.997 activity on behalf of the health system.

NOTE Confidence: 0.4853775

00:27:11.000 --> 00:27:12.080 But you can see many,

NOTE Confidence: 0.4853775

00:27:12.080 --> 00:27:13.360 many people are involved.

NOTE Confidence: 0.4853775

00:27:13.360 --> 00:27:14.000 Right now,

NOTE Confidence: 0.4853775

00:27:14.000 --> 00:27:17.070 we have 41 plus work streams that are

NOTE Confidence: 0.4853775

00:27:17.070 --> 00:27:18.750 addressing different parts of the

NOTE Confidence: 0.4853775

00:27:18.750 --> 00:27:21.000 organization and what we can improve.

NOTE Confidence: 0.4853775

00:27:21.000 --> 00:27:23.324 We're we're bundling those into 5 focus

NOTE Confidence: 0.4853775

00:27:23.324 --> 00:27:25.960 areas and you can see them listed here.

NOTE Confidence: 0.4853775

00:27:25.960 --> 00:27:28.042 And we have executive leaders support

NOTE Confidence: 0.4853775

00:27:28.042 --> 00:27:30.799 from our Office of Strategic Management.

NOTE Confidence: 0.4853775

00:27:30.800 --> 00:27:32.585 Our finance colleagues are helping

NOTE Confidence: 0.4853775

00:27:32.585 --> 00:27:34.796 to support each of these work

NOTE Confidence: 0.4853775

00:27:34.796 --> 00:27:37.664 streams together with local leaders

NOTE Confidence: 0.4853775

00:27:37.664 --> 00:27:41.333 and local staff who who understand

NOTE Confidence: 0.4853775

00:27:41.333 --> 00:27:43.998 the details of our operations.

NOTE Confidence: 0.4853775

00:27:44.000 --> 00:27:46.360 This is not about just what I call

NOTE Confidence: 0.4853775

00:27:46.360 --> 00:27:48.278 nipping around the edges of savings.

NOTE Confidence: 0.4853775

00:27:48.280 --> 00:27:51.088 This is really about how can we redesign

NOTE Confidence: 0.4853775

00:27:51.088 --> 00:27:53.957 the care that we're providing to be  
NOTE Confidence: 0.4853775

00:27:53.957 --> 00:27:56.663 more efficient to facilitate access  
NOTE Confidence: 0.4853775

00:27:56.663 --> 00:27:59.147 and therefore generate opportunities  
NOTE Confidence: 0.4853775

00:27:59.147 --> 00:28:02.825 for incremental revenue so that we have  
NOTE Confidence: 0.4853775

00:28:02.825 --> 00:28:04.995 a more sustainable financial model.  
NOTE Confidence: 0.4853775

00:28:05.000 --> 00:28:07.430 I won't you know some of these are obvious  
NOTE Confidence: 0.4853775

00:28:07.430 --> 00:28:09.639 and we've been working on for years.  
NOTE Confidence: 0.4853775

00:28:09.640 --> 00:28:11.176 If you look right in the middle of  
NOTE Confidence: 0.4853775

00:28:11.176 --> 00:28:12.889 the page there under high value care  
NOTE Confidence: 0.4853775

00:28:12.889 --> 00:28:14.440 delivery you'll see length of stay.  
NOTE Confidence: 0.4853775

00:28:14.440 --> 00:28:16.000 We have shown tremendous improvement  
NOTE Confidence: 0.4853775

00:28:16.000 --> 00:28:17.560 in our length of stay.  
NOTE Confidence: 0.4853775

00:28:17.560 --> 00:28:18.892 We still have opportunity,  
NOTE Confidence: 0.4853775

00:28:18.892 --> 00:28:20.890 but we've been improving over this  
NOTE Confidence: 0.4853775

00:28:20.946 --> 00:28:22.556 past year in particular there's  
NOTE Confidence: 0.4853775

00:28:22.556 --> 00:28:24.527 huge savings when we reduce length

NOTE Confidence: 0.4853775

00:28:24.527 --> 00:28:26.357 of stay and it's actually better

NOTE Confidence: 0.4853775

00:28:26.357 --> 00:28:28.180 for our patients and also enables

NOTE Confidence: 0.4853775

00:28:28.180 --> 00:28:30.280 us to get more patients back in.

NOTE Confidence: 0.4853775

00:28:30.280 --> 00:28:33.718 Other projects are a little are new to us.

NOTE Confidence: 0.4853775

00:28:33.720 --> 00:28:34.728 So for example,

NOTE Confidence: 0.4853775

00:28:34.728 --> 00:28:37.080 as we think about as the group,

NOTE Confidence: 0.4853775

00:28:37.080 --> 00:28:38.964 as the organization think about the

NOTE Confidence: 0.4853775

00:28:38.964 --> 00:28:41.112 scope of practice of our AP PS, right.

NOTE Confidence: 0.4853775

00:28:41.112 --> 00:28:43.288 AP PS really want to function at the

NOTE Confidence: 0.4853775

00:28:43.288 --> 00:28:45.132 top of their license where they're

NOTE Confidence: 0.4853775

00:28:45.132 --> 00:28:47.562 able to see their own panel of

NOTE Confidence: 0.4853775

00:28:47.562 --> 00:28:49.707 patients or really support direct

NOTE Confidence: 0.4853775

00:28:49.707 --> 00:28:50.994 patient independent caregiving.

NOTE Confidence: 0.4853775

00:28:51.000 --> 00:28:52.930 So we're evaluating that model

NOTE Confidence: 0.4853775

00:28:52.930 --> 00:28:54.474 across the health system,

NOTE Confidence: 0.4853775

00:28:54.480 --> 00:28:56.425 across departments and divisions and  
NOTE Confidence: 0.4853775

00:28:56.425 --> 00:28:59.147 how we can optimize that and ensure  
NOTE Confidence: 0.4853775

00:28:59.147 --> 00:29:01.289 that our local clinic and operations  
NOTE Confidence: 0.4853775

00:29:01.289 --> 00:29:04.018 have the support they need so that AP  
NOTE Confidence: 0.4853775

00:29:04.018 --> 00:29:06.208 PS can really function at the type  
NOTE Confidence: 0.4853775

00:29:06.208 --> 00:29:08.000 of license that is just launching.  
NOTE Confidence: 0.4853775

00:29:08.000 --> 00:29:10.238 And again, some areas do this perfectly well.  
NOTE Confidence: 0.4853775

00:29:10.240 --> 00:29:12.760 Some other areas have real opportunities.  
NOTE Confidence: 0.4853775

00:29:12.760 --> 00:29:14.755 We want to learn from each other.  
NOTE Confidence: 0.77694786

00:29:14.760 --> 00:29:17.126 And so that that team is really  
NOTE Confidence: 0.77694786

00:29:17.126 --> 00:29:19.407 just launching this year and there's  
NOTE Confidence: 0.77694786

00:29:19.407 --> 00:29:21.397 a lot of wonderful opportunity.  
NOTE Confidence: 0.77694786

00:29:21.400 --> 00:29:22.159 Next slide please.  
NOTE Confidence: 0.73892325

00:29:24.320 --> 00:29:28.040 So if you we look to see for fiscal year 24,  
NOTE Confidence: 0.73892325

00:29:28.040 --> 00:29:31.433 as I said this is a multi year approach  
NOTE Confidence: 0.73892325

00:29:31.440 --> 00:29:34.205 with the goal of breaking even meaning

NOTE Confidence: 0.73892325

00:29:34.205 --> 00:29:36.758 to generate a margin this year.

NOTE Confidence: 0.73892325

00:29:36.760 --> 00:29:38.360 The these work streams,

NOTE Confidence: 0.73892325

00:29:38.360 --> 00:29:41.568 these work group made-up made-up of hundreds

NOTE Confidence: 0.73892325

00:29:41.568 --> 00:29:44.078 of people participating have identified

NOTE Confidence: 0.73892325

00:29:44.080 --> 00:29:47.518 more than \$388 million in opportunity.

NOTE Confidence: 0.73892325

00:29:47.520 --> 00:29:49.746 Half of that opportunity is associated

NOTE Confidence: 0.73892325

00:29:49.746 --> 00:29:52.238 with generating more revenue and half of

NOTE Confidence: 0.73892325

00:29:52.238 --> 00:29:54.902 it is associated with expense reductions or

NOTE Confidence: 0.73892325

00:29:54.902 --> 00:29:57.674 expense improvements and you can see here,

NOTE Confidence: 0.73892325

00:29:57.680 --> 00:29:59.756 this is the revenue slide slide.

NOTE Confidence: 0.73892325

00:29:59.760 --> 00:30:02.280 So these are our targeted

NOTE Confidence: 0.73892325

00:30:02.280 --> 00:30:03.735 performance or pickups.

NOTE Confidence: 0.73892325

00:30:03.735 --> 00:30:05.675 For fiscal year 24,

NOTE Confidence: 0.73892325

00:30:05.680 --> 00:30:08.177 we're expecting about \$284,000,000

NOTE Confidence: 0.73892325

00:30:08.177 --> 00:30:10.005 in incremental revenue associated

NOTE Confidence: 0.73892325

00:30:10.005 --> 00:30:12.404 with this work stream and you can

NOTE Confidence: 0.73892325

00:30:12.404 --> 00:30:15.080 see them listed here, right, A A,

NOTE Confidence: 0.73892325

00:30:15.080 --> 00:30:18.106 a huge amount highly leveraged

NOTE Confidence: 0.73892325

00:30:18.106 --> 00:30:20.436 and especially in retail pharmacy.

NOTE Confidence: 0.73892325

00:30:20.440 --> 00:30:22.526 And again I know it's an important

NOTE Confidence: 0.73892325

00:30:22.526 --> 00:30:24.519 space for oncology and non chemo

NOTE Confidence: 0.73892325

00:30:24.519 --> 00:30:25.560 infusion in particular.

NOTE Confidence: 0.73892325

00:30:25.560 --> 00:30:27.485 So you know the work teams have

NOTE Confidence: 0.73892325

00:30:27.485 --> 00:30:29.228 really worked very hard to not

NOTE Confidence: 0.73892325

00:30:29.228 --> 00:30:30.658 overestimate here and to really

NOTE Confidence: 0.73892325

00:30:30.658 --> 00:30:32.844 put onto paper what we think we can

NOTE Confidence: 0.73892325

00:30:32.844 --> 00:30:35.053 deliver in this year with the hopes

NOTE Confidence: 0.73892325

00:30:35.053 --> 00:30:37.399 of delivering more in fiscal 25.

NOTE Confidence: 0.73892325

00:30:37.400 --> 00:30:39.800 Next slide please.

NOTE Confidence: 0.73892325

00:30:39.800 --> 00:30:43.000 In terms of reducing expenses,

NOTE Confidence: 0.73892325

00:30:43.000 --> 00:30:45.079 you can see that in right in

NOTE Confidence: 0.73892325

00:30:45.079 --> 00:30:47.575 the middle of the page that we

NOTE Confidence: 0.73892325

00:30:47.575 --> 00:30:50.039 identified \$243,000,000 in expense

NOTE Confidence: 0.73892325

00:30:50.039 --> 00:30:52.118 savings reduction opportunities.

NOTE Confidence: 0.73892325

00:30:52.120 --> 00:30:54.430 But some of those require investments

NOTE Confidence: 0.73892325

00:30:54.430 --> 00:30:57.334 which once you take out the investments

NOTE Confidence: 0.73892325

00:30:57.334 --> 00:31:00.960 yields about \$107 million in expense savings.

NOTE Confidence: 0.73892325

00:31:00.960 --> 00:31:02.544 And I think that's a good thing sometimes

NOTE Confidence: 0.73892325

00:31:02.544 --> 00:31:04.155 you got to spend money to save money.

NOTE Confidence: 0.73892325

00:31:04.160 --> 00:31:05.776 So I want you to hear that we're

NOTE Confidence: 0.73892325

00:31:05.776 --> 00:31:07.203 being smart about this and really

NOTE Confidence: 0.73892325

00:31:07.203 --> 00:31:08.963 thinking about where do we have to

NOTE Confidence: 0.73892325

00:31:08.963 --> 00:31:10.203 make strategic investments so that

NOTE Confidence: 0.73892325

00:31:10.203 --> 00:31:12.188 we have a longer term efficiency.

NOTE Confidence: 0.73892325

00:31:12.188 --> 00:31:15.152 The biggest bucket here that may

NOTE Confidence: 0.73892325

00:31:15.152 --> 00:31:17.719 draw people's eyes is \$95 million

NOTE Confidence: 0.73892325

00:31:17.720 --> 00:31:18.722 in premium labor.  
NOTE Confidence: 0.73892325

00:31:18.722 --> 00:31:20.726 We think it's really important to  
NOTE Confidence: 0.73892325

00:31:20.726 --> 00:31:23.210 as I said earlier recruit our staff  
NOTE Confidence: 0.73892325

00:31:23.210 --> 00:31:25.022 who are permanent staff fiercely  
NOTE Confidence: 0.73892325

00:31:25.022 --> 00:31:27.194 committed to being here with us,  
NOTE Confidence: 0.73892325

00:31:27.200 --> 00:31:30.732 not that temporary labor is not  
NOTE Confidence: 0.73892325

00:31:30.732 --> 00:31:32.997 or traveler resources are not,  
NOTE Confidence: 0.73892325

00:31:33.000 --> 00:31:35.360 but we rather have you here full time,  
NOTE Confidence: 0.73892325

00:31:35.360 --> 00:31:38.041 right and be part of our team that  
NOTE Confidence: 0.73892325

00:31:38.041 --> 00:31:40.687 premium labor really goes to paving  
NOTE Confidence: 0.73892325

00:31:40.687 --> 00:31:43.330 the traveler company and so we instead  
NOTE Confidence: 0.73892325

00:31:43.330 --> 00:31:45.760 rather invest in our own workforce.  
NOTE Confidence: 0.73892325

00:31:45.760 --> 00:31:47.800 And again you can see the examples here,  
NOTE Confidence: 0.73892325

00:31:47.800 --> 00:31:49.564 happy to talk about any and or  
NOTE Confidence: 0.73892325

00:31:49.564 --> 00:31:51.280 all of them as you see fit.  
NOTE Confidence: 0.73892325

00:31:51.280 --> 00:31:53.520 But I actually think that's my last slide

NOTE Confidence: 0.6644125

00:31:55.680 --> 00:31:59.200 just to make sure. Yep. Good.

NOTE Confidence: 0.6644125

00:31:59.200 --> 00:32:00.796 So I know I spoke really quickly,

NOTE Confidence: 0.6644125

00:32:00.800 --> 00:32:02.758 but again, I wanted to hopefully

NOTE Confidence: 0.6644125

00:32:02.758 --> 00:32:04.704 give you a little bit of foundation

NOTE Confidence: 0.6644125

00:32:04.704 --> 00:32:05.922 and groundwork of of where

NOTE Confidence: 0.6644125

00:32:05.922 --> 00:32:07.152 we are and what we're doing.

NOTE Confidence: 0.7561563

00:32:08.320 --> 00:32:10.600 Thank you, Pam and everyone.

NOTE Confidence: 0.7561563

00:32:10.600 --> 00:32:13.044 Please don't be shy.

NOTE Confidence: 0.7561563

00:32:13.044 --> 00:32:16.328 Let's ask questions and we can start.

NOTE Confidence: 0.7561563

00:32:16.328 --> 00:32:18.979 But I would really love to hear

NOTE Confidence: 0.7561563

00:32:18.979 --> 00:32:21.420 from folks that are out there.

NOTE Confidence: 0.7561563

00:32:21.420 --> 00:32:24.430 I was looking at the list of

NOTE Confidence: 0.7561563

00:32:24.430 --> 00:32:27.316 attendees and we have a real mix Pam.

NOTE Confidence: 0.7561563

00:32:27.320 --> 00:32:30.540 We have of course our our Smilo

NOTE Confidence: 0.7561563

00:32:30.540 --> 00:32:33.320 Yale New Haven Health system

NOTE Confidence: 0.7561563

00:32:33.320 --> 00:32:34.916 staff and managers nursing,  
NOTE Confidence: 0.7561563

00:32:34.916 --> 00:32:37.840 non nursing from across the whole system.  
NOTE Confidence: 0.7561563

00:32:37.840 --> 00:32:39.316 So I'm seeing folks from Greenwich,  
NOTE Confidence: 0.7561563

00:32:39.320 --> 00:32:42.057 I'm seeing folks from Bridgeport, L&M,  
NOTE Confidence: 0.7561563

00:32:42.057 --> 00:32:43.599 I'm seeing folks obviously from Yale,  
NOTE Confidence: 0.7561563

00:32:43.600 --> 00:32:45.588 New Haven on here.  
NOTE Confidence: 0.7561563

00:32:45.588 --> 00:32:47.079 I'm also seeing,  
NOTE Confidence: 0.7561563

00:32:47.080 --> 00:32:50.424 I'd say close to 3040% of the  
NOTE Confidence: 0.7561563

00:32:50.424 --> 00:32:52.680 folks here are physician leaders,  
NOTE Confidence: 0.7561563

00:32:52.680 --> 00:32:56.280 physicians from surgery, from medicine,  
NOTE Confidence: 0.7561563

00:32:56.280 --> 00:33:00.320 from radiation oncology.  
NOTE Confidence: 0.7561563

00:33:00.320 --> 00:33:00.756 You know,  
NOTE Confidence: 0.7561563

00:33:00.756 --> 00:33:02.760 I I wonder if you could first of all,  
NOTE Confidence: 0.7561563

00:33:02.760 --> 00:33:04.356 I want them to ask questions.  
NOTE Confidence: 0.7561563

00:33:04.360 --> 00:33:05.944 I see one, I see one Good.  
NOTE Confidence: 0.7561563

00:33:05.944 --> 00:33:08.160 Well, I'll let me ask and then we'll we'll,

NOTE Confidence: 0.7561563

00:33:08.160 --> 00:33:10.240 we'll we'll take that one.

NOTE Confidence: 0.7561563

00:33:10.240 --> 00:33:10.840 The partnerships,

NOTE Confidence: 0.7561563

00:33:10.840 --> 00:33:12.940 you've talked a little bit about the

NOTE Confidence: 0.7561563

00:33:12.940 --> 00:33:15.077 DYAD relationships and the partnerships,

NOTE Confidence: 0.7561563

00:33:15.080 --> 00:33:17.986 we talk a lot about that in our leadership

NOTE Confidence: 0.7561563

00:33:17.986 --> 00:33:20.360 forums and in the work that we do.

NOTE Confidence: 0.7561563

00:33:20.360 --> 00:33:23.360 But I I wanna emphasize the fact that

NOTE Confidence: 0.7561563

00:33:23.360 --> 00:33:26.463 you know we have worked pretty hard

NOTE Confidence: 0.7561563

00:33:26.463 --> 00:33:29.800 within our cancer world to cascade

NOTE Confidence: 0.7561563

00:33:29.800 --> 00:33:31.936 that throughout the organization as

NOTE Confidence: 0.7561563

00:33:31.936 --> 00:33:34.000 it occurs in the inpatient units,

NOTE Confidence: 0.7561563

00:33:34.000 --> 00:33:35.120 that occurs in the clinics,

NOTE Confidence: 0.7561563

00:33:35.120 --> 00:33:36.990 that occurs in our strategic

NOTE Confidence: 0.7561563

00:33:36.990 --> 00:33:40.218 work that we do in the different

NOTE Confidence: 0.7561563

00:33:40.218 --> 00:33:42.766 delivery network areas engaging

NOTE Confidence: 0.7561563

00:33:42.766 --> 00:33:45.470 with our multidisciplinary you know  
NOTE Confidence: 0.7561563

00:33:45.470 --> 00:33:47.840 physician colleagues and I I just,  
NOTE Confidence: 0.7561563

00:33:47.840 --> 00:33:49.568 I wonder if you wouldn't mind  
NOTE Confidence: 0.7561563

00:33:49.568 --> 00:33:52.204 just sort of emphasizing just how  
NOTE Confidence: 0.7561563

00:33:52.204 --> 00:33:56.320 important that is for us to continue  
NOTE Confidence: 0.7561563

00:33:56.430 --> 00:33:59.022 to invest and those relationships  
NOTE Confidence: 0.7561563

00:33:59.022 --> 00:34:01.238 especially I mean anytime.  
NOTE Confidence: 0.7561563

00:34:01.240 --> 00:34:03.715 But right now as we are all trying to  
NOTE Confidence: 0.7561563

00:34:03.715 --> 00:34:06.080 swim in the same direction with the  
NOTE Confidence: 0.7561563

00:34:06.080 --> 00:34:07.680 challenges we have around financials,  
NOTE Confidence: 0.7561563

00:34:07.680 --> 00:34:08.558 with our,  
NOTE Confidence: 0.7561563

00:34:08.558 --> 00:34:09.436 with our,  
NOTE Confidence: 0.7561563

00:34:09.436 --> 00:34:12.070 our our complete commitment to quality  
NOTE Confidence: 0.7561563

00:34:12.147 --> 00:34:14.954 and safety and our our new renewed  
NOTE Confidence: 0.7561563

00:34:14.954 --> 00:34:16.856 journey around the high reliability  
NOTE Confidence: 0.7561563

00:34:16.856 --> 00:34:18.596 organization and all of that.

NOTE Confidence: 0.7561563

00:34:18.600 --> 00:34:19.720 Could you just maybe,

NOTE Confidence: 0.7561563

00:34:19.720 --> 00:34:20.280 you know,

NOTE Confidence: 0.7561563

00:34:20.280 --> 00:34:23.199 emphasize that more to the teams in

NOTE Confidence: 0.7561563

00:34:23.199 --> 00:34:26.972 ways in which you've seen that work

NOTE Confidence: 0.7561563

00:34:26.972 --> 00:34:30.078 effectively or ineffectively in other areas?

NOTE Confidence: 0.8020918

00:34:30.440 --> 00:34:32.220 Absolutely. And you know,

NOTE Confidence: 0.8020918

00:34:32.220 --> 00:34:34.000 as I said earlier,

NOTE Confidence: 0.8020918

00:34:34.000 --> 00:34:36.640 we are inextricably linked, right?

NOTE Confidence: 0.8020918

00:34:36.640 --> 00:34:38.496 We no one can do their job or

NOTE Confidence: 0.8020918

00:34:38.496 --> 00:34:40.280 none of us are on an island.

NOTE Confidence: 0.8020918

00:34:40.280 --> 00:34:43.353 And my experience has been the best

NOTE Confidence: 0.8020918

00:34:43.353 --> 00:34:45.612 leadership models in the healthcare

NOTE Confidence: 0.8020918

00:34:45.612 --> 00:34:48.198 landscape is all the way from

NOTE Confidence: 0.8020918

00:34:48.200 --> 00:34:51.248 the the top of the organization

NOTE Confidence: 0.8020918

00:34:51.248 --> 00:34:52.824 throughout cascaded throughout

NOTE Confidence: 0.8020918

00:34:52.824 --> 00:34:54.952 our leadership structures having  
NOTE Confidence: 0.8020918

00:34:54.952 --> 00:34:58.718 Dyad and I would dare say Triad  
NOTE Confidence: 0.8020918

00:34:58.718 --> 00:35:00.197 partnerships are absolutely essential.  
NOTE Confidence: 0.8020918

00:35:00.197 --> 00:35:02.875 And so you will see and I think  
NOTE Confidence: 0.8020918

00:35:02.875 --> 00:35:05.542 we have that in the service line  
NOTE Confidence: 0.8020918

00:35:05.542 --> 00:35:07.185 structure particularly where you  
NOTE Confidence: 0.8020918

00:35:07.185 --> 00:35:09.215 generally have a physician leader  
NOTE Confidence: 0.8020918

00:35:09.215 --> 00:35:10.829 and an administrative leader.  
NOTE Confidence: 0.8020918

00:35:10.829 --> 00:35:13.163 I would add into that mix  
NOTE Confidence: 0.8020918

00:35:13.163 --> 00:35:15.040 a nursing leader as well.  
NOTE Confidence: 0.8020918

00:35:15.040 --> 00:35:17.000 And those are the models honestly that  
NOTE Confidence: 0.8020918

00:35:17.000 --> 00:35:19.157 I have grown up in my entire career.  
NOTE Confidence: 0.8020918

00:35:19.160 --> 00:35:20.936 I don't really know any other  
NOTE Confidence: 0.8020918

00:35:20.936 --> 00:35:22.120 models to live by,  
NOTE Confidence: 0.8020918

00:35:22.120 --> 00:35:24.270 but those become really important  
NOTE Confidence: 0.8020918

00:35:24.270 --> 00:35:26.865 that those three are staying in

NOTE Confidence: 0.8020918

00:35:26.865 --> 00:35:28.705 lockstep as we advance whatever

NOTE Confidence: 0.8020918

00:35:28.705 --> 00:35:31.360 mission it is that we're advancing,

NOTE Confidence: 0.8020918

00:35:31.360 --> 00:35:34.054 so that we have a comprehensive

NOTE Confidence: 0.8020918

00:35:34.054 --> 00:35:36.346 perspective of the clinical care

NOTE Confidence: 0.8020918

00:35:36.346 --> 00:35:38.436 landscape as we forge ahead,

NOTE Confidence: 0.8020918

00:35:38.440 --> 00:35:40.636 whether it's a cost savings opportunity,

NOTE Confidence: 0.8020918

00:35:40.640 --> 00:35:41.513 as you said,

NOTE Confidence: 0.8020918

00:35:41.513 --> 00:35:43.259 whether it's quality or safety that

NOTE Confidence: 0.8020918

00:35:43.259 --> 00:35:45.436 we're moving in tandem with one another.

NOTE Confidence: 0.8020918

00:35:45.440 --> 00:35:47.000 So if you think about it,

NOTE Confidence: 0.8020918

00:35:47.000 --> 00:35:48.930 Chris and Nancy Brown are

NOTE Confidence: 0.8020918

00:35:48.930 --> 00:35:50.474 functioning as Dyad partners.

NOTE Confidence: 0.8020918

00:35:50.480 --> 00:35:54.715 I consider Peg McGovern, my Dyad partner.

NOTE Confidence: 0.8020918

00:35:54.720 --> 00:35:57.824 Lisa and Lee Schwab in the IT landscape

NOTE Confidence: 0.8020918

00:35:57.824 --> 00:35:59.878 are functioning as Dyad partners,

NOTE Confidence: 0.8020918

00:35:59.880 --> 00:36:01.760 you and Eric, Dyad partners,  
NOTE Confidence: 0.8020918

00:36:01.760 --> 00:36:03.640 Kim and Kevin Dyad partners,  
NOTE Confidence: 0.8020918

00:36:03.640 --> 00:36:04.184 right.  
NOTE Confidence: 0.8020918

00:36:04.184 --> 00:36:08.626 Those are the best shaped structures  
NOTE Confidence: 0.8020918

00:36:08.626 --> 00:36:11.182 because you stay in balance and  
NOTE Confidence: 0.8020918

00:36:11.182 --> 00:36:13.450 quite frankly it stops a little  
NOTE Confidence: 0.8020918

00:36:13.450 --> 00:36:16.138 bit of this us and them so that we  
NOTE Confidence: 0.8020918

00:36:16.138 --> 00:36:17.854 can learn and have appreciation for  
NOTE Confidence: 0.8020918

00:36:17.854 --> 00:36:19.826 some of the challenges that we're  
NOTE Confidence: 0.8020918

00:36:19.826 --> 00:36:21.907 each experiencing and some of the  
NOTE Confidence: 0.8020918

00:36:21.907 --> 00:36:23.479 real opportunities to optimize.  
NOTE Confidence: 0.8020918

00:36:23.480 --> 00:36:25.264 And I tell you work gets a lot  
NOTE Confidence: 0.8020918

00:36:25.264 --> 00:36:27.037 easier when you're in a relationship  
NOTE Confidence: 0.8020918

00:36:27.040 --> 00:36:28.105 versus being antagonistic.  
NOTE Confidence: 0.8020918

00:36:28.105 --> 00:36:29.880 So I think it's critical.  
NOTE Confidence: 0.29464754

00:36:30.440 --> 00:36:31.416 Yeah. Thank you Pam.

NOTE Confidence: 0.29464754

00:36:31.416 --> 00:36:33.760 And I'll just say we mix and match a lot

NOTE Confidence: 0.29464754

00:36:33.760 --> 00:36:36.315 in oncology and in the cancer arena.

NOTE Confidence: 0.29464754

00:36:36.320 --> 00:36:39.048 Kim and and I'll just by example you

NOTE Confidence: 0.29464754

00:36:39.048 --> 00:36:41.582 know Kim and Kevin Die add routinely

NOTE Confidence: 0.29464754

00:36:41.582 --> 00:36:45.272 and we try Add all the time you

NOTE Confidence: 0.29464754

00:36:45.272 --> 00:36:47.032 know in some strategic initiatives

NOTE Confidence: 0.29464754

00:36:47.032 --> 00:36:49.200 or in some operational initiatives.

NOTE Confidence: 0.29464754

00:36:49.200 --> 00:36:51.600 It may be say Kevin and Liz Herbert

NOTE Confidence: 0.29464754

00:36:51.600 --> 00:36:54.384 or Jeremy Kortmanski who's on and

NOTE Confidence: 0.29464754

00:36:54.384 --> 00:36:57.316 you know Kim and it it's there's a

NOTE Confidence: 0.29464754

00:36:57.316 --> 00:36:59.266 lot of mixing and matching and it

NOTE Confidence: 0.29464754

00:36:59.266 --> 00:37:01.191 takes a little while to really get

NOTE Confidence: 0.29464754

00:37:01.191 --> 00:37:02.917 that rhythm and making sure that

NOTE Confidence: 0.29464754

00:37:02.920 --> 00:37:04.960 everyone is aligned and knows who's

NOTE Confidence: 0.29464754

00:37:04.960 --> 00:37:07.958 on on on you know on task for what.

NOTE Confidence: 0.29464754

00:37:07.960 --> 00:37:10.368 But I think over time with a lot  
NOTE Confidence: 0.29464754

00:37:10.368 --> 00:37:12.320 of work and a lot of experience,  
NOTE Confidence: 0.29464754

00:37:12.320 --> 00:37:13.760 we I think we've,  
NOTE Confidence: 0.29464754

00:37:13.760 --> 00:37:16.063 we've you know been trying to refine  
NOTE Confidence: 0.29464754

00:37:16.063 --> 00:37:18.747 that more and more but we see it playing  
NOTE Confidence: 0.29464754

00:37:18.747 --> 00:37:21.112 out in the on the frontline across  
NOTE Confidence: 0.29464754

00:37:21.112 --> 00:37:23.440 the system and across the hospital.  
NOTE Confidence: 0.29464754

00:37:23.440 --> 00:37:25.440 So thank you. Appreciate that.  
NOTE Confidence: 0.29464754

00:37:25.440 --> 00:37:25.920 All right.  
NOTE Confidence: 0.29464754

00:37:25.920 --> 00:37:26.160 We  
NOTE Confidence: 0.38445324

00:37:26.160 --> 00:37:28.078 have some yeah, we have some questions.  
NOTE Confidence: 0.38445324

00:37:28.080 --> 00:37:30.752 Go ahead, Kim. All right.  
NOTE Confidence: 0.38445324

00:37:30.752 --> 00:37:32.640 Maybe we can we'll start with the first,  
NOTE Confidence: 0.38445324

00:37:32.640 --> 00:37:34.586 we'll just go down and you know  
NOTE Confidence: 0.38445324

00:37:34.586 --> 00:37:37.117 there I know that we've had some  
NOTE Confidence: 0.38445324

00:37:37.117 --> 00:37:39.152 positions held through vacancy review.

NOTE Confidence: 0.38445324

00:37:39.160 --> 00:37:40.847 I know it's there's been a lot

NOTE Confidence: 0.38445324

00:37:40.847 --> 00:37:42.599 going on through the budget process.

NOTE Confidence: 0.38445324

00:37:42.600 --> 00:37:44.886 And Pam, I don't know if you have any

NOTE Confidence: 0.38445324

00:37:44.886 --> 00:37:47.240 details that you'd like to share about that.

NOTE Confidence: 0.38445324

00:37:47.240 --> 00:37:50.222 I know there's various pathways for

NOTE Confidence: 0.38445324

00:37:50.222 --> 00:37:54.885 you know I I don't know exactly which

NOTE Confidence: 0.38445324

00:37:54.885 --> 00:37:57.638 pathway this is but there's been a

NOTE Confidence: 0.38445324

00:37:57.638 --> 00:37:59.841 few pathways where it it has been

NOTE Confidence: 0.38445324

00:37:59.841 --> 00:38:02.390 a you know we have paused on some

NOTE Confidence: 0.38445324

00:38:02.390 --> 00:38:04.359 positions there's some positions we've

NOTE Confidence: 0.38445324

00:38:04.360 --> 00:38:06.467 delayed while we take the while we

NOTE Confidence: 0.38445324

00:38:06.467 --> 00:38:08.720 wait for the budget finalization.

NOTE Confidence: 0.38445324

00:38:08.720 --> 00:38:10.472 So maybe you could just give

NOTE Confidence: 0.38445324

00:38:10.472 --> 00:38:11.640 some comments to that.

NOTE Confidence: 0.6544363

00:38:11.920 --> 00:38:15.520 Absolutely and it is true we,

NOTE Confidence: 0.6544363

00:38:15.520 --> 00:38:20.384 so we during the budget period in order  
NOTE Confidence: 0.6544363

00:38:20.384 --> 00:38:23.064 to you know the budget is a fixed get  
NOTE Confidence: 0.6544363

00:38:23.064 --> 00:38:25.476 started in March at a fixed period of time.  
NOTE Confidence: 0.6544363

00:38:25.480 --> 00:38:27.734 And what we were finding is that  
NOTE Confidence: 0.6544363

00:38:27.734 --> 00:38:30.816 as we plan for the fiscal year 24,  
NOTE Confidence: 0.6544363

00:38:30.816 --> 00:38:33.614 we were filling positions certain  
NOTE Confidence: 0.6544363

00:38:33.614 --> 00:38:35.284 positions faster than what we  
NOTE Confidence: 0.6544363

00:38:35.284 --> 00:38:37.080 were planning for our budget.  
NOTE Confidence: 0.6544363

00:38:37.080 --> 00:38:40.300 So we put a hold on recruitments  
NOTE Confidence: 0.6544363

00:38:40.300 --> 00:38:41.680 of select positions.  
NOTE Confidence: 0.6544363

00:38:41.680 --> 00:38:44.530 At no point did we stop  
NOTE Confidence: 0.6544363

00:38:44.530 --> 00:38:45.955 filling frontline positions.  
NOTE Confidence: 0.6544363

00:38:45.960 --> 00:38:48.837 We were allowing those going forward if  
NOTE Confidence: 0.6544363

00:38:48.837 --> 00:38:51.265 they were within the budget expectations.  
NOTE Confidence: 0.6544363

00:38:51.265 --> 00:38:53.575 We did press pause because we  
NOTE Confidence: 0.6544363

00:38:53.575 --> 00:38:56.102 wanted to make sure we had enough

NOTE Confidence: 0.6544363

00:38:56.102 --> 00:38:58.052 budget FT ES before we started

NOTE Confidence: 0.6544363

00:38:58.126 --> 00:39:00.316 recruiting into all of the seats.

NOTE Confidence: 0.6544363

00:39:00.320 --> 00:39:02.357 And so we are finishing up the

NOTE Confidence: 0.6544363

00:39:02.357 --> 00:39:04.000 closing out the budget now.

NOTE Confidence: 0.6544363

00:39:04.000 --> 00:39:06.520 The FT ES have been loaded into

NOTE Confidence: 0.6544363

00:39:06.520 --> 00:39:09.120 the into the appropriate system,

NOTE Confidence: 0.6544363

00:39:09.120 --> 00:39:12.954 I guess N 4 and then we're cleaning up.

NOTE Confidence: 0.6544363

00:39:12.960 --> 00:39:14.596 There's had some reconciliation

NOTE Confidence: 0.6544363

00:39:14.596 --> 00:39:17.999 that needed to be done and then we

NOTE Confidence: 0.6544363

00:39:17.999 --> 00:39:20.184 will release those positions for

NOTE Confidence: 0.6544363

00:39:20.184 --> 00:39:22.559 recruitment for those which we held.

NOTE Confidence: 0.6544363

00:39:22.560 --> 00:39:25.232 Again there was not a a house wide hold,

NOTE Confidence: 0.6544363

00:39:25.232 --> 00:39:27.869 there was a hold on a select number

NOTE Confidence: 0.6544363

00:39:27.869 --> 00:39:30.467 of positions and those were generally

NOTE Confidence: 0.6544363

00:39:30.467 --> 00:39:32.719 positions that were non clinical,

NOTE Confidence: 0.6544363

00:39:32.720 --> 00:39:34.700 non patient facing positions.  
NOTE Confidence: 0.6544363

00:39:34.700 --> 00:39:36.680 So think management positions,  
NOTE Confidence: 0.6544363

00:39:36.680 --> 00:39:40.192 think some of the not to say these  
NOTE Confidence: 0.6544363

00:39:40.192 --> 00:39:41.080 positions weren't important,  
NOTE Confidence: 0.6544363

00:39:41.080 --> 00:39:42.838 we know they're important to you,  
NOTE Confidence: 0.6544363

00:39:42.840 --> 00:39:44.457 but those were the ones we felt  
NOTE Confidence: 0.6544363

00:39:44.457 --> 00:39:46.207 like we could press pause on while  
NOTE Confidence: 0.6544363

00:39:46.207 --> 00:39:48.030 we got the budget cleaned up and  
NOTE Confidence: 0.6544363

00:39:48.030 --> 00:39:50.200 then we will release them if they  
NOTE Confidence: 0.6544363

00:39:50.200 --> 00:39:52.679 were in the fiscal year 24 budget.  
NOTE Confidence: 0.6544363

00:39:52.680 --> 00:39:54.520 So I know that was hard for everybody.  
NOTE Confidence: 0.6544363

00:39:54.520 --> 00:39:56.557 It was a tough decision to make,  
NOTE Confidence: 0.6544363

00:39:56.560 --> 00:39:59.112 but we really did not want to risk  
NOTE Confidence: 0.6544363

00:39:59.112 --> 00:40:01.044 filling positions and not having the  
NOTE Confidence: 0.6544363

00:40:01.044 --> 00:40:03.439 budget to support it for fiscal year 24.  
NOTE Confidence: 0.6544363

00:40:03.440 --> 00:40:03.640 Great.

NOTE Confidence: 0.7456208

00:40:05.680 --> 00:40:05.880 Thanks.

NOTE Confidence: 0.49012703

00:40:07.680 --> 00:40:09.400 We have another question around

NOTE Confidence: 0.49012703

00:40:09.400 --> 00:40:11.664 have there has there been any

NOTE Confidence: 0.49012703

00:40:11.664 --> 00:40:13.572 discussion around initiatives aimed

NOTE Confidence: 0.49012703

00:40:13.572 --> 00:40:15.480 at improving provider Wellness?

NOTE Confidence: 0.49012703

00:40:15.960 --> 00:40:17.320 Yes. Well, thank you.

NOTE Confidence: 0.49012703

00:40:17.320 --> 00:40:19.360 And it's such a critical topic,

NOTE Confidence: 0.49012703

00:40:19.360 --> 00:40:23.484 especially right now as I mentioned earlier,

NOTE Confidence: 0.49012703

00:40:23.484 --> 00:40:25.770 Peg McGovern is leading the work

NOTE Confidence: 0.49012703

00:40:25.846 --> 00:40:28.061 around what's called the aligned

NOTE Confidence: 0.49012703

00:40:28.061 --> 00:40:30.755 clinician enterprise and that is the

NOTE Confidence: 0.49012703

00:40:30.755 --> 00:40:33.286 combination of Yale Medicine and NEMG

NOTE Confidence: 0.49012703

00:40:33.286 --> 00:40:35.716 physician providers and APP providers,

NOTE Confidence: 0.49012703

00:40:35.720 --> 00:40:38.037 which will again will be a structure

NOTE Confidence: 0.49012703

00:40:38.040 --> 00:40:40.415 to help support the objectives

NOTE Confidence: 0.49012703

00:40:40.415 --> 00:40:42.315 of that practice management.

NOTE Confidence: 0.49012703

00:40:42.320 --> 00:40:43.400 And as part of that,

NOTE Confidence: 0.49012703

00:40:43.400 --> 00:40:46.207 PEG has an intense focus on the

NOTE Confidence: 0.49012703

00:40:46.207 --> 00:40:48.092 physician well-being not just

NOTE Confidence: 0.49012703

00:40:48.092 --> 00:40:50.508 physician but provider well-being

NOTE Confidence: 0.49012703

00:40:50.508 --> 00:40:52.719 clinician well-being in that space.

NOTE Confidence: 0.49012703

00:40:52.719 --> 00:40:54.384 The 1st order of business

NOTE Confidence: 0.49012703

00:40:54.384 --> 00:40:55.680 that they've launched,

NOTE Confidence: 0.49012703

00:40:55.680 --> 00:40:57.288 and I just heard her give

NOTE Confidence: 0.49012703

00:40:57.288 --> 00:40:58.360 a very long presentation,

NOTE Confidence: 0.49012703

00:40:58.360 --> 00:41:00.676 is around the optimization of Epic,

NOTE Confidence: 0.49012703

00:41:00.680 --> 00:41:03.950 recognizing that our provider partners are

NOTE Confidence: 0.49012703

00:41:03.950 --> 00:41:06.944 spending far too much time documenting,

NOTE Confidence: 0.49012703

00:41:06.944 --> 00:41:08.480 you know, pajama time,

NOTE Confidence: 0.49012703

00:41:08.480 --> 00:41:10.082 which is basically people having to

NOTE Confidence: 0.49012703

00:41:10.082 --> 00:41:12.280 go home and do their documentation.

NOTE Confidence: 0.49012703

00:41:12.280 --> 00:41:15.196 So there's a special kind of

NOTE Confidence: 0.49012703

00:41:15.200 --> 00:41:18.060 firefighting team being brought together

NOTE Confidence: 0.49012703

00:41:18.060 --> 00:41:20.920 to help support health providers.

NOTE Confidence: 0.49012703

00:41:20.920 --> 00:41:23.279 We can facilitate the use of Epic.

NOTE Confidence: 0.49012703

00:41:23.280 --> 00:41:24.856 That's just one example.

NOTE Confidence: 0.49012703

00:41:24.856 --> 00:41:27.220 I think another piece where we're

NOTE Confidence: 0.49012703

00:41:27.289 --> 00:41:29.653 really focusing in on is understanding

NOTE Confidence: 0.49012703

00:41:29.653 --> 00:41:32.173 why we're having so much turnover

NOTE Confidence: 0.49012703

00:41:32.173 --> 00:41:34.795 in certain areas and really working

NOTE Confidence: 0.49012703

00:41:34.795 --> 00:41:37.260 together to identify the root causes

NOTE Confidence: 0.49012703

00:41:37.260 --> 00:41:38.876 of those turnover challenges.

NOTE Confidence: 0.49012703

00:41:38.880 --> 00:41:40.434 Then as we're recruiting new providers

NOTE Confidence: 0.49012703

00:41:40.434 --> 00:41:42.438 in and and it's beautiful to watch,

NOTE Confidence: 0.49012703

00:41:42.440 --> 00:41:44.115 we recruit an extraordinary number

NOTE Confidence: 0.49012703

00:41:44.115 --> 00:41:45.120 of providers here.

NOTE Confidence: 0.49012703

00:41:45.120 --> 00:41:46.860 So we're actually a place where  
NOTE Confidence: 0.49012703

00:41:46.860 --> 00:41:49.213 people want to come and work to make  
NOTE Confidence: 0.49012703

00:41:49.213 --> 00:41:50.917 sure they get on boarded quickly,  
NOTE Confidence: 0.49012703

00:41:50.920 --> 00:41:51.990 efficiently,  
NOTE Confidence: 0.49012703

00:41:51.990 --> 00:41:57.072 effectively and that quite that we  
NOTE Confidence: 0.49012703

00:41:57.072 --> 00:41:59.464 create systems that once they get  
NOTE Confidence: 0.49012703

00:41:59.464 --> 00:42:01.560 here they can do their best work.  
NOTE Confidence: 0.49012703

00:42:01.560 --> 00:42:03.104 It's you know and I don't know if  
NOTE Confidence: 0.49012703

00:42:03.104 --> 00:42:04.814 you have this trouble as much as in  
NOTE Confidence: 0.49012703

00:42:04.814 --> 00:42:06.399 SMILO as I've heard in other areas.  
NOTE Confidence: 0.49012703

00:42:06.400 --> 00:42:09.648 But you know we don't have consistent  
NOTE Confidence: 0.49012703

00:42:09.648 --> 00:42:12.705 models of care in every ambulatory  
NOTE Confidence: 0.49012703

00:42:12.705 --> 00:42:15.480 space where we provide services.  
NOTE Confidence: 0.49012703

00:42:15.480 --> 00:42:17.440 So it's very frustrating for a provider.  
NOTE Confidence: 0.49012703

00:42:17.440 --> 00:42:19.492 They go to one clinic location  
NOTE Confidence: 0.49012703

00:42:19.492 --> 00:42:21.444 where they see patients and and

NOTE Confidence: 0.49012703

00:42:21.444 --> 00:42:24.036 they have you know ACMA or RN to

NOTE Confidence: 0.49012703

00:42:24.036 --> 00:42:25.919 support them or or whatever.

NOTE Confidence: 0.49012703

00:42:25.920 --> 00:42:27.906 And then they go to another

NOTE Confidence: 0.49012703

00:42:27.906 --> 00:42:29.920 location and have no resource.

NOTE Confidence: 0.49012703

00:42:29.920 --> 00:42:32.064 And so you will hear us rolling out

NOTE Confidence: 0.49012703

00:42:32.064 --> 00:42:34.574 more and more creating that ambulatory

NOTE Confidence: 0.49012703

00:42:34.574 --> 00:42:36.478 operations where there's consistency

NOTE Confidence: 0.49012703

00:42:36.478 --> 00:42:38.718 from clinic to clinic to clinic.

NOTE Confidence: 0.49012703

00:42:38.720 --> 00:42:40.616 Of course it has to be informed by

NOTE Confidence: 0.49012703

00:42:40.616 --> 00:42:42.093 the specialty that you're in, right.

NOTE Confidence: 0.49012703

00:42:42.093 --> 00:42:43.797 So what we put in a cardiology clinic,

NOTE Confidence: 0.49012703

00:42:43.800 --> 00:42:45.648 it may not be what's in an oncology

NOTE Confidence: 0.49012703

00:42:45.648 --> 00:42:47.040 clinic or pediatric clinic,

NOTE Confidence: 0.49012703

00:42:47.040 --> 00:42:48.840 but once that's informed and

NOTE Confidence: 0.49012703

00:42:48.840 --> 00:42:50.640 and developed by the providers,

NOTE Confidence: 0.49012703

00:42:50.640 --> 00:42:52.677 we should be able to stand up  
NOTE Confidence: 0.49012703

00:42:52.677 --> 00:42:54.392 some consistency and it may mean  
NOTE Confidence: 0.49012703

00:42:54.392 --> 00:42:56.219 we have to bring more resource to  
NOTE Confidence: 0.49012703

00:42:56.287 --> 00:42:57.799 bear in certain locations.  
NOTE Confidence: 0.49012703

00:42:57.800 --> 00:42:59.529 So I I think that it's starting  
NOTE Confidence: 0.49012703

00:42:59.529 --> 00:43:00.845 to give some insight into  
NOTE Confidence: 0.49012703

00:43:00.845 --> 00:43:02.637 the work that we have to do,  
NOTE Confidence: 0.49012703

00:43:02.640 --> 00:43:04.468 but it's you know,  
NOTE Confidence: 0.49012703

00:43:04.468 --> 00:43:07.120 it's pretty local it but has our attention.  
NOTE Confidence: 0.4545251

00:43:09.560 --> 00:43:11.560 Yeah, there was a specific  
NOTE Confidence: 0.4545251

00:43:11.560 --> 00:43:12.360 financial question.  
NOTE Confidence: 0.4545251

00:43:12.360 --> 00:43:14.831 We talk a lot about the operating  
NOTE Confidence: 0.4545251

00:43:14.831 --> 00:43:17.320 revenue and expense and there was a  
NOTE Confidence: 0.4545251

00:43:17.320 --> 00:43:20.193 question about how we're doing from a non  
NOTE Confidence: 0.4545251

00:43:20.193 --> 00:43:21.935 operating revenue perspective and how  
NOTE Confidence: 0.4545251

00:43:21.935 --> 00:43:24.306 that feeds into our overall, you know,

NOTE Confidence: 0.4545251

00:43:24.306 --> 00:43:26.000 performance and financial health. Yeah,

NOTE Confidence: 0.4545251

00:43:26.240 --> 00:43:27.280 thank you for that question.

NOTE Confidence: 0.4545251

00:43:27.280 --> 00:43:28.445 That means somebody is pretty

NOTE Confidence: 0.4545251

00:43:28.445 --> 00:43:29.610 savvy at reading balance sheets

NOTE Confidence: 0.4545251

00:43:29.657 --> 00:43:32.360 and income statements. So.

NOTE Confidence: 0.4545251

00:43:32.360 --> 00:43:34.538 So we had a really tough year I guess

NOTE Confidence: 0.4545251

00:43:34.538 --> 00:43:36.796 was it when the market really tanked,

NOTE Confidence: 0.4545251

00:43:36.800 --> 00:43:38.760 not 20, I guess 22,

NOTE Confidence: 0.4545251

00:43:38.760 --> 00:43:41.721 right going into 22 and there were

NOTE Confidence: 0.4545251

00:43:41.721 --> 00:43:43.520 pretty significant investment losses,

NOTE Confidence: 0.4545251

00:43:43.520 --> 00:43:45.224 non operating losses,

NOTE Confidence: 0.4545251

00:43:45.224 --> 00:43:48.632 those are since recovering and it's

NOTE Confidence: 0.4545251

00:43:48.632 --> 00:43:52.397 really good because it's replenishing our,

NOTE Confidence: 0.4545251

00:43:52.400 --> 00:43:55.096 our assets or what was I trying to

NOTE Confidence: 0.4545251

00:43:55.096 --> 00:43:56.798 say replenishing our balance sheet

NOTE Confidence: 0.4545251

00:43:56.798 --> 00:43:59.053 so to speak and replenishing our  
NOTE Confidence: 0.4545251

00:43:59.053 --> 00:44:01.639 cash on hand because it dropped  
NOTE Confidence: 0.4545251

00:44:01.640 --> 00:44:03.384 precipitously during COVID, right,  
NOTE Confidence: 0.4545251

00:44:03.384 --> 00:44:06.365 because we had trouble getting cash in  
NOTE Confidence: 0.4545251

00:44:06.365 --> 00:44:08.437 the door and we saw volume declines  
NOTE Confidence: 0.4545251

00:44:08.440 --> 00:44:10.876 and we can't live off stimulus funds.  
NOTE Confidence: 0.4545251

00:44:10.880 --> 00:44:12.278 And so that number is rebuilding.  
NOTE Confidence: 0.4545251

00:44:12.280 --> 00:44:14.240 Our cash on hand is now back up,  
NOTE Confidence: 0.4545251

00:44:14.240 --> 00:44:15.997 I believe it's to two O 3.  
NOTE Confidence: 0.4545251

00:44:16.000 --> 00:44:19.520 It had dipped down into one 70s or  
NOTE Confidence: 0.4545251

00:44:19.520 --> 00:44:21.311 so and that is never a good place  
NOTE Confidence: 0.4545251

00:44:21.311 --> 00:44:22.799 for a health system of our size.  
NOTE Confidence: 0.4545251

00:44:22.800 --> 00:44:26.890 We are a \$6 billion organization and  
NOTE Confidence: 0.4545251

00:44:26.890 --> 00:44:30.720 it costs \$25 million a day to run our,  
NOTE Confidence: 0.4545251

00:44:30.720 --> 00:44:32.600 our, our, our, our system.  
NOTE Confidence: 0.4545251

00:44:32.600 --> 00:44:34.416 And so that's not a lot of cash

NOTE Confidence: 0.4545251

00:44:34.416 --> 00:44:36.367 on hand when you're trying to run

NOTE Confidence: 0.4545251

00:44:36.367 --> 00:44:37.797 that \$25 million a day.

NOTE Confidence: 0.4545251

00:44:37.800 --> 00:44:38.880 So thank you for the question.

NOTE Confidence: 0.4545251

00:44:38.880 --> 00:44:39.384 It's getting better,

NOTE Confidence: 0.4545251

00:44:39.384 --> 00:44:40.560 but not where it needs to be.

NOTE Confidence: 0.36817837

00:44:41.200 --> 00:44:42.346 That's great. I definitely would not

NOTE Confidence: 0.36817837

00:44:42.346 --> 00:44:44.000 have been able to answer that one. So

NOTE Confidence: 0.36817837

00:44:45.480 --> 00:44:46.600 and I hope I answered it right,

NOTE Confidence: 0.36817837

00:44:46.600 --> 00:44:48.040 if somebody from finance is on it, I'm

NOTE Confidence: 0.36817837

00:44:48.080 --> 00:44:48.758 wrong. Please. Just

NOTE Confidence: 0.36817837

00:44:49.240 --> 00:44:50.794 to clarify, when you gave the numbers,

NOTE Confidence: 0.36817837

00:44:50.800 --> 00:44:53.050 that's the number of days that

NOTE Confidence: 0.36817837

00:44:53.050 --> 00:44:55.851 we have cash on hand and I'm sure

NOTE Confidence: 0.36817837

00:44:55.851 --> 00:44:58.160 most folks realize that. But it's

NOTE Confidence: 0.47786835

00:44:58.160 --> 00:44:59.935 a really important performance metric

NOTE Confidence: 0.47786835

00:44:59.935 --> 00:45:01.712 from a financial landscape, right.  
NOTE Confidence: 0.47786835

00:45:01.712 --> 00:45:03.472 And because if God forbid  
NOTE Confidence: 0.47786835

00:45:03.472 --> 00:45:04.880 something happens like COVID,  
NOTE Confidence: 0.47786835

00:45:04.880 --> 00:45:06.062 you want to have enough cash  
NOTE Confidence: 0.47786835

00:45:06.062 --> 00:45:07.200 where we can pay people,  
NOTE Confidence: 0.47786835

00:45:07.200 --> 00:45:09.768 we can pay our vendors, you've got to have.  
NOTE Confidence: 0.47786835

00:45:09.768 --> 00:45:12.057 And then our when you hold debt,  
NOTE Confidence: 0.47786835

00:45:12.057 --> 00:45:14.559 our bond rating agencies have a  
NOTE Confidence: 0.47786835

00:45:14.560 --> 00:45:16.126 expectation you have a certain amount  
NOTE Confidence: 0.47786835

00:45:16.126 --> 00:45:18.225 of cash on hand because your debt is  
NOTE Confidence: 0.47786835

00:45:18.225 --> 00:45:20.004 a certain is the interest rate is  
NOTE Confidence: 0.47786835

00:45:20.004 --> 00:45:21.551 at a certain price or the interest  
NOTE Confidence: 0.47786835

00:45:21.551 --> 00:45:22.845 rate is set at a certain level  
NOTE Confidence: 0.47786835

00:45:22.845 --> 00:45:24.000 depending on how many days of cash.  
NOTE Confidence: 0.65896183

00:45:25.720 --> 00:45:27.005 So Pam, maybe I'll pick  
NOTE Confidence: 0.65896183

00:45:27.005 --> 00:45:28.033 up the next questions.

NOTE Confidence: 0.65896183

00:45:28.040 --> 00:45:29.522 These are some of these are

NOTE Confidence: 0.65896183

00:45:29.522 --> 00:45:31.079 near and dear to my heart,

NOTE Confidence: 0.65896183

00:45:31.080 --> 00:45:33.400 particularly question from Doctor Taraga,

NOTE Confidence: 0.65896183

00:45:33.400 --> 00:45:35.507 one of my partners in our division

NOTE Confidence: 0.65896183

00:45:35.507 --> 00:45:39.280 Chief of Surgical Oncology. You know,

NOTE Confidence: 0.65896183

00:45:39.280 --> 00:45:40.440 Karen's been here a little over a year.

NOTE Confidence: 0.65896183

00:45:40.440 --> 00:45:42.813 And one of the things that he's

NOTE Confidence: 0.65896183

00:45:42.813 --> 00:45:44.718 pointed out is that we do,

NOTE Confidence: 0.65896183

00:45:44.720 --> 00:45:46.080 we're an open culture,

NOTE Confidence: 0.65896183

00:45:46.080 --> 00:45:46.760 we're inclusive,

NOTE Confidence: 0.65896183

00:45:46.760 --> 00:45:50.477 but we have a mixed medical staff

NOTE Confidence: 0.65896183

00:45:50.480 --> 00:45:54.640 across enterprise and that has,

NOTE Confidence: 0.65896183

00:45:54.640 --> 00:45:56.848 it does present certain

NOTE Confidence: 0.65896183

00:45:56.848 --> 00:45:58.960 challenges in a variety of ways.

NOTE Confidence: 0.725619

00:46:01.320 --> 00:46:03.784 And I think he kind of is asking

NOTE Confidence: 0.725619

00:46:03.784 --> 00:46:05.826 maybe for your general perspective  
NOTE Confidence: 0.725619

00:46:05.826 --> 00:46:09.800 on where we're going with that and  
NOTE Confidence: 0.725619

00:46:09.800 --> 00:46:12.392 are there opportunities for us to  
NOTE Confidence: 0.725619

00:46:12.392 --> 00:46:14.860 think about creating more coherent  
NOTE Confidence: 0.725619

00:46:14.860 --> 00:46:16.918 alignment among our specialists?  
NOTE Confidence: 0.725619

00:46:17.760 --> 00:46:21.048 Yeah. Thank you both. Yeah.  
NOTE Confidence: 0.725619

00:46:21.048 --> 00:46:22.712 I will speak this from a general perspective.  
NOTE Confidence: 0.725619

00:46:22.720 --> 00:46:24.340 I can't speak exactly to  
NOTE Confidence: 0.725619

00:46:24.340 --> 00:46:25.636 what's happening in cancer.  
NOTE Confidence: 0.725619

00:46:25.640 --> 00:46:31.160 But again at the turn of the year in January,  
NOTE Confidence: 0.725619

00:46:31.160 --> 00:46:33.662 we are hoping to launch a  
NOTE Confidence: 0.725619

00:46:33.662 --> 00:46:34.913 clinically integrated network.  
NOTE Confidence: 0.725619

00:46:34.920 --> 00:46:37.432 And that is really an important strategy at  
NOTE Confidence: 0.725619

00:46:37.432 --> 00:46:40.160 a place like Yale where you have faculty,  
NOTE Confidence: 0.725619

00:46:40.160 --> 00:46:42.212 employee providers and independent  
NOTE Confidence: 0.725619

00:46:42.212 --> 00:46:44.777 community providers who are practicing

NOTE Confidence: 0.725619

00:46:44.777 --> 00:46:47.073 across the enterprise, right.

NOTE Confidence: 0.725619

00:46:47.073 --> 00:46:51.376 It's a really critical vehicle to

NOTE Confidence: 0.725619

00:46:51.376 --> 00:46:54.592 drive alignment in a legal compliant

NOTE Confidence: 0.725619

00:46:54.592 --> 00:46:57.320 way around quality and safety,

NOTE Confidence: 0.725619

00:46:57.320 --> 00:46:59.553 around how we think about our work

NOTE Confidence: 0.725619

00:46:59.553 --> 00:47:02.222 together as we consider referral patterns

NOTE Confidence: 0.725619

00:47:02.222 --> 00:47:04.400 and mechanisms, strategic growth.

NOTE Confidence: 0.725619

00:47:04.400 --> 00:47:06.560 It creates the stickiness.

NOTE Confidence: 0.725619

00:47:06.560 --> 00:47:09.120 Everybody hears me talk about that all the

NOTE Confidence: 0.725619

00:47:09.120 --> 00:47:12.600 time that you want among those providers.

NOTE Confidence: 0.94565576

00:47:15.200 --> 00:47:17.328 But ideally you want people who are

NOTE Confidence: 0.94565576

00:47:17.328 --> 00:47:19.081 fiercely committed to the work and

NOTE Confidence: 0.94565576

00:47:19.081 --> 00:47:20.908 mission and vision of Yale New Haven

NOTE Confidence: 0.94565576

00:47:20.968 --> 00:47:22.954 Health System and committed to the

NOTE Confidence: 0.94565576

00:47:22.954 --> 00:47:25.267 patients that we're serving so that we

NOTE Confidence: 0.94565576

00:47:25.267 --> 00:47:27.570 can create this network where we can  
NOTE Confidence: 0.94565576

00:47:27.640 --> 00:47:30.160 stay tethered together through Epic.  
NOTE Confidence: 0.94565576

00:47:30.160 --> 00:47:32.715 Usually you can, everybody gets on Epic,  
NOTE Confidence: 0.94565576

00:47:32.720 --> 00:47:35.331 you can have a common quality and  
NOTE Confidence: 0.94565576

00:47:35.331 --> 00:47:37.252 safety platform so that you're looking  
NOTE Confidence: 0.94565576

00:47:37.252 --> 00:47:39.394 at the same measures you can share  
NOTE Confidence: 0.94565576

00:47:39.394 --> 00:47:41.314 at times in risk based contracts.  
NOTE Confidence: 0.94565576

00:47:41.320 --> 00:47:43.960 So you can together contract with  
NOTE Confidence: 0.94565576

00:47:43.960 --> 00:47:46.520 the same managed care companies  
NOTE Confidence: 0.94565576

00:47:46.520 --> 00:47:49.560 so that you can go at risk for  
NOTE Confidence: 0.94565576

00:47:49.560 --> 00:47:51.400 certain patient populations.  
NOTE Confidence: 0.94565576

00:47:51.400 --> 00:47:53.480 And as we know more and more of  
NOTE Confidence: 0.94565576

00:47:53.480 --> 00:47:55.353 our contracts are moving in that  
NOTE Confidence: 0.94565576

00:47:55.353 --> 00:47:58.135 direction and you can together set  
NOTE Confidence: 0.94565576

00:47:58.135 --> 00:48:01.175 goals about opportunities for cost  
NOTE Confidence: 0.94565576

00:48:01.175 --> 00:48:03.915 containment or product standardization,

NOTE Confidence: 0.94565576

00:48:03.920 --> 00:48:05.726 things that you can't do together when

NOTE Confidence: 0.94565576

00:48:05.726 --> 00:48:07.618 you don't have a clinically integrated

NOTE Confidence: 0.94565576

00:48:07.618 --> 00:48:09.372 network because it violates stark

NOTE Confidence: 0.94565576

00:48:09.372 --> 00:48:11.696 and anti kickback you can do within

NOTE Confidence: 0.94565576

00:48:11.696 --> 00:48:13.599 a clinically integrated network.

NOTE Confidence: 0.94565576

00:48:13.600 --> 00:48:15.571 So again PEG,

NOTE Confidence: 0.94565576

00:48:15.571 --> 00:48:19.004 McGovern is launching that along with

NOTE Confidence: 0.94565576

00:48:19.004 --> 00:48:21.416 that you have a population health

NOTE Confidence: 0.94565576

00:48:21.416 --> 00:48:23.120 coordinated population health program

NOTE Confidence: 0.94565576

00:48:23.120 --> 00:48:25.835 underneath it so that you can start

NOTE Confidence: 0.94565576

00:48:25.835 --> 00:48:27.536 stratifying your patients and looking

NOTE Confidence: 0.94565576

00:48:27.536 --> 00:48:29.552 and provide data to that whole group

NOTE Confidence: 0.94565576

00:48:29.552 --> 00:48:31.634 so that they can see you know how

NOTE Confidence: 0.94565576

00:48:31.634 --> 00:48:33.400 are we caring for our patients,

NOTE Confidence: 0.94565576

00:48:33.400 --> 00:48:34.640 what are opportunities for

NOTE Confidence: 0.94565576

00:48:34.640 --> 00:48:35.880 improvement and the like.  
NOTE Confidence: 0.94565576

00:48:35.880 --> 00:48:37.464 So that's this really,  
NOTE Confidence: 0.94565576

00:48:37.464 --> 00:48:40.848 really big part of our strategy for fiscal  
NOTE Confidence: 0.94565576

00:48:40.848 --> 00:48:44.880 year 24 and starting in the calendar year.  
NOTE Confidence: 0.94565576

00:48:44.880 --> 00:48:48.226 I will say my understanding is we  
NOTE Confidence: 0.94565576

00:48:48.226 --> 00:48:51.120 attempted this twice before at Yale,  
NOTE Confidence: 0.94565576

00:48:51.120 --> 00:48:54.060 so third time's a charm and Peg  
NOTE Confidence: 0.94565576

00:48:54.060 --> 00:48:57.234 has LED this in her career at  
NOTE Confidence: 0.94565576

00:48:57.234 --> 00:48:59.152 Stony Brook and Mount Sinai.  
NOTE Confidence: 0.94565576

00:48:59.152 --> 00:49:01.216 Believe she launched these and she  
NOTE Confidence: 0.94565576

00:49:01.216 --> 00:49:03.600 is incredibly gifted in this work.  
NOTE Confidence: 0.94565576

00:49:03.600 --> 00:49:06.000 So I have no doubt that we'll be  
NOTE Confidence: 0.94565576

00:49:06.000 --> 00:49:08.104 launching this with rigor and vigor  
NOTE Confidence: 0.94565576

00:49:08.104 --> 00:49:10.360 starting the come of the year.  
NOTE Confidence: 0.94565576

00:49:10.360 --> 00:49:12.432 I would recommend you invite her or an  
NOTE Confidence: 0.94565576

00:49:12.432 --> 00:49:14.278 opportunity to speak to it at some point.

NOTE Confidence: 0.51356584

00:49:14.280 --> 00:49:15.960 Yeah, absolutely. Pam, thank you.

NOTE Confidence: 0.51356584

00:49:15.960 --> 00:49:17.894 And and just to add, I was,

NOTE Confidence: 0.51356584

00:49:17.894 --> 00:49:21.119 I was not here for the first go at it,

NOTE Confidence: 0.51356584

00:49:21.120 --> 00:49:23.400 but I was here for the second go at it.

NOTE Confidence: 0.51356584

00:49:23.400 --> 00:49:25.608 And I'll just say from my

NOTE Confidence: 0.51356584

00:49:25.608 --> 00:49:27.080 perspective it feels different.

NOTE Confidence: 0.51356584

00:49:27.080 --> 00:49:28.355 I'm very encouraged that we

NOTE Confidence: 0.51356584

00:49:28.355 --> 00:49:30.040 are going to make this happen,

NOTE Confidence: 0.51356584

00:49:30.040 --> 00:49:31.450 that Peg and her leadership

NOTE Confidence: 0.51356584

00:49:31.450 --> 00:49:33.320 is going to make this happen.

NOTE Confidence: 0.51356584

00:49:33.320 --> 00:49:34.240 It is a heavy lift,

NOTE Confidence: 0.51356584

00:49:34.240 --> 00:49:36.520 but it's so critically important.

NOTE Confidence: 0.51356584

00:49:36.520 --> 00:49:37.880 Before we go on to the next question,

NOTE Confidence: 0.51356584

00:49:37.880 --> 00:49:40.336 if I can just sort of add a

NOTE Confidence: 0.51356584

00:49:40.336 --> 00:49:41.800 little addendum question.

NOTE Confidence: 0.51356584

00:49:41.800 --> 00:49:43.599 Can you talk a little bit because  
NOTE Confidence: 0.51356584

00:49:43.599 --> 00:49:45.636 I'm not sure everybody that's in the  
NOTE Confidence: 0.51356584

00:49:45.636 --> 00:49:47.827 town hall has heard about the work  
NOTE Confidence: 0.51356584

00:49:47.827 --> 00:49:49.472 that's occurring around the alignment  
NOTE Confidence: 0.51356584

00:49:49.472 --> 00:49:51.558 of yell medicine and NMG as well.  
NOTE Confidence: 0.8751114

00:49:52.760 --> 00:49:55.063 Sure. So that is under the auspices  
NOTE Confidence: 0.8751114

00:49:55.063 --> 00:49:57.096 of the Align Clinician enterprise  
NOTE Confidence: 0.8751114

00:49:57.096 --> 00:50:00.018 and it's very related to the  
NOTE Confidence: 0.8751114

00:50:00.018 --> 00:50:01.680 clinically integrated networks.  
NOTE Confidence: 0.8751114

00:50:01.680 --> 00:50:03.795 I know there's a lot of acronyms here and  
NOTE Confidence: 0.8751114

00:50:03.795 --> 00:50:06.119 it is kind of complex and a little fussy,  
NOTE Confidence: 0.8751114

00:50:06.120 --> 00:50:09.640 but that Align Clinician Enterprise  
NOTE Confidence: 0.8751114

00:50:09.640 --> 00:50:12.202 is the bringing together of Yale  
NOTE Confidence: 0.8751114

00:50:12.202 --> 00:50:14.448 Medicine and the Northeast Medical  
NOTE Confidence: 0.8751114

00:50:14.448 --> 00:50:17.238 Group to more formally work together.  
NOTE Confidence: 0.8751114

00:50:17.240 --> 00:50:19.316 It's not a new legal entity.

NOTE Confidence: 0.8751114

00:50:19.320 --> 00:50:20.652 It's, it's, you know,

NOTE Confidence: 0.8751114

00:50:20.652 --> 00:50:22.317 there's still separate legal entities,

NOTE Confidence: 0.8751114

00:50:22.320 --> 00:50:24.260 but it's the coming,

NOTE Confidence: 0.8751114

00:50:24.260 --> 00:50:28.600 the informal coming together so that

NOTE Confidence: 0.8751114

00:50:28.600 --> 00:50:32.280 there is a focus on those things that

NOTE Confidence: 0.8751114

00:50:32.280 --> 00:50:34.518 can be shared between those groups,

NOTE Confidence: 0.8751114

00:50:34.520 --> 00:50:38.078 including not competing against one another,

NOTE Confidence: 0.8751114

00:50:38.080 --> 00:50:38.460 right.

NOTE Confidence: 0.8751114

00:50:38.460 --> 00:50:40.360 Because there are times that

NOTE Confidence: 0.8751114

00:50:40.360 --> 00:50:41.880 in EMG was recruiting,

NOTE Confidence: 0.8751114

00:50:41.880 --> 00:50:44.832 YM is recruiting and never did the two know.

NOTE Confidence: 0.8751114

00:50:44.840 --> 00:50:47.402 So it creates some of that alignment

NOTE Confidence: 0.8751114

00:50:47.402 --> 00:50:49.679 opportunities to share and some services,

NOTE Confidence: 0.8751114

00:50:49.680 --> 00:50:50.826 for example,

NOTE Confidence: 0.8751114

00:50:50.826 --> 00:50:53.118 a shared compliance program,

NOTE Confidence: 0.8751114

00:50:53.120 --> 00:50:54.860 having a shared ambulatory  
NOTE Confidence: 0.8751114

00:50:54.860 --> 00:50:56.600 quality and safety program.  
NOTE Confidence: 0.8751114

00:50:56.600 --> 00:50:58.430 I'm really looking at the physician  
NOTE Confidence: 0.8751114

00:50:58.430 --> 00:51:00.400 practice management and I say physician,  
NOTE Confidence: 0.8751114

00:51:00.400 --> 00:51:02.656 but I really mean provider clinician  
NOTE Confidence: 0.8751114

00:51:02.656 --> 00:51:04.560 APPS are included in that.  
NOTE Confidence: 0.8751114

00:51:04.560 --> 00:51:08.120 So that's the best I can explain it.  
NOTE Confidence: 0.8751114

00:51:08.120 --> 00:51:13.470 It's really bringing some focus and  
NOTE Confidence: 0.8751114

00:51:13.470 --> 00:51:17.760 collaboration between the the two practices.  
NOTE Confidence: 0.50347716

00:51:17.960 --> 00:51:21.456 Yeah. And I would just say from my  
NOTE Confidence: 0.50347716

00:51:21.456 --> 00:51:24.469 perspective what I see is that prior to  
NOTE Confidence: 0.50347716

00:51:24.469 --> 00:51:27.440 this move they were very separate there.  
NOTE Confidence: 0.50347716

00:51:27.440 --> 00:51:29.414 There were I'm sure attempts at trying  
NOTE Confidence: 0.50347716

00:51:29.414 --> 00:51:31.700 to and I know in cancer we made  
NOTE Confidence: 0.50347716

00:51:31.700 --> 00:51:33.905 attempts to try to make sure that we  
NOTE Confidence: 0.50347716

00:51:33.905 --> 00:51:35.440 were creating sort of collaborative

NOTE Confidence: 0.50347716

00:51:35.440 --> 00:51:37.360 opportunities there because we did have,

NOTE Confidence: 0.50347716

00:51:37.360 --> 00:51:39.256 there are providers in any M&G

NOTE Confidence: 0.50347716

00:51:39.256 --> 00:51:41.280 that are very important to us that

NOTE Confidence: 0.50347716

00:51:41.280 --> 00:51:43.280 are in the cancer realm.

NOTE Confidence: 0.50347716

00:51:43.280 --> 00:51:45.424 But what what I see right now is

NOTE Confidence: 0.50347716

00:51:45.424 --> 00:51:47.705 that even though it's they're not

NOTE Confidence: 0.50347716

00:51:47.705 --> 00:51:49.800 one organization and it's informal,

NOTE Confidence: 0.50347716

00:51:49.800 --> 00:51:52.944 I see more structure around that

NOTE Confidence: 0.50347716

00:51:52.944 --> 00:51:56.399 and I see more alignment in terms

NOTE Confidence: 0.50347716

00:51:56.399 --> 00:51:59.040 of the desires across the board to

NOTE Confidence: 0.50347716

00:51:59.040 --> 00:52:00.640 do something very different than

NOTE Confidence: 0.50347716

00:52:00.640 --> 00:52:02.320 what we've done in the past.

NOTE Confidence: 0.50347716

00:52:02.320 --> 00:52:06.230 So I'll just add my observation to that

NOTE Confidence: 0.50347716

00:52:06.230 --> 00:52:08.155 and again I think it's very encouraging

NOTE Confidence: 0.75053245

00:52:08.800 --> 00:52:10.294 and I think you know I'm

NOTE Confidence: 0.75053245

00:52:10.294 --> 00:52:11.800 channelling peg a little bit here.  
NOTE Confidence: 0.75053245

00:52:11.800 --> 00:52:13.739 But you know some of the desire  
NOTE Confidence: 0.75053245

00:52:13.739 --> 00:52:15.902 is for the physician groups to  
NOTE Confidence: 0.75053245

00:52:15.902 --> 00:52:18.434 socialize with one another and to  
NOTE Confidence: 0.75053245

00:52:18.434 --> 00:52:20.332 understand how their shared success  
NOTE Confidence: 0.75053245

00:52:20.332 --> 00:52:22.756 and getting to know one another.  
NOTE Confidence: 0.75053245

00:52:22.760 --> 00:52:25.820 And you know doing a little bit of myth  
NOTE Confidence: 0.75053245

00:52:25.820 --> 00:52:28.090 busting and interestingly many of the  
NOTE Confidence: 0.75053245

00:52:28.090 --> 00:52:30.480 NEMG providers are former Yale grads,  
NOTE Confidence: 0.75053245

00:52:30.480 --> 00:52:32.600 right, medical school or residency,  
NOTE Confidence: 0.75053245

00:52:32.600 --> 00:52:36.160 fellowship trained physicians and clinicians.  
NOTE Confidence: 0.75053245

00:52:36.160 --> 00:52:40.154 So it's kind of reconnecting those groups  
NOTE Confidence: 0.75053245

00:52:40.154 --> 00:52:43.073 back together and again we'll be ongoing.  
NOTE Confidence: 0.75053245

00:52:43.080 --> 00:52:43.924 It's not a project,  
NOTE Confidence: 0.75053245

00:52:43.924 --> 00:52:46.078 it is a new way of doing our work.  
NOTE Confidence: 0.4773293

00:52:46.520 --> 00:52:49.076 So we have a, we have a Anne Chang,

NOTE Confidence: 0.4773293

00:52:49.080 --> 00:52:51.348 I don't think Anne is is with us this

NOTE Confidence: 0.4773293

00:52:51.348 --> 00:52:54.000 evening, but Anne has been working with

NOTE Confidence: 0.4773293

00:52:54.000 --> 00:52:57.130 Karen Brown who is the physician leader

NOTE Confidence: 0.4773293

00:52:57.130 --> 00:53:00.544 at NEMG around the primary care body of

NOTE Confidence: 0.4773293

00:53:00.544 --> 00:53:04.000 work and they have for several months been

NOTE Confidence: 0.4773293

00:53:04.000 --> 00:53:05.518 doing something called Smile of Shares.

NOTE Confidence: 0.4773293

00:53:05.520 --> 00:53:07.470 We've been doing this across the

NOTE Confidence: 0.4773293

00:53:07.470 --> 00:53:09.560 state and and various communities.

NOTE Confidence: 0.4773293

00:53:09.560 --> 00:53:11.840 Oh hi Ann, Ann's here.

NOTE Confidence: 0.4773293

00:53:11.840 --> 00:53:14.960 And so Ann, correct me if I get this wrong,

NOTE Confidence: 0.4773293

00:53:14.960 --> 00:53:18.920 but anyway they have been doing these great.

NOTE Confidence: 0.4773293

00:53:18.920 --> 00:53:21.880 It's been through virtual mechanisms,

NOTE Confidence: 0.4773293

00:53:21.880 --> 00:53:24.064 but Ann and Karen have been putting

NOTE Confidence: 0.4773293

00:53:24.064 --> 00:53:25.644 these programs together for the

NOTE Confidence: 0.4773293

00:53:25.644 --> 00:53:27.114 primary care physicians in NMG,

NOTE Confidence: 0.4773293

00:53:27.120 --> 00:53:30.720 bringing the disease specialists  
NOTE Confidence: 0.4773293

00:53:30.720 --> 00:53:34.320 multidisciplinary together to talk  
NOTE Confidence: 0.4773293

00:53:34.320 --> 00:53:37.900 about how to work together in managing  
NOTE Confidence: 0.4773293

00:53:37.900 --> 00:53:39.320 the cancer patient population.  
NOTE Confidence: 0.4773293

00:53:39.320 --> 00:53:40.370 So you know,  
NOTE Confidence: 0.4773293

00:53:40.370 --> 00:53:43.267 I think that we are continuing to try  
NOTE Confidence: 0.4773293

00:53:43.267 --> 00:53:45.457 to be very creative and innovative  
NOTE Confidence: 0.4773293

00:53:45.457 --> 00:53:47.580 in how we we would collaborate.  
NOTE Confidence: 0.4773293

00:53:47.580 --> 00:53:48.600 It's so important,  
NOTE Confidence: 0.4773293

00:53:48.600 --> 00:53:51.715 It is so important with our patients  
NOTE Confidence: 0.4773293

00:53:51.715 --> 00:53:53.444 who need to also be taken care  
NOTE Confidence: 0.4773293

00:53:53.444 --> 00:53:54.880 of by primary care physicians,  
NOTE Confidence: 0.4773293

00:53:54.880 --> 00:53:56.620 not exclusively by oncologists.  
NOTE Confidence: 0.4773293

00:53:56.620 --> 00:53:58.360 Yet the primary care,  
NOTE Confidence: 0.4773293

00:53:58.360 --> 00:54:00.684 I mean the patients get very nervous  
NOTE Confidence: 0.4773293

00:54:00.684 --> 00:54:02.390 and comfortable with their oncologists

NOTE Confidence: 0.4773293

00:54:02.390 --> 00:54:04.998 and we really need to bridge that gap.

NOTE Confidence: 0.4773293

00:54:05.000 --> 00:54:07.816 So Ann shout out to Ann and Karen

NOTE Confidence: 0.4773293

00:54:07.816 --> 00:54:09.540 you guys really impressive work.

NOTE Confidence: 0.4773293

00:54:09.540 --> 00:54:09.880 Yeah

NOTE Confidence: 0.6388146

00:54:10.520 --> 00:54:11.764 that's actually coming up

NOTE Confidence: 0.6388146

00:54:11.764 --> 00:54:13.319 in other services as well.

NOTE Confidence: 0.6388146

00:54:13.320 --> 00:54:15.516 So I'll thank you for shouting out the team.

NOTE Confidence: 0.6388146

00:54:15.520 --> 00:54:17.136 It's nice to know it's, it's happening.

NOTE Confidence: 0.6388146

00:54:17.136 --> 00:54:19.805 We have a example in in Smilo in

NOTE Confidence: 0.6388146

00:54:19.805 --> 00:54:22.553 primary care and you know we know we're

NOTE Confidence: 0.6388146

00:54:22.553 --> 00:54:24.785 under resourced in our primary care

NOTE Confidence: 0.6388146

00:54:24.785 --> 00:54:27.292 network and part of our strategic plan

NOTE Confidence: 0.6388146

00:54:27.292 --> 00:54:29.322 clearly calls that out that minimally

NOTE Confidence: 0.6388146

00:54:29.322 --> 00:54:31.569 it's likely we have to recruit 200

NOTE Confidence: 0.6388146

00:54:31.569 --> 00:54:33.527 plus primary care providers in our

NOTE Confidence: 0.6388146

00:54:33.527 --> 00:54:35.640 network in some form or fashion.  
NOTE Confidence: 0.6388146

00:54:35.640 --> 00:54:36.472 They don't necessarily have  
NOTE Confidence: 0.6388146

00:54:36.472 --> 00:54:37.512 to be employed by us,  
NOTE Confidence: 0.6388146

00:54:37.520 --> 00:54:40.040 but maybe we have have a tighter  
NOTE Confidence: 0.6388146

00:54:40.040 --> 00:54:41.720 relationship with community providers  
NOTE Confidence: 0.6388146

00:54:41.720 --> 00:54:44.918 and and have this connection between  
NOTE Confidence: 0.6388146

00:54:44.918 --> 00:54:48.016 specialties and primary care so that  
NOTE Confidence: 0.6388146

00:54:48.016 --> 00:54:50.226 there can be effective handoffs  
NOTE Confidence: 0.6388146

00:54:50.226 --> 00:54:53.240 back and forth as appropriate and  
NOTE Confidence: 0.6388146

00:54:53.240 --> 00:54:56.040 as determined by those providers.  
NOTE Confidence: 0.6388146

00:54:56.040 --> 00:54:58.281 And we heard it today in in our strategic  
NOTE Confidence: 0.6388146

00:54:58.281 --> 00:54:59.879 planning around cardiology as well,  
NOTE Confidence: 0.3549959

00:55:00.800 --> 00:55:02.390 absolutely. So there is one one  
NOTE Confidence: 0.3549959

00:55:02.390 --> 00:55:04.420 more question and if we have a a  
NOTE Confidence: 0.3549959

00:55:04.420 --> 00:55:05.794 few more minutes is the question.  
NOTE Confidence: 0.3549959

00:55:05.800 --> 00:55:07.160 First of all, Michelle Kelvey,

NOTE Confidence: 0.3549959

00:55:07.160 --> 00:55:09.596 Albert thanks you for your presentation.

NOTE Confidence: 0.3549959

00:55:09.600 --> 00:55:11.672 She asked if you can comment on work

NOTE Confidence: 0.3549959

00:55:11.672 --> 00:55:13.167 that's being done around centralization

NOTE Confidence: 0.3549959

00:55:13.167 --> 00:55:15.660 of some areas and how this fits into

NOTE Confidence: 0.3549959

00:55:15.660 --> 00:55:17.697 the strategic vision and why it's so

NOTE Confidence: 0.3549959

00:55:17.697 --> 00:55:19.360 important for as we move this forward.

NOTE Confidence: 0.3549959

00:55:19.360 --> 00:55:22.732 And I may be adding things that

NOTE Confidence: 0.3549959

00:55:22.732 --> 00:55:25.000 Michelle doesn't intend for me to add,

NOTE Confidence: 0.3549959

00:55:25.000 --> 00:55:26.734 but Michelle is our Director for

NOTE Confidence: 0.3549959

00:55:26.734 --> 00:55:28.865 quality and I think a lot of the

NOTE Confidence: 0.3549959

00:55:28.865 --> 00:55:30.603 work Deb Rhodes is doing and she's

NOTE Confidence: 0.3549959

00:55:30.603 --> 00:55:32.457 working with our teams and with

NOTE Confidence: 0.3549959

00:55:32.457 --> 00:55:33.800 Michelle and and Scott Huntington

NOTE Confidence: 0.3549959

00:55:33.800 --> 00:55:35.240 and who I also Doctor Huntington,

NOTE Confidence: 0.3549959

00:55:35.240 --> 00:55:37.598 I think is on with us tonight around the

NOTE Confidence: 0.3549959

00:55:37.598 --> 00:55:40.078 work that's going on in the quality space.  
NOTE Confidence: 0.3549959

00:55:40.080 --> 00:55:41.292 So perhaps you could just speak  
NOTE Confidence: 0.3549959

00:55:41.292 --> 00:55:42.320 to that a little bit.  
NOTE Confidence: 0.3549959

00:55:42.320 --> 00:55:42.695 Michelle,  
NOTE Confidence: 0.3549959

00:55:42.695 --> 00:55:45.320 I hope I am representing you appropriately.  
NOTE Confidence: 0.50851256

00:55:47.040 --> 00:55:48.140 Thanks, Lori for giving that  
NOTE Confidence: 0.50851256

00:55:48.140 --> 00:55:49.240 a little bit more context.  
NOTE Confidence: 0.50851256

00:55:49.240 --> 00:55:54.452 For me, I I think that's right that  
NOTE Confidence: 0.50851256

00:55:54.452 --> 00:55:57.004 there's a desire to centralized some of  
NOTE Confidence: 0.50851256

00:55:57.004 --> 00:55:59.319 that activity and and let me be clear,  
NOTE Confidence: 0.50851256

00:55:59.320 --> 00:56:01.893 it's not for centralization's sake, right?  
NOTE Confidence: 0.50851256

00:56:01.893 --> 00:56:05.848 The desire is to create uniform  
NOTE Confidence: 0.50851256

00:56:05.848 --> 00:56:08.288 processes and approaches to how  
NOTE Confidence: 0.50851256

00:56:08.288 --> 00:56:11.324 we manage quality and safety so  
NOTE Confidence: 0.50851256

00:56:11.324 --> 00:56:13.834 that we establish common language,  
NOTE Confidence: 0.50851256

00:56:13.840 --> 00:56:17.128 common approaches, common metrics,

NOTE Confidence: 0.50851256

00:56:17.128 --> 00:56:19.594 common performance expectations

NOTE Confidence: 0.50851256

00:56:19.594 --> 00:56:22.840 around quality and safety.

NOTE Confidence: 0.50851256

00:56:22.840 --> 00:56:24.436 Not to take away in any way,

NOTE Confidence: 0.50851256

00:56:24.440 --> 00:56:27.275 shape or form from the service line,

NOTE Confidence: 0.50851256

00:56:27.280 --> 00:56:29.800 specific definitions of quality and safety,

NOTE Confidence: 0.50851256

00:56:29.800 --> 00:56:32.716 which are absolutely part of that.

NOTE Confidence: 0.50851256

00:56:32.720 --> 00:56:35.107 How we think about and use language

NOTE Confidence: 0.50851256

00:56:35.107 --> 00:56:36.998 around quality and safety really

NOTE Confidence: 0.50851256

00:56:36.998 --> 00:56:39.386 has to be consistent regardless of

NOTE Confidence: 0.50851256

00:56:39.386 --> 00:56:41.520 what specialty we're talking about,

NOTE Confidence: 0.50851256

00:56:41.520 --> 00:56:44.411 regardless of which DN or hospital or

NOTE Confidence: 0.50851256

00:56:44.411 --> 00:56:46.639 ambulatory location we're talking about.

NOTE Confidence: 0.50851256

00:56:46.640 --> 00:56:49.408 So it's very hard to move the needle

NOTE Confidence: 0.50851256

00:56:49.408 --> 00:56:51.902 on quality if I'm using language

NOTE Confidence: 0.50851256

00:56:51.902 --> 00:56:53.195 of lean principles.

NOTE Confidence: 0.50851256

00:56:53.200 --> 00:56:54.904 And the person over here has no idea  
NOTE Confidence: 0.50851256

00:56:54.904 --> 00:56:56.398 what lean principles mean, right?  
NOTE Confidence: 0.50851256

00:56:56.398 --> 00:56:57.788 When I'm talking about standard  
NOTE Confidence: 0.50851256

00:56:57.788 --> 00:56:59.559 work and someone over here is like,  
NOTE Confidence: 0.50851256

00:56:59.560 --> 00:57:01.758 what do you mean by standard work  
NOTE Confidence: 0.50851256

00:57:01.760 --> 00:57:03.596 and what do I have to do with that?  
NOTE Confidence: 0.50851256

00:57:03.600 --> 00:57:05.760 Because you know when you,  
NOTE Confidence: 0.50851256

00:57:05.760 --> 00:57:09.248 you make change in one space you you,  
NOTE Confidence: 0.50851256

00:57:09.248 --> 00:57:11.200 you inextricably make a,  
NOTE Confidence: 0.50851256

00:57:11.200 --> 00:57:12.490 it makes changes,  
NOTE Confidence: 0.50851256

00:57:12.490 --> 00:57:14.640 It ripples throughout the organization.  
NOTE Confidence: 0.50851256

00:57:14.640 --> 00:57:16.560 We have to understand those ripples.  
NOTE Confidence: 0.50851256

00:57:16.560 --> 00:57:18.996 We have to work together so that  
NOTE Confidence: 0.50851256

00:57:18.996 --> 00:57:21.090 we're looking at not just the  
NOTE Confidence: 0.50851256

00:57:21.090 --> 00:57:22.840 impacts of within our bubble,  
NOTE Confidence: 0.50851256

00:57:22.840 --> 00:57:24.964 but the impacts to the larger

NOTE Confidence: 0.50851256

00:57:24.964 --> 00:57:26.760 organization as changes are made.

NOTE Confidence: 0.50851256

00:57:26.760 --> 00:57:29.112 And that's what the intention of

NOTE Confidence: 0.50851256

00:57:29.112 --> 00:57:30.680 that centralization is doing.

NOTE Confidence: 0.50851256

00:57:30.680 --> 00:57:35.640 It also elevates the attention of this work.

NOTE Confidence: 0.50851256

00:57:35.640 --> 00:57:38.000 You know, 1000 Points of Light are great,

NOTE Confidence: 0.50851256

00:57:38.000 --> 00:57:39.308 but when you bring all those

NOTE Confidence: 0.50851256

00:57:39.308 --> 00:57:40.600 thousand Points of Light together,

NOTE Confidence: 0.50851256

00:57:40.600 --> 00:57:42.712 the impact of that is much

NOTE Confidence: 0.50851256

00:57:42.712 --> 00:57:44.120 greater than you know,

NOTE Confidence: 0.50851256

00:57:44.120 --> 00:57:45.040 the sum of our parts.

NOTE Confidence: 0.50851256

00:57:45.040 --> 00:57:49.915 So I this is really important work and I

NOTE Confidence: 0.50851256

00:57:49.915 --> 00:57:52.096 know it will feel like to people a little

NOTE Confidence: 0.50851256

00:57:52.096 --> 00:57:54.117 bit of cheese moving like you know I'm

NOTE Confidence: 0.50851256

00:57:54.117 --> 00:57:56.120 not I I've worked here all the time.

NOTE Confidence: 0.50851256

00:57:56.120 --> 00:57:57.758 I've always done it like this.

NOTE Confidence: 0.50851256

00:57:57.760 --> 00:58:00.084 We've got to think more globally and  
NOTE Confidence: 0.50851256

00:58:00.084 --> 00:58:03.128 more as a system and create those  
NOTE Confidence: 0.50851256

00:58:03.128 --> 00:58:06.080 efficiencies associated with being a system.  
NOTE Confidence: 0.50851256

00:58:06.080 --> 00:58:08.672 There are a lot of benefits  
NOTE Confidence: 0.50851256

00:58:08.672 --> 00:58:10.400 to creating standard work,  
NOTE Confidence: 0.50851256

00:58:10.400 --> 00:58:11.396 for lack of a better word,  
NOTE Confidence: 0.50851256

00:58:11.400 --> 00:58:13.278 or or common processes because a  
NOTE Confidence: 0.50851256

00:58:13.280 --> 00:58:14.782 lot of what we're doing is rework  
NOTE Confidence: 0.50851256

00:58:14.782 --> 00:58:17.074 and that's not helpful for anybody.  
NOTE Confidence: 0.37773234

00:58:17.920 --> 00:58:19.220 Absolutely. Thank you, Pam.  
NOTE Confidence: 0.37773234

00:58:19.220 --> 00:58:20.195 I appreciate that.  
NOTE Confidence: 0.37773234

00:58:20.200 --> 00:58:22.296 All both tries. All, both tries.  
NOTE Confidence: 0.37773234

00:58:22.296 --> 00:58:23.816 All, both tries. All right.  
NOTE Confidence: 0.37773234

00:58:23.816 --> 00:58:26.280 So I think that all the questions  
NOTE Confidence: 0.37773234

00:58:26.355 --> 00:58:28.357 are out just in time at 6:00.  
NOTE Confidence: 0.37773234

00:58:28.360 --> 00:58:31.120 Good timing. Pam, thank you so much.

NOTE Confidence: 0.37773234

00:58:31.120 --> 00:58:33.780 It's been wonderful to have you with

NOTE Confidence: 0.37773234

00:58:33.780 --> 00:58:36.372 us tonight and we will invite PEG

NOTE Confidence: 0.37773234

00:58:36.372 --> 00:58:38.880 because I and and others as well.

NOTE Confidence: 0.37773234

00:58:38.880 --> 00:58:41.463 And Cynthia came not too long ago

NOTE Confidence: 0.37773234

00:58:41.463 --> 00:58:43.999 before we launched the official Access

NOTE Confidence: 0.37773234

00:58:44.000 --> 00:58:46.808 365 and a lot about Access and we knew

NOTE Confidence: 0.37773234

00:58:46.808 --> 00:58:48.320 that we talked about Guide House and

NOTE Confidence: 0.37773234

00:58:48.320 --> 00:58:50.079 that all of that work was coming about.

NOTE Confidence: 0.37773234

00:58:50.080 --> 00:58:52.208 So we will do a refresh on some

NOTE Confidence: 0.37773234

00:58:52.208 --> 00:58:54.365 Access work as well because I

NOTE Confidence: 0.37773234

00:58:54.365 --> 00:58:56.315 think there's just some wonderful

NOTE Confidence: 0.37773234

00:58:56.315 --> 00:58:57.933 information coming out right now

NOTE Confidence: 0.37773234

00:58:57.933 --> 00:59:00.248 that has a lot more detail and meat

NOTE Confidence: 0.37773234

00:59:00.248 --> 00:59:02.236 to it around that body of work.

NOTE Confidence: 0.37773234

00:59:02.240 --> 00:59:05.040 So really appreciate it, Kim.

NOTE Confidence: 0.37773234

00:59:05.040 --> 00:59:05.440 Kevin  
NOTE Confidence: 0.8153383

00:59:07.640 --> 00:59:10.448 I the only thing I would say is thank  
NOTE Confidence: 0.8153383

00:59:10.448 --> 00:59:13.028 you Pam is first and then I think it  
NOTE Confidence: 0.8153383

00:59:13.028 --> 00:59:14.400 was somebody just put in the chat,  
NOTE Confidence: 0.8153383

00:59:14.400 --> 00:59:15.158 very informative.  
NOTE Confidence: 0.8153383

00:59:15.158 --> 00:59:17.053 I think everyone really appreciates  
NOTE Confidence: 0.8153383

00:59:17.053 --> 00:59:19.357 you being here and taking time out.  
NOTE Confidence: 0.8153383

00:59:19.360 --> 00:59:20.480 And then the second piece,  
NOTE Confidence: 0.8153383

00:59:20.480 --> 00:59:23.514 I just want to thank everyone who's  
NOTE Confidence: 0.8153383

00:59:23.514 --> 00:59:24.918 on the call that's involved in  
NOTE Confidence: 0.8153383

00:59:24.918 --> 00:59:26.279 our Commission on Cancer survey.  
NOTE Confidence: 0.8153383

00:59:26.280 --> 00:59:28.836 Tomorrow we have our site survey.  
NOTE Confidence: 0.8153383

00:59:28.840 --> 00:59:30.527 A lot of people have been working  
NOTE Confidence: 0.8153383

00:59:30.527 --> 00:59:32.198 very hard to prepare for that.  
NOTE Confidence: 0.8153383

00:59:32.200 --> 00:59:34.482 I know it really actually every single  
NOTE Confidence: 0.8153383

00:59:34.482 --> 00:59:37.298 person that works in Smilo or the Yale

NOTE Confidence: 0.8153383

00:59:37.298 --> 00:59:39.073 Cancer Center touches our accreditation.

NOTE Confidence: 0.8153383

00:59:39.080 --> 00:59:41.474 But we have a big day tomorrow

NOTE Confidence: 0.8153383

00:59:41.474 --> 00:59:43.736 with our site visit and I just

NOTE Confidence: 0.8153383

00:59:43.736 --> 00:59:44.876 know we'll do really well.

NOTE Confidence: 0.8153383

00:59:44.880 --> 00:59:48.348 I'll be at a few of the sessions and just

NOTE Confidence: 0.8153383

00:59:48.348 --> 00:59:51.538 real excited to see the team display our our,

NOTE Confidence: 0.8153383

00:59:51.538 --> 00:59:53.734 our high quality cancer care for

NOTE Confidence: 0.8153383

00:59:53.734 --> 00:59:55.838 the surveyor and then Kevin,

NOTE Confidence: 0.8153383

00:59:55.840 --> 00:59:57.352 I'll just turn it over to you

NOTE Confidence: 0.8153383

00:59:57.352 --> 00:59:58.360 to for final words.

NOTE Confidence: 0.63644516

00:59:59.640 --> 01:00:02.115 No, I have, I have very little to add.

NOTE Confidence: 0.63644516

01:00:02.120 --> 01:00:05.870 Pam, it's been a delight for you to be with

NOTE Confidence: 0.63644516

01:00:05.957 --> 01:00:08.760 us and you know I think you're listening.

NOTE Confidence: 0.63644516

01:00:08.760 --> 01:00:10.655 Your empathy and your forward-looking

NOTE Confidence: 0.63644516

01:00:10.655 --> 01:00:12.960 vision is affirming for all of us.

NOTE Confidence: 0.63644516

01:00:12.960 --> 01:00:15.462 So much gratitude and we're in  
NOTE Confidence: 0.63644516

01:00:15.462 --> 01:00:17.398 the work together. So thank you.  
NOTE Confidence: 0.540664

01:00:17.840 --> 01:00:19.480 Thank you. I appreciate that.  
NOTE Confidence: 0.540664

01:00:19.480 --> 01:00:22.360 I do want to call out someone mentioned  
NOTE Confidence: 0.540664

01:00:22.360 --> 01:00:24.119 about leadership coming locally.  
NOTE Confidence: 0.540664

01:00:24.120 --> 01:00:25.760 I I couldn't agree more.  
NOTE Confidence: 0.540664

01:00:25.760 --> 01:00:28.440 I, you know the lean language is go to gimba,  
NOTE Confidence: 0.540664

01:00:28.440 --> 01:00:30.135 there's nothing better to than  
NOTE Confidence: 0.540664

01:00:30.135 --> 01:00:32.399 going to where the work is done.  
NOTE Confidence: 0.540664

01:00:32.400 --> 01:00:34.803 And I've had the joy of meeting quite a  
NOTE Confidence: 0.540664

01:00:34.803 --> 01:00:37.486 few oncology team members in the infusion  
NOTE Confidence: 0.540664

01:00:37.486 --> 01:00:39.680 center and several of your clinic locations.  
NOTE Confidence: 0.540664

01:00:39.680 --> 01:00:40.680 So thank you for that.  
NOTE Confidence: 0.540664

01:00:40.680 --> 01:00:41.800 I agree with you wholeheartedly  
NOTE Confidence: 0.540664

01:00:41.800 --> 01:00:43.440 and it makes all the difference.  
NOTE Confidence: 0.540664

01:00:43.440 --> 01:00:44.420 And thank you, Kevin,

NOTE Confidence: 0.540664

01:00:44.420 --> 01:00:45.155 Kim and Laurie.

NOTE Confidence: 0.540664

01:00:45.160 --> 01:00:46.160 I appreciated the time.

NOTE Confidence: 0.7332958

01:00:47.360 --> 01:00:49.160 Thank you. Thank you everyone for

NOTE Confidence: 0.7332958

01:00:49.160 --> 01:00:51.077 coming this evening and we will see

NOTE Confidence: 0.7332958

01:00:51.077 --> 01:00:53.080 you soon. Good night. Good night.