

WEBVTT

NOTE duration: "00:24:31.359"

NOTE Confidence: 0.97830266

00:00:00.000 --> 00:00:01.439 Good morning. I'm doctor Margaret

NOTE Confidence: 0.97830266

00:00:01.439 --> 00:00:03.199 McGovern. I'm the CEO of

NOTE Confidence: 0.97830266

00:00:03.199 --> 00:00:04.799 Yale Medicine and deputy dean

NOTE Confidence: 0.97830266

00:00:04.799 --> 00:00:05.920 of clinical affairs at the

NOTE Confidence: 0.97830266

00:00:05.920 --> 00:00:07.120 Yale School of Medicine and

NOTE Confidence: 0.97830266

00:00:07.120 --> 00:00:08.800 chief physician executive for Yale

NOTE Confidence: 0.97830266

00:00:08.800 --> 00:00:10.019 New Haven Health System.

NOTE Confidence: 0.99827355

00:00:10.320 --> 00:00:11.920 It's my pleasure to welcome

NOTE Confidence: 0.99827355

00:00:11.920 --> 00:00:13.280 you this morning to the

NOTE Confidence: 0.99827355

00:00:13.280 --> 00:00:14.500 Yale School of Medicine.

NOTE Confidence: 0.9975586

00:00:14.965 --> 00:00:15.945 Pam Sutton Wallace,

NOTE Confidence: 0.9731862

00:00:16.245 --> 00:00:17.285 the president of Yale New

NOTE Confidence: 0.9731862

00:00:17.285 --> 00:00:18.805 Haven Health System, is a

NOTE Confidence: 0.9731862

00:00:18.805 --> 00:00:20.085 strong partner in all this

NOTE Confidence: 0.9731862

00:00:20.085 --> 00:00:21.685 work, and we're gonna take
NOTE Confidence: 0.9731862

00:00:21.685 --> 00:00:23.445 the opportunity today to describe
NOTE Confidence: 0.9731862

00:00:23.445 --> 00:00:24.805 some of these big initiatives
NOTE Confidence: 0.9731862

00:00:24.805 --> 00:00:26.165 that are going forward and
NOTE Confidence: 0.9731862

00:00:26.165 --> 00:00:27.525 how you can participate in
NOTE Confidence: 0.9731862

00:00:27.525 --> 00:00:27.990 their
NOTE Confidence: 0.9962891

00:00:28.470 --> 00:00:29.510 success. My name is Pamela
NOTE Confidence: 0.9962891

00:00:29.510 --> 00:00:30.710 Sutton Wallace, and I'm the
NOTE Confidence: 0.9962891

00:00:30.710 --> 00:00:32.150 president of Yale New Haven
NOTE Confidence: 0.9962891

00:00:32.150 --> 00:00:33.909 Health. We're thrilled to be
NOTE Confidence: 0.9962891

00:00:33.909 --> 00:00:35.510 joining you here today to
NOTE Confidence: 0.9962891

00:00:35.510 --> 00:00:36.790 share with you some of
NOTE Confidence: 0.9962891

00:00:36.790 --> 00:00:38.809 the key initiatives and overview
NOTE Confidence: 0.94804686

00:00:39.190 --> 00:00:40.629 of our health system in
NOTE Confidence: 0.94804686

00:00:40.629 --> 00:00:42.090 the Yale School of Medicine.
NOTE Confidence: 0.96531796

00:00:45.185 --> 00:00:47.604 Yale Medicine is your faculty

NOTE Confidence: 0.96531796
00:00:47.665 --> 00:00:49.585 practice plan. So our pledge
NOTE Confidence: 0.96531796
00:00:49.585 --> 00:00:50.625 to you as Yale Medicine
NOTE Confidence: 0.96531796
00:00:50.625 --> 00:00:51.665 is to provide you with
NOTE Confidence: 0.96531796
00:00:51.665 --> 00:00:53.825 integrated and efficiently managed practice
NOTE Confidence: 0.96531796
00:00:53.825 --> 00:00:54.325 functions,
NOTE Confidence: 0.94590694
00:00:54.865 --> 00:00:56.245 at the same time enabling
NOTE Confidence: 0.94590694
00:00:56.465 --> 00:00:58.320 close close health system alignment
NOTE Confidence: 0.94590694
00:00:58.320 --> 00:01:00.340 and strengthening our academic enterprise
NOTE Confidence: 0.94590694
00:01:00.560 --> 00:01:02.320 inclusive of both our research
NOTE Confidence: 0.94590694
00:01:02.320 --> 00:01:03.540 and education missions.
NOTE Confidence: 0.9900124
00:01:04.240 --> 00:01:05.520 We also work with you
NOTE Confidence: 0.9900124
00:01:05.520 --> 00:01:07.120 and your clinical leadership to
NOTE Confidence: 0.9900124
00:01:07.120 --> 00:01:08.980 drive a physician alignment strategy
NOTE Confidence: 0.9900124
00:01:09.280 --> 00:01:11.065 to propel our growth, enhance
NOTE Confidence: 0.9900124
00:01:11.065 --> 00:01:11.725 our care,
NOTE Confidence: 0.9995117

00:01:12.105 --> 00:01:13.385 and improve both patient and
NOTE Confidence: 0.9995117

00:01:13.385 --> 00:01:14.444 clinician experience.
NOTE Confidence: 0.99671227

00:01:15.145 --> 00:01:16.185 I hope you'll find that
NOTE Confidence: 0.99671227

00:01:16.185 --> 00:01:17.944 your faculty practice plan is
NOTE Confidence: 0.99671227

00:01:17.944 --> 00:01:18.985 led by what you will
NOTE Confidence: 0.99671227

00:01:18.985 --> 00:01:20.105 come to see as trusted
NOTE Confidence: 0.99671227

00:01:20.105 --> 00:01:22.025 leaders who really understand the
NOTE Confidence: 0.99671227

00:01:22.025 --> 00:01:23.885 competing priorities that you face
NOTE Confidence: 0.9992245

00:01:24.290 --> 00:01:26.369 and are generating practical solutions
NOTE Confidence: 0.9992245

00:01:26.369 --> 00:01:27.650 to support your wellness and
NOTE Confidence: 0.9992245

00:01:27.650 --> 00:01:29.010 your ability to fulfill your
NOTE Confidence: 0.9992245

00:01:29.010 --> 00:01:29.909 multiple missions.
NOTE Confidence: 0.95103234

00:01:30.610 --> 00:01:31.890 We also aim to foster
NOTE Confidence: 0.95103234

00:01:31.890 --> 00:01:32.709 close integration
NOTE Confidence: 0.99492186

00:01:33.330 --> 00:01:35.510 among component departments and practices
NOTE Confidence: 0.94989014

00:01:35.970 --> 00:01:37.590 and align financial incentives.

NOTE Confidence: 0.99483687
00:01:38.115 --> 00:01:38.994 So you can see us
NOTE Confidence: 0.99483687
00:01:38.994 --> 00:01:39.795 a little bit as the
NOTE Confidence: 0.99483687
00:01:39.795 --> 00:01:41.235 connector to connect you to
NOTE Confidence: 0.99483687
00:01:41.235 --> 00:01:42.694 your colleagues and other clinical
NOTE Confidence: 0.99483687
00:01:42.755 --> 00:01:43.875 departments, help you get to
NOTE Confidence: 0.99483687
00:01:43.875 --> 00:01:44.534 know them,
NOTE Confidence: 0.9804012
00:01:44.834 --> 00:01:46.435 and work together to develop
NOTE Confidence: 0.9804012
00:01:46.435 --> 00:01:48.115 robust business plans that support
NOTE Confidence: 0.9804012
00:01:48.115 --> 00:01:49.555 the clinical programs you want
NOTE Confidence: 0.9804012
00:01:49.555 --> 00:01:50.979 to grow. The school of
NOTE Confidence: 0.9804012
00:01:50.979 --> 00:01:52.740 medicine is inclusive of nineteen
NOTE Confidence: 0.9804012
00:01:52.740 --> 00:01:54.579 clinical departments as well as
NOTE Confidence: 0.9804012
00:01:54.579 --> 00:01:56.259 the Smilow Cancer Center, which
NOTE Confidence: 0.9804012
00:01:56.259 --> 00:01:57.939 is an NCI designated cancer
NOTE Confidence: 0.9804012
00:01:57.939 --> 00:01:58.439 center.
NOTE Confidence: 0.94228107

00:01:58.740 --> 00:02:00.259 There were seventeen hundred clinical
NOTE Confidence: 0.94228107

00:02:00.259 --> 00:02:01.539 faculty on our school of
NOTE Confidence: 0.94228107

00:02:01.539 --> 00:02:02.439 medicine faculty,
NOTE Confidence: 0.97154015

00:02:02.819 --> 00:02:04.659 eight hundred and forty advanced
NOTE Confidence: 0.97154015

00:02:04.659 --> 00:02:05.719 practice providers,
NOTE Confidence: 0.9880371

00:02:06.275 --> 00:02:07.795 more than nineteen hundred staff
NOTE Confidence: 0.9880371

00:02:07.795 --> 00:02:09.475 that support our practice of
NOTE Confidence: 0.9880371

00:02:09.475 --> 00:02:09.975 medicine,
NOTE Confidence: 0.99090576

00:02:10.514 --> 00:02:11.555 and we practice in a
NOTE Confidence: 0.99090576

00:02:11.555 --> 00:02:13.075 hundred locations over a broad
NOTE Confidence: 0.99090576

00:02:13.075 --> 00:02:14.915 geography and three hundred practice
NOTE Confidence: 0.99090576

00:02:14.915 --> 00:02:15.415 sites.
NOTE Confidence: 0.9812884

00:02:15.875 --> 00:02:16.915 Last year, we had two
NOTE Confidence: 0.9812884

00:02:16.915 --> 00:02:18.595 point six million patient encounters
NOTE Confidence: 0.9812884

00:02:18.595 --> 00:02:19.895 in the ambulatory environment,
NOTE Confidence: 0.9987571

00:02:20.300 --> 00:02:21.900 and Yale Medicine manages one

NOTE Confidence: 0.9987571
00:02:21.900 --> 00:02:23.419 point three billion dollars in
NOTE Confidence: 0.9987571
00:02:23.419 --> 00:02:23.919 revenue.
NOTE Confidence: 0.98451453
00:02:24.460 --> 00:02:25.740 As you settle into your
NOTE Confidence: 0.98451453
00:02:25.740 --> 00:02:26.860 new roles at the School
NOTE Confidence: 0.98451453
00:02:26.860 --> 00:02:28.060 of Medicine, you'll get to
NOTE Confidence: 0.98451453
00:02:28.060 --> 00:02:29.419 know our department chairs and
NOTE Confidence: 0.98451453
00:02:29.419 --> 00:02:30.860 center directors, and I hope
NOTE Confidence: 0.98451453
00:02:30.860 --> 00:02:31.820 you will feel free to
NOTE Confidence: 0.98451453
00:02:31.820 --> 00:02:32.780 reach out to them as
NOTE Confidence: 0.98451453
00:02:32.780 --> 00:02:34.300 you develop your clinical programs
NOTE Confidence: 0.98451453
00:02:34.300 --> 00:02:35.500 and make the connections you
NOTE Confidence: 0.98451453
00:02:35.500 --> 00:02:37.514 need across clinical departments
NOTE Confidence: 0.9983724
00:02:38.055 --> 00:02:39.034 to do true
NOTE Confidence: 0.7685547
00:02:39.735 --> 00:02:40.235 interdisciplinary
NOTE Confidence: 0.99902344
00:02:40.694 --> 00:02:41.514 work together.
NOTE Confidence: 0.99680173

00:02:42.215 --> 00:02:43.814 Yale Medicine has a focus
NOTE Confidence: 0.99680173

00:02:43.814 --> 00:02:45.834 on providing cutting edge care,
NOTE Confidence: 0.9917391

00:02:46.135 --> 00:02:48.474 leveraging the innovative research capabilities
NOTE Confidence: 0.9917391

00:02:48.534 --> 00:02:49.595 of the school of medicine.
NOTE Confidence: 0.9917391

00:02:49.735 --> 00:02:51.034 This is a big distinguisher
NOTE Confidence: 0.9917391

00:02:51.254 --> 00:02:53.470 for us. The intellectual environment
NOTE Confidence: 0.9917391

00:02:53.470 --> 00:02:54.990 here is rich. You will
NOTE Confidence: 0.9917391

00:02:54.990 --> 00:02:56.510 enjoy working in it, and
NOTE Confidence: 0.9917391

00:02:56.510 --> 00:02:57.630 I hope you access your
NOTE Confidence: 0.9917391

00:02:57.630 --> 00:02:59.070 colleagues that can help you
NOTE Confidence: 0.9917391

00:02:59.070 --> 00:03:00.350 be thought partners as you
NOTE Confidence: 0.9917391

00:03:00.350 --> 00:03:01.810 develop your clinical programs.
NOTE Confidence: 0.9733511

00:03:02.510 --> 00:03:03.950 We, of course, aspire to
NOTE Confidence: 0.9733511

00:03:03.950 --> 00:03:05.550 lead in quality, patient experience,
NOTE Confidence: 0.9733511

00:03:05.550 --> 00:03:06.530 and health equity,
NOTE Confidence: 0.9996671

00:03:06.935 --> 00:03:08.375 and we're providing you the

NOTE Confidence: 0.9996671

00:03:08.375 --> 00:03:09.815 infrastructure to support the delivery

NOTE Confidence: 0.9996671

00:03:09.815 --> 00:03:11.415 of high quality care. And

NOTE Confidence: 0.9996671

00:03:11.415 --> 00:03:12.375 when you see gaps in

NOTE Confidence: 0.9996671

00:03:12.375 --> 00:03:13.114 that infrastructure,

NOTE Confidence: 0.999442

00:03:13.894 --> 00:03:15.334 don't hesitate to reach out.

NOTE Confidence: 0.999442

00:03:15.334 --> 00:03:16.375 We are here to support

NOTE Confidence: 0.999442

00:03:16.375 --> 00:03:18.155 you. We're continuously improving

NOTE Confidence: 0.9248047

00:03:18.455 --> 00:03:18.855 our,

NOTE Confidence: 0.99551886

00:03:19.334 --> 00:03:20.855 resources and support that we

NOTE Confidence: 0.99551886

00:03:20.855 --> 00:03:22.470 provide back to you, and

NOTE Confidence: 0.99551886

00:03:22.470 --> 00:03:23.669 we need your feedback to

NOTE Confidence: 0.99551886

00:03:23.669 --> 00:03:25.190 do that very well. Yale

NOTE Confidence: 0.99551886

00:03:25.190 --> 00:03:26.970 Medicine has a governance structure.

NOTE Confidence: 0.99551886

00:03:27.030 --> 00:03:28.069 There is a board of

NOTE Confidence: 0.99551886

00:03:28.069 --> 00:03:28.569 directors.

NOTE Confidence: 0.9574585

00:03:29.190 --> 00:03:30.230 The chair of that board
NOTE Confidence: 0.9574585

00:03:30.230 --> 00:03:31.930 today is doctor Nita Uhuja,
NOTE Confidence: 0.9574585

00:03:32.069 --> 00:03:33.209 the chair of surgery.
NOTE Confidence: 0.96638995

00:03:33.750 --> 00:03:35.129 The nineteen clinical,
NOTE Confidence: 0.98672086

00:03:35.694 --> 00:03:37.135 department chairs are members of
NOTE Confidence: 0.98672086

00:03:37.135 --> 00:03:38.334 that board, and there were
NOTE Confidence: 0.98672086

00:03:38.334 --> 00:03:40.255 four elected at large members
NOTE Confidence: 0.98672086

00:03:40.255 --> 00:03:41.694 to get input from faculty
NOTE Confidence: 0.98672086

00:03:41.694 --> 00:03:42.675 at other ranks.
NOTE Confidence: 0.97961426

00:03:43.295 --> 00:03:44.355 YM administration,
NOTE Confidence: 0.929245

00:03:45.694 --> 00:03:47.775 reports ultimately up to Dean
NOTE Confidence: 0.929245

00:03:47.775 --> 00:03:49.530 Brown. I'm the CEO of
NOTE Confidence: 0.929245

00:03:49.530 --> 00:03:50.970 the Yale of Yale Medicine
NOTE Confidence: 0.929245

00:03:50.970 --> 00:03:51.470 entity,
NOTE Confidence: 0.9992327

00:03:51.930 --> 00:03:53.290 and we have a whole
NOTE Confidence: 0.9992327

00:03:53.290 --> 00:03:54.430 management team.

NOTE Confidence: 0.99088913
00:03:55.210 --> 00:03:56.330 Many of these roles are
NOTE Confidence: 0.99088913
00:03:56.330 --> 00:03:57.370 shared, and this has been
NOTE Confidence: 0.99088913
00:03:57.370 --> 00:03:58.730 part of our alignment journey
NOTE Confidence: 0.99088913
00:03:58.730 --> 00:03:59.930 over the past two years,
NOTE Confidence: 0.99088913
00:03:59.930 --> 00:04:00.910 having shared
NOTE Confidence: 0.98791504
00:04:01.395 --> 00:04:02.995 talent across the school of
NOTE Confidence: 0.98791504
00:04:02.995 --> 00:04:04.755 medicine and the health system
NOTE Confidence: 0.98791504
00:04:04.755 --> 00:04:05.955 to really bring our work
NOTE Confidence: 0.98791504
00:04:05.955 --> 00:04:07.495 together in a meaningful way.
NOTE Confidence: 0.9885661
00:04:07.875 --> 00:04:09.475 Yale Medicine also has committee
NOTE Confidence: 0.9885661
00:04:09.475 --> 00:04:09.975 structures,
NOTE Confidence: 0.9756871
00:04:10.355 --> 00:04:11.575 and you'll have an opportunity
NOTE Confidence: 0.9756871
00:04:11.715 --> 00:04:13.075 if you have particular interest
NOTE Confidence: 0.9756871
00:04:13.075 --> 00:04:14.275 in some of these areas
NOTE Confidence: 0.9756871
00:04:14.275 --> 00:04:15.635 to join these committees, and
NOTE Confidence: 0.9756871

00:04:15.635 --> 00:04:16.595 we do put out calls
NOTE Confidence: 0.9756871

00:04:16.595 --> 00:04:18.319 for committee members. And I
NOTE Confidence: 0.9756871

00:04:18.319 --> 00:04:19.680 hope you will participate in
NOTE Confidence: 0.9756871

00:04:19.680 --> 00:04:21.520 this governance. This governance is
NOTE Confidence: 0.9756871

00:04:21.520 --> 00:04:22.960 in place to support our
NOTE Confidence: 0.9756871

00:04:22.960 --> 00:04:24.580 functions, to hear your feedback,
NOTE Confidence: 0.9756871

00:04:24.879 --> 00:04:26.479 and to be constantly evolving
NOTE Confidence: 0.9756871

00:04:26.479 --> 00:04:27.360 what we bring to the
NOTE Confidence: 0.9756871

00:04:27.360 --> 00:04:28.960 table for you to be
NOTE Confidence: 0.9756871

00:04:28.960 --> 00:04:30.740 successful in your clinical mission.
NOTE Confidence: 0.998291

00:04:31.555 --> 00:04:33.395 The faculty practice components that
NOTE Confidence: 0.998291

00:04:33.395 --> 00:04:34.455 that team manages
NOTE Confidence: 0.98567706

00:04:35.154 --> 00:04:36.214 are listed here.
NOTE Confidence: 0.96818036

00:04:36.595 --> 00:04:37.795 So we do,
NOTE Confidence: 0.9758979

00:04:38.915 --> 00:04:41.395 accumulate and analyze and push
NOTE Confidence: 0.9758979

00:04:41.395 --> 00:04:43.075 out to the department, the

NOTE Confidence: 0.9758979

00:04:43.075 --> 00:04:44.915 division, and in most cases,

NOTE Confidence: 0.9758979

00:04:44.915 --> 00:04:46.055 the provider level

NOTE Confidence: 0.96773404

00:04:46.390 --> 00:04:47.830 quality metrics. So you can

NOTE Confidence: 0.96773404

00:04:47.830 --> 00:04:49.029 see how you're performing to

NOTE Confidence: 0.96773404

00:04:49.029 --> 00:04:50.470 the quality program that we

NOTE Confidence: 0.96773404

00:04:50.470 --> 00:04:52.150 collectively, as a faculty and

NOTE Confidence: 0.96773404

00:04:52.150 --> 00:04:54.150 across our enterprise, have determined

NOTE Confidence: 0.96773404

00:04:54.150 --> 00:04:55.110 is important for us to

NOTE Confidence: 0.96773404

00:04:55.110 --> 00:04:55.610 pursue.

NOTE Confidence: 0.9837857

00:04:56.230 --> 00:04:57.750 We've developed over the past

NOTE Confidence: 0.9837857

00:04:57.750 --> 00:05:00.070 year robust population health management

NOTE Confidence: 0.9837857

00:05:00.070 --> 00:05:01.190 tools that will help you

NOTE Confidence: 0.9837857

00:05:01.190 --> 00:05:02.535 take better care of your

NOTE Confidence: 0.9837857

00:05:02.535 --> 00:05:04.935 patients. This includes populate this

NOTE Confidence: 0.9837857

00:05:04.935 --> 00:05:06.555 includes remote patient monitoring,

NOTE Confidence: 0.9987793

00:05:06.935 --> 00:05:08.475 a care management program,
NOTE Confidence: 0.9949951

00:05:09.014 --> 00:05:09.914 deep analytics,
NOTE Confidence: 0.99654716

00:05:10.535 --> 00:05:11.815 and a whole variety of
NOTE Confidence: 0.99654716

00:05:11.815 --> 00:05:12.555 other innovative,
NOTE Confidence: 0.9947405

00:05:13.014 --> 00:05:14.700 efforts to really help us
NOTE Confidence: 0.9947405

00:05:14.779 --> 00:05:15.740 keep in touch with our
NOTE Confidence: 0.9947405

00:05:15.740 --> 00:05:16.940 patients, keep them connected to
NOTE Confidence: 0.9947405

00:05:16.940 --> 00:05:18.460 their medical home, and to
NOTE Confidence: 0.9947405

00:05:18.460 --> 00:05:19.580 be thinking about how do
NOTE Confidence: 0.9947405

00:05:19.580 --> 00:05:20.860 we do this work to
NOTE Confidence: 0.9947405

00:05:20.860 --> 00:05:22.400 deliver on quality and value.
NOTE Confidence: 0.96990967

00:05:23.020 --> 00:05:24.320 Of course, there is,
NOTE Confidence: 0.87353516

00:05:24.779 --> 00:05:25.279 expert,
NOTE Confidence: 0.99970704

00:05:25.980 --> 00:05:28.080 management of our ambulatory environment.
NOTE Confidence: 0.9892171

00:05:29.175 --> 00:05:30.694 I've mentioned already our IT
NOTE Confidence: 0.9892171

00:05:30.694 --> 00:05:32.615 digital and telehealth programs that

NOTE Confidence: 0.9892171

00:05:32.615 --> 00:05:33.814 are gonna be important tools

NOTE Confidence: 0.9892171

00:05:33.814 --> 00:05:34.615 for you to use in

NOTE Confidence: 0.9892171

00:05:34.615 --> 00:05:35.754 the practice of medicine.

NOTE Confidence: 0.9778773

00:05:36.375 --> 00:05:37.974 Yale Medicine takes care for

NOTE Confidence: 0.9778773

00:05:37.974 --> 00:05:40.694 you also the practical matters

NOTE Confidence: 0.9778773

00:05:40.694 --> 00:05:42.375 of practicing medicine, making sure

NOTE Confidence: 0.9778773

00:05:42.375 --> 00:05:43.779 your malpractice is in place,

NOTE Confidence: 0.9778773

00:05:43.779 --> 00:05:44.900 that you're credentialed with the

NOTE Confidence: 0.9778773

00:05:44.900 --> 00:05:46.020 payers, that we help you

NOTE Confidence: 0.9778773

00:05:46.020 --> 00:05:46.680 get your,

NOTE Confidence: 0.9834449

00:05:47.220 --> 00:05:49.140 privileges in the hospitals. So

NOTE Confidence: 0.9834449

00:05:49.140 --> 00:05:50.260 these are in the background

NOTE Confidence: 0.9834449

00:05:50.260 --> 00:05:51.380 functions that are sort of

NOTE Confidence: 0.9834449

00:05:51.380 --> 00:05:52.900 housekeeping but really important to

NOTE Confidence: 0.9834449

00:05:52.900 --> 00:05:54.500 you, and we wanna deliver

NOTE Confidence: 0.9834449

00:05:54.500 --> 00:05:55.460 to make that easy for
NOTE Confidence: 0.9834449

00:05:55.460 --> 00:05:56.500 you to to do the
NOTE Confidence: 0.9834449

00:05:56.500 --> 00:05:57.300 right thing in all of
NOTE Confidence: 0.9834449

00:05:57.300 --> 00:05:58.040 these regards.
NOTE Confidence: 0.9814453

00:05:58.935 --> 00:06:01.035 We do our financial reporting,
NOTE Confidence: 0.9602051

00:06:01.575 --> 00:06:02.795 and payer contracting
NOTE Confidence: 0.9520508

00:06:03.175 --> 00:06:05.175 is all overseen by Yale
NOTE Confidence: 0.9520508

00:06:05.175 --> 00:06:06.615 Medicine team with our and
NOTE Confidence: 0.9520508

00:06:06.615 --> 00:06:08.135 and collaboration also with our
NOTE Confidence: 0.9520508

00:06:08.135 --> 00:06:09.515 colleagues in the health system.
NOTE Confidence: 0.9826796

00:06:09.975 --> 00:06:11.654 Our compliance function is very
NOTE Confidence: 0.9826796

00:06:11.654 --> 00:06:12.855 important for you. You will
NOTE Confidence: 0.9826796

00:06:12.855 --> 00:06:14.720 get education on compliance and
NOTE Confidence: 0.9826796

00:06:14.720 --> 00:06:15.860 billing and coding.
NOTE Confidence: 0.99706054

00:06:16.240 --> 00:06:17.840 And this is, important to
NOTE Confidence: 0.99706054

00:06:17.840 --> 00:06:19.200 protect you, to protect the

NOTE Confidence: 0.99706054

00:06:19.200 --> 00:06:20.560 organization, and to make sure

NOTE Confidence: 0.99706054

00:06:20.560 --> 00:06:21.600 we're getting paid for the

NOTE Confidence: 0.99706054

00:06:21.600 --> 00:06:22.900 very good work you're doing.

NOTE Confidence: 0.99250287

00:06:23.440 --> 00:06:24.880 We have a very robust

NOTE Confidence: 0.99250287

00:06:24.880 --> 00:06:26.800 communications platform, and I hope

NOTE Confidence: 0.99250287

00:06:26.800 --> 00:06:28.080 you will take the time

NOTE Confidence: 0.99250287

00:06:28.080 --> 00:06:29.835 when you receive these communications

NOTE Confidence: 0.99250287

00:06:29.895 --> 00:06:31.115 to open those emails,

NOTE Confidence: 0.96404266

00:06:31.654 --> 00:06:32.534 read what we have to

NOTE Confidence: 0.96404266

00:06:32.534 --> 00:06:34.615 say. We're very intentional about

NOTE Confidence: 0.96404266

00:06:34.615 --> 00:06:35.495 what we push out in

NOTE Confidence: 0.96404266

00:06:35.495 --> 00:06:36.775 our communications. So we're not

NOTE Confidence: 0.96404266

00:06:36.775 --> 00:06:38.134 inundating you with you with

NOTE Confidence: 0.96404266

00:06:38.134 --> 00:06:39.735 things, but really getting to

NOTE Confidence: 0.96404266

00:06:39.735 --> 00:06:40.935 the information you need so

NOTE Confidence: 0.96404266

00:06:40.935 --> 00:06:42.029 that you know what's going
NOTE Confidence: 0.96404266

00:06:42.029 --> 00:06:43.330 on and you can identify
NOTE Confidence: 0.96404266

00:06:43.470 --> 00:06:44.690 opportunities for yourself.
NOTE Confidence: 0.9782927

00:06:45.230 --> 00:06:46.510 And then we are an
NOTE Confidence: 0.9782927

00:06:46.510 --> 00:06:48.370 organization that's in growth mode.
NOTE Confidence: 0.9782927

00:06:48.589 --> 00:06:50.190 So our physician and APP
NOTE Confidence: 0.9782927

00:06:50.190 --> 00:06:52.110 network development and strategy is
NOTE Confidence: 0.9782927

00:06:52.110 --> 00:06:53.010 a really central
NOTE Confidence: 0.9797058

00:06:53.630 --> 00:06:55.070 piece of what YM is
NOTE Confidence: 0.9797058

00:06:55.070 --> 00:06:56.714 bringing to the table to
NOTE Confidence: 0.9797058

00:06:56.714 --> 00:06:57.915 make sure that we are
NOTE Confidence: 0.9797058

00:06:57.915 --> 00:06:59.355 adding clinicians in the areas
NOTE Confidence: 0.9797058

00:06:59.355 --> 00:07:00.654 that align with our strategic
NOTE Confidence: 0.9797058

00:07:00.714 --> 00:07:02.335 plan. You're going to hear
NOTE Confidence: 0.9797058

00:07:02.475 --> 00:07:03.055 a lot,
NOTE Confidence: 0.98999023

00:07:03.435 --> 00:07:03.935 today,

NOTE Confidence: 0.99664307

00:07:04.714 --> 00:07:05.595 and in the months and

NOTE Confidence: 0.99664307

00:07:05.595 --> 00:07:06.895 years ahead about

NOTE Confidence: 0.9877457

00:07:07.275 --> 00:07:09.675 our journey to better align

NOTE Confidence: 0.9877457

00:07:09.675 --> 00:07:11.320 with the health system so

NOTE Confidence: 0.9877457

00:07:11.320 --> 00:07:12.860 that we can achieve extraordinary

NOTE Confidence: 0.9877457

00:07:13.080 --> 00:07:14.680 gains in individual community and

NOTE Confidence: 0.9877457

00:07:14.680 --> 00:07:16.200 global health as one of

NOTE Confidence: 0.9877457

00:07:16.200 --> 00:07:18.040 the nation's premier academic health

NOTE Confidence: 0.9877457

00:07:18.040 --> 00:07:18.540 systems.

NOTE Confidence: 0.97710216

00:07:19.160 --> 00:07:20.600 We are leveraging our leading

NOTE Confidence: 0.97710216

00:07:20.600 --> 00:07:22.520 edge clinical and translational research,

NOTE Confidence: 0.97710216

00:07:22.520 --> 00:07:23.720 and there is a work

NOTE Confidence: 0.97710216

00:07:23.720 --> 00:07:25.240 stream going on to embed

NOTE Confidence: 0.97710216

00:07:25.240 --> 00:07:26.795 our clinical research in our

NOTE Confidence: 0.97710216

00:07:26.795 --> 00:07:29.135 practice environments. This is incredibly

NOTE Confidence: 0.97710216

00:07:29.195 --> 00:07:31.115 important work to help you,
NOTE Confidence: 0.97710216

00:07:31.115 --> 00:07:32.255 where clinical investigators,
NOTE Confidence: 0.9970703

00:07:32.555 --> 00:07:34.015 accrue patients to your studies.
NOTE Confidence: 1

00:07:34.795 --> 00:07:35.535 We are
NOTE Confidence: 0.97971416

00:07:35.995 --> 00:07:37.835 leading work to develop system
NOTE Confidence: 0.97971416

00:07:37.835 --> 00:07:39.535 wide service lines and destination
NOTE Confidence: 0.97971416

00:07:39.755 --> 00:07:40.255 programs,
NOTE Confidence: 0.99902344

00:07:40.900 --> 00:07:43.160 those destination programs being incredibly
NOTE Confidence: 0.99902344

00:07:43.220 --> 00:07:44.199 important to
NOTE Confidence: 0.98966473

00:07:44.580 --> 00:07:46.099 leverage the innovation and research
NOTE Confidence: 0.98966473

00:07:46.099 --> 00:07:47.240 in the school of medicine
NOTE Confidence: 0.98966473

00:07:47.300 --> 00:07:48.580 and bring to the bedside
NOTE Confidence: 0.98966473

00:07:48.580 --> 00:07:50.099 of patients with rare and
NOTE Confidence: 0.98966473

00:07:50.099 --> 00:07:51.240 other kinds of diseases
NOTE Confidence: 0.97354406

00:07:51.860 --> 00:07:53.060 the innovation that's going on
NOTE Confidence: 0.97354406

00:07:53.060 --> 00:07:53.860 in the Yale School of

NOTE Confidence: 0.97354406
00:07:53.860 --> 00:07:54.360 Medicine.
NOTE Confidence: 0.9983724
00:07:54.855 --> 00:07:56.215 We wanna deliver on that
NOTE Confidence: 0.9983724
00:07:56.215 --> 00:07:56.715 unparalleled
NOTE Confidence: 0.9418213
00:07:57.015 --> 00:07:58.935 access and customer experience, and
NOTE Confidence: 0.9418213
00:07:58.935 --> 00:08:00.135 you you will hear more
NOTE Confidence: 0.9418213
00:08:00.135 --> 00:08:01.495 about this and our work
NOTE Confidence: 0.9418213
00:08:01.495 --> 00:08:03.195 in Access three sixty five.
NOTE Confidence: 0.9912923
00:08:03.735 --> 00:08:05.575 Delivering on value, we also
NOTE Confidence: 0.9912923
00:08:05.575 --> 00:08:06.615 have to be practical and
NOTE Confidence: 0.9912923
00:08:06.615 --> 00:08:07.275 good fiduciaries.
NOTE Confidence: 0.97312576
00:08:08.160 --> 00:08:09.840 More and more, our contracts
NOTE Confidence: 0.97312576
00:08:09.840 --> 00:08:11.120 are being pushed to value
NOTE Confidence: 0.97312576
00:08:11.120 --> 00:08:13.140 based. We can earn significant
NOTE Confidence: 0.97312576
00:08:13.360 --> 00:08:14.880 dollars and incentives within our
NOTE Confidence: 0.97312576
00:08:14.880 --> 00:08:16.640 contracts when we're delivering on
NOTE Confidence: 0.97312576

00:08:16.640 --> 00:08:18.240 quality and value, and we're
NOTE Confidence: 0.97312576

00:08:18.400 --> 00:08:19.840 provide to you all the
NOTE Confidence: 0.97312576

00:08:19.840 --> 00:08:21.280 tools to be successful in
NOTE Confidence: 0.97312576

00:08:21.280 --> 00:08:22.575 that work. One of our
NOTE Confidence: 0.97312576

00:08:22.575 --> 00:08:24.655 big initiatives that's about eighteen
NOTE Confidence: 0.97312576

00:08:24.655 --> 00:08:25.475 months old
NOTE Confidence: 0.9923096

00:08:25.855 --> 00:08:27.215 is forming a so called
NOTE Confidence: 0.9923096

00:08:27.215 --> 00:08:28.675 aligned clinician enterprise.
NOTE Confidence: 0.964994

00:08:29.695 --> 00:08:31.375 Yale Medicine is, of course,
NOTE Confidence: 0.964994

00:08:31.375 --> 00:08:33.295 the clinical faculty of the
NOTE Confidence: 0.964994

00:08:33.295 --> 00:08:34.195 School of Medicine.
NOTE Confidence: 0.9749499

00:08:34.700 --> 00:08:36.059 There is also an employed
NOTE Confidence: 0.9749499

00:08:36.059 --> 00:08:37.260 physician group of Yale New
NOTE Confidence: 0.9749499

00:08:37.260 --> 00:08:39.040 Haven Health System called Northeast
NOTE Confidence: 0.9749499

00:08:39.179 --> 00:08:40.480 Medical Group or NEMG.
NOTE Confidence: 0.9891602

00:08:41.580 --> 00:08:43.580 These two physician groups were

NOTE Confidence: 0.9891602

00:08:43.580 --> 00:08:46.240 essentially completely siloed with completely

NOTE Confidence: 0.9891602

00:08:46.380 --> 00:08:48.720 siloed management teams and infrastructure.

NOTE Confidence: 0.9948821

00:08:49.395 --> 00:08:50.515 And over the past two

NOTE Confidence: 0.9948821

00:08:50.595 --> 00:08:51.955 eighteen months, we've been bringing

NOTE Confidence: 0.9948821

00:08:51.955 --> 00:08:53.715 together these two groups and

NOTE Confidence: 0.9948821

00:08:53.715 --> 00:08:55.415 how we support them better

NOTE Confidence: 0.9948821

00:08:55.715 --> 00:08:57.155 so that they can function

NOTE Confidence: 0.9948821

00:08:57.155 --> 00:08:57.815 more cohesively,

NOTE Confidence: 0.99026924

00:08:58.675 --> 00:09:00.515 share patients in a more

NOTE Confidence: 0.99026924

00:09:00.515 --> 00:09:01.735 streamlined way,

NOTE Confidence: 0.9779536

00:09:02.410 --> 00:09:04.570 creating the relationships between these

NOTE Confidence: 0.9779536

00:09:04.570 --> 00:09:05.850 two physician groups with Yale

NOTE Confidence: 0.9779536

00:09:05.850 --> 00:09:08.030 Medicine primarily being a specialty

NOTE Confidence: 0.9779536

00:09:08.090 --> 00:09:10.090 physician group, NEMG having a

NOTE Confidence: 0.9779536

00:09:10.090 --> 00:09:12.270 large concentration of primary care.

NOTE Confidence: 0.9779536

00:09:12.490 --> 00:09:13.370 But these two groups of
NOTE Confidence: 0.9779536

00:09:13.370 --> 00:09:15.130 physicians, frankly, not really know
NOTE Confidence: 0.9779536

00:09:15.130 --> 00:09:16.675 each other very well. So
NOTE Confidence: 0.9779536

00:09:16.675 --> 00:09:18.515 that relationship building and culture
NOTE Confidence: 0.9779536

00:09:18.515 --> 00:09:19.715 building is an important part
NOTE Confidence: 0.9779536

00:09:19.715 --> 00:09:20.535 of this work.
NOTE Confidence: 0.994043

00:09:21.075 --> 00:09:22.675 And this is being led
NOTE Confidence: 0.994043

00:09:22.675 --> 00:09:23.875 by myself as the chief
NOTE Confidence: 0.994043

00:09:23.875 --> 00:09:25.735 physician executive for the enterprise.
NOTE Confidence: 0.9924011

00:09:26.434 --> 00:09:28.115 We also have created a
NOTE Confidence: 0.9924011

00:09:28.115 --> 00:09:29.735 clinically integrated network,
NOTE Confidence: 0.9973438

00:09:30.110 --> 00:09:31.470 and that is our vehicle
NOTE Confidence: 0.9973438

00:09:31.470 --> 00:09:32.829 to engage in a meaningful
NOTE Confidence: 0.9973438

00:09:32.829 --> 00:09:35.009 way with aligned community physicians
NOTE Confidence: 0.9973438

00:09:35.070 --> 00:09:36.589 who wanna join with us
NOTE Confidence: 0.9973438

00:09:36.589 --> 00:09:38.209 on a common quality platform

NOTE Confidence: 0.901995
00:09:38.990 --> 00:09:40.190 and who can then in
NOTE Confidence: 0.901995
00:09:40.190 --> 00:09:41.170 turn participate
NOTE Confidence: 0.9977051
00:09:41.804 --> 00:09:43.425 in our value based contracts.
NOTE Confidence: 0.99895835
00:09:43.964 --> 00:09:45.485 This is a really essential
NOTE Confidence: 0.99895835
00:09:45.485 --> 00:09:47.005 portion of how we're going
NOTE Confidence: 0.99895835
00:09:47.005 --> 00:09:48.545 to grow our clinician footprint.
NOTE Confidence: 0.98624676
00:09:49.085 --> 00:09:50.145 There are important,
NOTE Confidence: 0.99107623
00:09:50.765 --> 00:09:52.385 physician groups in the community.
NOTE Confidence: 0.99107623
00:09:52.445 --> 00:09:54.125 They're particularly important at some
NOTE Confidence: 0.99107623
00:09:54.125 --> 00:09:55.645 of our community hospitals within
NOTE Confidence: 0.99107623
00:09:55.645 --> 00:09:57.089 the health system, and we
NOTE Confidence: 0.99107623
00:09:57.089 --> 00:09:58.370 wanna work together with those
NOTE Confidence: 0.99107623
00:09:58.370 --> 00:09:59.990 physicians to really deliver
NOTE Confidence: 0.9991048
00:10:00.370 --> 00:10:02.870 on access, quality, and value
NOTE Confidence: 0.9991048
00:10:02.929 --> 00:10:03.970 to all the patients that
NOTE Confidence: 0.9991048

00:10:03.970 --> 00:10:04.630 we serve.
NOTE Confidence: 0.9726061

00:10:05.329 --> 00:10:06.610 So we are growing our
NOTE Confidence: 0.9726061

00:10:06.610 --> 00:10:08.850 CIN. We established legal entity
NOTE Confidence: 0.9726061

00:10:08.850 --> 00:10:10.450 for this in January of
NOTE Confidence: 0.9726061

00:10:10.450 --> 00:10:11.804 this year. It's got a
NOTE Confidence: 0.9726061

00:10:11.804 --> 00:10:13.985 focus on enhanced quality, improving
NOTE Confidence: 0.9726061

00:10:14.045 --> 00:10:14.545 access,
NOTE Confidence: 0.91720915

00:10:14.845 --> 00:10:17.005 patient centeredness, and delivering on
NOTE Confidence: 0.91720915

00:10:17.005 --> 00:10:17.505 value
NOTE Confidence: 0.997454

00:10:17.885 --> 00:10:19.725 to patients, of course, to
NOTE Confidence: 0.997454

00:10:19.725 --> 00:10:20.465 our clinicians,
NOTE Confidence: 0.99857587

00:10:21.245 --> 00:10:22.225 and to the payers.
NOTE Confidence: 0.99902344

00:10:22.765 --> 00:10:23.825 This is an entirely
NOTE Confidence: 0.98588425

00:10:24.205 --> 00:10:27.390 physician led, professionally managed organiza-
tion.
NOTE Confidence: 0.98588425

00:10:27.690 --> 00:10:29.850 Physician voice is central and
NOTE Confidence: 0.98588425

00:10:29.850 --> 00:10:30.350 essential
NOTE Confidence: 0.94262695

00:10:30.970 --> 00:10:32.010 in the success of a
NOTE Confidence: 0.94262695

00:10:32.010 --> 00:10:33.470 clinically integrated network.
NOTE Confidence: 0.9816601

00:10:33.850 --> 00:10:34.810 And I hope that those
NOTE Confidence: 0.9816601

00:10:34.810 --> 00:10:35.530 of you who have an
NOTE Confidence: 0.9816601

00:10:35.530 --> 00:10:37.130 interest in population health or
NOTE Confidence: 0.9816601

00:10:37.130 --> 00:10:38.330 some of the components of
NOTE Confidence: 0.9816601

00:10:38.330 --> 00:10:40.365 how one manages population health
NOTE Confidence: 0.9879028

00:10:40.845 --> 00:10:41.885 will raise your hand and
NOTE Confidence: 0.9879028

00:10:41.885 --> 00:10:43.184 join us in this work.
NOTE Confidence: 0.9879028

00:10:43.485 --> 00:10:44.605 And this is the governance
NOTE Confidence: 0.9879028

00:10:44.605 --> 00:10:45.804 of the CIN. It is
NOTE Confidence: 0.9879028

00:10:45.804 --> 00:10:47.245 a wholly owned entity of
NOTE Confidence: 0.9879028

00:10:47.245 --> 00:10:48.705 Yale New Haven Health System.
NOTE Confidence: 0.9879028

00:10:49.005 --> 00:10:50.524 The CIN has its own
NOTE Confidence: 0.9879028

00:10:50.524 --> 00:10:52.145 board that Raj Krishnamurthy,

NOTE Confidence: 0.9969593
00:10:52.605 --> 00:10:54.464 our chief population health officer,
NOTE Confidence: 0.9969593
00:10:54.524 --> 00:10:55.900 is the chair of that
NOTE Confidence: 0.9969593
00:10:55.900 --> 00:10:56.400 board.
NOTE Confidence: 0.99487305
00:10:56.860 --> 00:10:58.160 This board is populated,
NOTE Confidence: 0.96756417
00:10:59.179 --> 00:11:00.880 with a majority of physicians.
NOTE Confidence: 0.96756417
00:11:01.100 --> 00:11:02.780 There are management positions on
NOTE Confidence: 0.96756417
00:11:02.780 --> 00:11:03.920 this board as well.
NOTE Confidence: 0.9819743
00:11:04.380 --> 00:11:05.920 It has a committee structure,
NOTE Confidence: 0.9819743
00:11:05.980 --> 00:11:07.660 and we are populating these
NOTE Confidence: 0.9819743
00:11:07.660 --> 00:11:08.640 committees now.
NOTE Confidence: 0.9735352
00:11:09.195 --> 00:11:10.475 And we look again to
NOTE Confidence: 0.9735352
00:11:10.475 --> 00:11:11.434 you to join us in
NOTE Confidence: 0.9735352
00:11:11.434 --> 00:11:12.235 this work if you have
NOTE Confidence: 0.9735352
00:11:12.235 --> 00:11:13.434 a particular interest in any
NOTE Confidence: 0.9735352
00:11:13.434 --> 00:11:15.135 of these areas around quality,
NOTE Confidence: 0.91345215

00:11:15.835 --> 00:11:16.735 payer contracting,
NOTE Confidence: 0.9821655

00:11:17.595 --> 00:11:18.315 those of you who are
NOTE Confidence: 0.9821655

00:11:18.315 --> 00:11:19.675 interested in IT and analytics
NOTE Confidence: 0.9821655

00:11:19.675 --> 00:11:20.795 and how we do proper
NOTE Confidence: 0.9821655

00:11:20.795 --> 00:11:22.415 reporting out to our physicians,
NOTE Confidence: 0.9645698

00:11:23.030 --> 00:11:24.710 and network development, which is
NOTE Confidence: 0.9645698

00:11:24.710 --> 00:11:26.309 out and going and finding
NOTE Confidence: 0.9645698

00:11:26.309 --> 00:11:27.429 out who else we want
NOTE Confidence: 0.9645698

00:11:27.429 --> 00:11:28.390 to join us in this
NOTE Confidence: 0.9645698

00:11:28.390 --> 00:11:30.730 work, and they will formally
NOTE Confidence: 0.9645698

00:11:30.790 --> 00:11:32.410 become members of the CIN.
NOTE Confidence: 0.99902344

00:11:32.870 --> 00:11:33.770 This is extraordinarily
NOTE Confidence: 0.99937856

00:11:34.150 --> 00:11:35.750 important for us to be
NOTE Confidence: 0.99937856

00:11:35.750 --> 00:11:37.270 successful in our value based
NOTE Confidence: 0.99937856

00:11:37.270 --> 00:11:37.770 contracts
NOTE Confidence: 0.97766113

00:11:38.255 --> 00:11:39.455 and to provide the access

NOTE Confidence: 0.97766113

00:11:39.455 --> 00:11:40.735 that we want to provide

NOTE Confidence: 0.97766113

00:11:40.735 --> 00:11:42.495 to, the patients our patients

NOTE Confidence: 0.97766113

00:11:42.495 --> 00:11:43.695 that we serve. We're also

NOTE Confidence: 0.97766113

00:11:43.695 --> 00:11:44.894 pursuing a new approach to

NOTE Confidence: 0.97766113

00:11:44.894 --> 00:11:46.595 management of the ambulatory environment.

NOTE Confidence: 0.97766113

00:11:46.654 --> 00:11:48.515 This work is closely tied

NOTE Confidence: 0.97766113

00:11:48.654 --> 00:11:50.220 again with the health system.

NOTE Confidence: 0.95510864

00:11:50.699 --> 00:11:52.699 We have three discrete sets

NOTE Confidence: 0.95510864

00:11:52.699 --> 00:11:54.000 of ambulatory locations,

NOTE Confidence: 0.9961751

00:11:54.779 --> 00:11:56.459 those that have traditionally been

NOTE Confidence: 0.9961751

00:11:56.459 --> 00:11:57.679 operated by Yale Medicine,

NOTE Confidence: 0.98879397

00:11:58.059 --> 00:12:00.000 those traditionally operated by NEMG,

NOTE Confidence: 0.99822676

00:12:00.620 --> 00:12:02.059 and those so called provider

NOTE Confidence: 0.99822676

00:12:02.059 --> 00:12:04.555 based locations that are on

NOTE Confidence: 0.99822676

00:12:04.555 --> 00:12:06.655 the license of our hospitals

NOTE Confidence: 0.99822676

00:12:06.715 --> 00:12:07.695 in the health system.
NOTE Confidence: 0.9998372

00:12:07.995 --> 00:12:09.055 What we're developing
NOTE Confidence: 1

00:12:09.515 --> 00:12:10.335 and transforming
NOTE Confidence: 0.99721164

00:12:10.795 --> 00:12:12.315 is to have a structure
NOTE Confidence: 0.99721164

00:12:12.315 --> 00:12:13.535 where all of these locations
NOTE Confidence: 0.99721164

00:12:13.595 --> 00:12:15.455 are under one management structure.
NOTE Confidence: 0.99721164

00:12:15.755 --> 00:12:17.375 So we're transforming ambulatory
NOTE Confidence: 0.9738159

00:12:17.970 --> 00:12:19.490 services into a defined and
NOTE Confidence: 0.9738159

00:12:19.490 --> 00:12:20.949 integrated business segment
NOTE Confidence: 0.99934894

00:12:21.329 --> 00:12:22.709 with dedicated expertise.
NOTE Confidence: 0.9980075

00:12:23.490 --> 00:12:25.170 We're also creating structures that
NOTE Confidence: 0.9980075

00:12:25.170 --> 00:12:26.690 focus on high quality patient
NOTE Confidence: 0.9980075

00:12:26.690 --> 00:12:28.209 care and patient experience. This
NOTE Confidence: 0.9980075

00:12:28.209 --> 00:12:29.570 is very, very important to
NOTE Confidence: 0.9980075

00:12:29.570 --> 00:12:31.010 define our identity as a
NOTE Confidence: 0.9980075

00:12:31.010 --> 00:12:33.065 health system and a health

NOTE Confidence: 0.9980075

00:12:33.065 --> 00:12:33.565 enterprise.

NOTE Confidence: 0.99894834

00:12:34.345 --> 00:12:36.745 So branding and consistency across

NOTE Confidence: 0.99894834

00:12:36.745 --> 00:12:38.184 locations is an important part

NOTE Confidence: 0.99894834

00:12:38.184 --> 00:12:39.005 of this work.

NOTE Confidence: 0.9999512

00:12:39.385 --> 00:12:40.925 We are positioning our ambulatory

NOTE Confidence: 0.9999512

00:12:40.985 --> 00:12:42.765 enterprise to meet the opportunity

NOTE Confidence: 0.9895919

00:12:43.465 --> 00:12:45.405 for rapid and exponential growth

NOTE Confidence: 0.9895919

00:12:45.670 --> 00:12:47.429 in the outpatient environment, and

NOTE Confidence: 0.9895919

00:12:47.429 --> 00:12:49.670 this is being created by

NOTE Confidence: 0.9895919

00:12:49.670 --> 00:12:50.890 shifts in our industry.

NOTE Confidence: 0.9613525

00:12:51.350 --> 00:12:52.470 More and more care, as

NOTE Confidence: 0.9613525

00:12:52.470 --> 00:12:53.750 you are all well aware,

NOTE Confidence: 0.9613525

00:12:53.750 --> 00:12:55.110 is being shifted from the

NOTE Confidence: 0.9613525

00:12:55.110 --> 00:12:56.730 inpatient to the outpatient environment,

NOTE Confidence: 0.98751026

00:12:57.030 --> 00:12:58.870 and we're preparing ourselves for

NOTE Confidence: 0.98751026

00:12:58.870 --> 00:13:00.535 success in this. And we
NOTE Confidence: 0.98751026

00:13:00.535 --> 00:13:02.375 are fostering an obsessive focus
NOTE Confidence: 0.98751026

00:13:02.375 --> 00:13:03.835 on efficiency and operations,
NOTE Confidence: 0.9966363

00:13:04.615 --> 00:13:05.915 and that's to your benefit.
NOTE Confidence: 0.9966363

00:13:05.975 --> 00:13:07.255 So it should be easy
NOTE Confidence: 0.9966363

00:13:07.255 --> 00:13:08.054 for you to go to
NOTE Confidence: 0.9966363

00:13:08.054 --> 00:13:09.195 your practice location,
NOTE Confidence: 0.99934894

00:13:09.815 --> 00:13:11.355 do your work,
NOTE Confidence: 0.98613095

00:13:11.975 --> 00:13:13.495 feel well supported in that
NOTE Confidence: 0.98613095

00:13:13.495 --> 00:13:14.759 work, and not have to
NOTE Confidence: 0.98613095

00:13:14.759 --> 00:13:15.880 figure out at every different
NOTE Confidence: 0.98613095

00:13:15.880 --> 00:13:17.079 location you go to, well,
NOTE Confidence: 0.98613095

00:13:17.079 --> 00:13:17.800 how do I do this
NOTE Confidence: 0.98613095

00:13:17.800 --> 00:13:18.300 here?
NOTE Confidence: 0.98602295

00:13:18.679 --> 00:13:20.600 Another major work stream that
NOTE Confidence: 0.98602295

00:13:20.600 --> 00:13:22.120 we are pursuing, again, together

NOTE Confidence: 0.98602295

00:13:22.120 --> 00:13:23.240 with the health system is

NOTE Confidence: 0.98602295

00:13:23.240 --> 00:13:24.519 a project we're calling Access

NOTE Confidence: 0.98602295

00:13:24.519 --> 00:13:26.360 three sixty five. We're more

NOTE Confidence: 0.98602295

00:13:26.360 --> 00:13:27.240 than a year into this

NOTE Confidence: 0.98602295

00:13:27.240 --> 00:13:28.714 work, and this is all

NOTE Confidence: 0.98602295

00:13:28.714 --> 00:13:30.394 about delivering a world class

NOTE Confidence: 0.98602295

00:13:30.394 --> 00:13:32.315 consumer connection experience to make

NOTE Confidence: 0.98602295

00:13:32.315 --> 00:13:33.675 sure our patients get the

NOTE Confidence: 0.98602295

00:13:33.675 --> 00:13:34.875 right service at the right

NOTE Confidence: 0.98602295

00:13:34.875 --> 00:13:36.255 time in the right place.

NOTE Confidence: 0.98602295

00:13:36.554 --> 00:13:38.074 This is inclusive of making

NOTE Confidence: 0.98602295

00:13:38.074 --> 00:13:39.695 sure that everyone is having

NOTE Confidence: 0.98602295

00:13:39.834 --> 00:13:41.755 a good experience across this

NOTE Confidence: 0.98602295

00:13:41.755 --> 00:13:42.255 continuum

NOTE Confidence: 0.99902344

00:13:42.954 --> 00:13:43.535 of the

NOTE Confidence: 0.998291

00:13:43.959 --> 00:13:45.899 consumer experience journey cycle
NOTE Confidence: 0.9575324

00:13:46.279 --> 00:13:47.800 from knowing what services we
NOTE Confidence: 0.9575324

00:13:47.800 --> 00:13:49.320 offer here at Yale to
NOTE Confidence: 0.9575324

00:13:49.320 --> 00:13:50.519 making sure our patients can
NOTE Confidence: 0.9575324

00:13:50.519 --> 00:13:52.140 access those services timely,
NOTE Confidence: 0.9975586

00:13:52.519 --> 00:13:54.459 that patients understand their financial
NOTE Confidence: 0.9975586

00:13:54.519 --> 00:13:55.019 obligation
NOTE Confidence: 0.9866699

00:13:55.320 --> 00:13:57.100 in seeking their health care.
NOTE Confidence: 0.9823456

00:13:57.645 --> 00:13:59.325 We are delivering on navigating
NOTE Confidence: 0.9823456

00:13:59.325 --> 00:14:00.765 them through their care so
NOTE Confidence: 0.9823456

00:14:00.765 --> 00:14:02.365 things don't, fall through the
NOTE Confidence: 0.9823456

00:14:02.365 --> 00:14:02.865 cracks.
NOTE Confidence: 0.99166435

00:14:03.405 --> 00:14:04.525 Of course, then we deliver
NOTE Confidence: 0.99166435

00:14:04.525 --> 00:14:05.345 great care,
NOTE Confidence: 0.9795166

00:14:05.965 --> 00:14:08.045 and post care and seek
NOTE Confidence: 0.9795166

00:14:08.045 --> 00:14:09.565 feedback from all the members

NOTE Confidence: 0.9795166
00:14:09.565 --> 00:14:11.529 of this consumer experience journey
NOTE Confidence: 0.9795166
00:14:11.529 --> 00:14:12.910 cycle. So we are continuously
NOTE Confidence: 0.9998372
00:14:13.370 --> 00:14:14.589 improving our processes.
NOTE Confidence: 0.96606445
00:14:15.290 --> 00:14:16.190 This is foundational,
NOTE Confidence: 0.99879557
00:14:17.210 --> 00:14:19.130 significant work that we're deep
NOTE Confidence: 0.99879557
00:14:19.130 --> 00:14:20.490 into. We're doing this work
NOTE Confidence: 0.99879557
00:14:20.490 --> 00:14:22.350 in waves by clinical area.
NOTE Confidence: 0.9453125
00:14:23.065 --> 00:14:24.445 We are in wave two.
NOTE Confidence: 0.9910942
00:14:25.144 --> 00:14:26.345 We have at least another
NOTE Confidence: 0.9910942
00:14:26.345 --> 00:14:27.225 year ahead of us, and
NOTE Confidence: 0.9910942
00:14:27.225 --> 00:14:28.024 you're gonna be hearing a
NOTE Confidence: 0.9910942
00:14:28.024 --> 00:14:29.225 lot about this work. It
NOTE Confidence: 0.9910942
00:14:29.225 --> 00:14:30.764 brings incredible value
NOTE Confidence: 0.9517728
00:14:31.144 --> 00:14:32.584 and is really here again
NOTE Confidence: 0.9517728
00:14:32.584 --> 00:14:33.625 to support you in the
NOTE Confidence: 0.9517728

00:14:33.625 --> 00:14:34.605 practice of medicine.
NOTE Confidence: 0.99658203

00:14:35.279 --> 00:14:37.380 We have a important focus
NOTE Confidence: 0.93881565

00:14:38.079 --> 00:14:40.399 on recruitment, retention, and physician
NOTE Confidence: 0.93881565

00:14:40.399 --> 00:14:42.820 wellness, and I it's extraordinarily
NOTE Confidence: 0.93881565

00:14:43.040 --> 00:14:44.320 important that I mention this
NOTE Confidence: 0.93881565

00:14:44.320 --> 00:14:45.060 to you today.
NOTE Confidence: 0.9946289

00:14:45.519 --> 00:14:46.899 We care about your wellness.
NOTE Confidence: 0.9718262

00:14:47.565 --> 00:14:49.565 We care about that you,
NOTE Confidence: 0.965625

00:14:49.965 --> 00:14:51.965 maintain, you know, the joy
NOTE Confidence: 0.965625

00:14:51.965 --> 00:14:53.405 in medicine, that you come
NOTE Confidence: 0.965625

00:14:53.405 --> 00:14:55.005 to work every day happy
NOTE Confidence: 0.965625

00:14:55.005 --> 00:14:56.785 to be here, feeling valued
NOTE Confidence: 0.838501

00:14:57.325 --> 00:14:58.145 and supported.
NOTE Confidence: 0.97022164

00:14:58.525 --> 00:14:59.725 And this is a commitment
NOTE Confidence: 0.97022164

00:14:59.725 --> 00:15:01.165 from Yale Medicine and the
NOTE Confidence: 0.97022164

00:15:01.165 --> 00:15:02.160 School of Medicine to you

NOTE Confidence: 0.97022164

00:15:02.160 --> 00:15:03.519 that we are serious about

NOTE Confidence: 0.97022164

00:15:03.519 --> 00:15:05.040 this work. We've put in

NOTE Confidence: 0.97022164

00:15:05.040 --> 00:15:06.880 significant programs to do this

NOTE Confidence: 0.97022164

00:15:06.880 --> 00:15:08.720 over the past year. And

NOTE Confidence: 0.97022164

00:15:08.720 --> 00:15:09.220 similarly,

NOTE Confidence: 0.93621826

00:15:10.079 --> 00:15:11.459 it's hard and difficult,

NOTE Confidence: 0.96806407

00:15:12.079 --> 00:15:13.600 to feel well and not

NOTE Confidence: 0.96806407

00:15:13.600 --> 00:15:14.959 burnt out if there are

NOTE Confidence: 0.96806407

00:15:14.959 --> 00:15:16.160 members of your team missing

NOTE Confidence: 0.96806407

00:15:16.160 --> 00:15:17.605 because we run into recruitment

NOTE Confidence: 0.96806407

00:15:17.605 --> 00:15:18.105 issues.

NOTE Confidence: 0.9483431

00:15:18.485 --> 00:15:19.845 I think everyone's well aware

NOTE Confidence: 0.9483431

00:15:19.845 --> 00:15:20.885 there were certain areas in

NOTE Confidence: 0.9483431

00:15:20.885 --> 00:15:22.645 medicine that are extraordinarily hard

NOTE Confidence: 0.9483431

00:15:22.645 --> 00:15:23.765 to recruit to today. There

NOTE Confidence: 0.9483431

00:15:23.765 --> 00:15:25.305 were shortages in some specialties,
NOTE Confidence: 0.96418107

00:15:25.925 --> 00:15:28.025 and we are devoting significant
NOTE Confidence: 0.96418107

00:15:28.165 --> 00:15:30.085 time, attention, resources this year
NOTE Confidence: 0.96418107

00:15:30.085 --> 00:15:31.305 to put in place
NOTE Confidence: 0.99790734

00:15:31.990 --> 00:15:33.910 a full thickness recruitment and
NOTE Confidence: 0.99790734

00:15:33.910 --> 00:15:35.130 retention strategy
NOTE Confidence: 0.9865374

00:15:35.510 --> 00:15:36.710 so that we are always
NOTE Confidence: 0.9865374

00:15:36.710 --> 00:15:37.850 well resourced
NOTE Confidence: 0.9998047

00:15:38.390 --> 00:15:40.250 and staffed for our clinicians
NOTE Confidence: 0.984375

00:15:40.950 --> 00:15:42.230 so that we can be
NOTE Confidence: 0.984375

00:15:42.230 --> 00:15:43.930 providing that great patient care,
NOTE Confidence: 0.9853945

00:15:44.345 --> 00:15:45.885 getting the outcomes we want,
NOTE Confidence: 0.9853945

00:15:46.185 --> 00:15:48.585 maintaining everyone's clinician well-being. And
NOTE Confidence: 0.9853945

00:15:48.585 --> 00:15:49.625 now I wanna turn it
NOTE Confidence: 0.9853945

00:15:49.625 --> 00:15:50.985 over to Pam Sutton Wallace
NOTE Confidence: 0.9853945

00:15:50.985 --> 00:15:52.105 because she's gonna talk a

NOTE Confidence: 0.9853945

00:15:52.105 --> 00:15:53.385 little bit about how do

NOTE Confidence: 0.9853945

00:15:53.385 --> 00:15:54.765 these pieces of the puzzle

NOTE Confidence: 0.9853945

00:15:54.825 --> 00:15:55.565 fit together.

NOTE Confidence: 0.9285191

00:15:55.945 --> 00:15:57.545 Yale Medicine, the School of

NOTE Confidence: 0.9285191

00:15:57.545 --> 00:15:59.485 Medicine, Yale New Haven Health,

NOTE Confidence: 0.9285191

00:15:59.640 --> 00:16:00.620 how do we collaborate

NOTE Confidence: 0.9996745

00:16:01.320 --> 00:16:02.780 together to exponentially

NOTE Confidence: 0.9996745

00:16:03.160 --> 00:16:04.760 increase our capacity to care

NOTE Confidence: 0.9996745

00:16:04.760 --> 00:16:05.260 for

NOTE Confidence: 0.98569334

00:16:05.880 --> 00:16:07.740 our patients and for you?

NOTE Confidence: 0.998012

00:16:08.200 --> 00:16:09.400 I think that you're gonna

NOTE Confidence: 0.998012

00:16:09.400 --> 00:16:10.220 find it,

NOTE Confidence: 0.9731038

00:16:10.600 --> 00:16:11.960 that this work is well

NOTE Confidence: 0.9731038

00:16:11.960 --> 00:16:12.460 along,

NOTE Confidence: 0.9966363

00:16:14.040 --> 00:16:15.420 is well down the road.

NOTE Confidence: 0.9966363

00:16:15.695 --> 00:16:16.995 Thank you, doctor McGovern.
NOTE Confidence: 0.9704828

00:16:17.695 --> 00:16:19.055 As you heard, over the
NOTE Confidence: 0.9704828

00:16:19.055 --> 00:16:20.735 last couple of years, we've
NOTE Confidence: 0.9704828

00:16:20.735 --> 00:16:22.575 spent an extraordinary amount of
NOTE Confidence: 0.9704828

00:16:22.575 --> 00:16:24.334 time and effort working on
NOTE Confidence: 0.9704828

00:16:24.334 --> 00:16:26.175 building a closer partnership and
NOTE Confidence: 0.9704828

00:16:26.175 --> 00:16:27.535 alignment between the Yale New
NOTE Confidence: 0.9704828

00:16:27.535 --> 00:16:29.455 Haven Health System with Yale
NOTE Confidence: 0.9704828

00:16:29.455 --> 00:16:30.735 School of Medicine and Yale
NOTE Confidence: 0.9704828

00:16:30.735 --> 00:16:31.235 Medicine.
NOTE Confidence: 0.99760103

00:16:31.730 --> 00:16:33.250 This is critically important to
NOTE Confidence: 0.99760103

00:16:33.250 --> 00:16:34.850 the mission and vision of
NOTE Confidence: 0.99760103

00:16:34.850 --> 00:16:36.050 both our health system and
NOTE Confidence: 0.99760103

00:16:36.050 --> 00:16:37.730 our school. You can see
NOTE Confidence: 0.99760103

00:16:37.730 --> 00:16:38.709 that we have
NOTE Confidence: 0.97965086

00:16:39.170 --> 00:16:40.529 a vision, mission, and value

NOTE Confidence: 0.97965086

00:16:40.529 --> 00:16:42.129 statements. Our vision at the

NOTE Confidence: 0.97965086

00:16:42.129 --> 00:16:43.750 Yale New Haven Health System

NOTE Confidence: 0.97965086

00:16:43.810 --> 00:16:45.089 is to enhance the lives

NOTE Confidence: 0.97965086

00:16:45.089 --> 00:16:46.050 of the people that we

NOTE Confidence: 0.97965086

00:16:46.050 --> 00:16:48.415 serve by providing access to

NOTE Confidence: 0.97965086

00:16:48.415 --> 00:16:50.515 high value patient centered care

NOTE Confidence: 0.97965086

00:16:50.655 --> 00:16:52.575 and collaboration with those who

NOTE Confidence: 0.97965086

00:16:52.575 --> 00:16:54.175 share our values. And we

NOTE Confidence: 0.97965086

00:16:54.175 --> 00:16:55.535 consider our chief partner to

NOTE Confidence: 0.97965086

00:16:55.535 --> 00:16:56.655 be the school of medicine

NOTE Confidence: 0.97965086

00:16:56.655 --> 00:16:58.115 in that sharing of values.

NOTE Confidence: 0.9993164

00:16:58.655 --> 00:17:00.595 Like most academic health systems,

NOTE Confidence: 0.9993164

00:17:00.870 --> 00:17:02.570 we are focused on innovation,

NOTE Confidence: 0.99820966

00:17:03.190 --> 00:17:04.810 extraordinary patient care,

NOTE Confidence: 0.97072345

00:17:05.510 --> 00:17:07.510 providing education and teaching, not

NOTE Confidence: 0.97072345

00:17:07.510 --> 00:17:09.210 only for our physician colleagues,
NOTE Confidence: 0.97072345

00:17:09.350 --> 00:17:10.730 but also for our nursing,
NOTE Confidence: 0.97072345

00:17:10.869 --> 00:17:13.030 respiratory therapy, and pharmacy colleagues,
NOTE Confidence: 0.97072345

00:17:13.030 --> 00:17:14.250 and others as well,
NOTE Confidence: 0.9698079

00:17:15.125 --> 00:17:17.284 enhancing our research, and providing
NOTE Confidence: 0.9698079

00:17:17.284 --> 00:17:18.585 service to the communities
NOTE Confidence: 0.9941406

00:17:18.965 --> 00:17:20.744 of which we provide care.
NOTE Confidence: 1

00:17:21.524 --> 00:17:22.024 Importantly,
NOTE Confidence: 0.9883626

00:17:22.484 --> 00:17:24.504 we share five core values,
NOTE Confidence: 0.9883626

00:17:24.725 --> 00:17:26.024 the values of integrity,
NOTE Confidence: 0.99837244

00:17:26.484 --> 00:17:27.465 patient centeredness,
NOTE Confidence: 0.99902344

00:17:28.085 --> 00:17:28.585 respect,
NOTE Confidence: 0.99853516

00:17:28.965 --> 00:17:29.465 accountability,
NOTE Confidence: 0.9555664

00:17:30.169 --> 00:17:30.990 and compassion.
NOTE Confidence: 0.999783

00:17:31.529 --> 00:17:33.210 It is our expectation that
NOTE Confidence: 0.999783

00:17:33.210 --> 00:17:34.669 we infuse those values

NOTE Confidence: 0.98999023

00:17:34.970 --> 00:17:36.010 in all of our work

NOTE Confidence: 0.98999023

00:17:36.010 --> 00:17:37.130 and in the mission that

NOTE Confidence: 0.98999023

00:17:37.130 --> 00:17:37.789 we provide.

NOTE Confidence: 0.97490233

00:17:38.730 --> 00:17:39.929 I wanna take a minute

NOTE Confidence: 0.97490233

00:17:39.929 --> 00:17:41.210 to describe for you a

NOTE Confidence: 0.97490233

00:17:41.210 --> 00:17:42.830 Yale New Haven health system.

NOTE Confidence: 0.9911499

00:17:43.304 --> 00:17:44.825 The health system is comprised

NOTE Confidence: 0.9911499

00:17:44.825 --> 00:17:45.965 of five hospitals,

NOTE Confidence: 0.99731445

00:17:46.424 --> 00:17:47.565 Bridgeport Hospital,

NOTE Confidence: 0.9980469

00:17:47.945 --> 00:17:49.004 Greenwich Hospital,

NOTE Confidence: 0.91503906

00:17:49.544 --> 00:17:51.244 Lawrence and Memorial Hospital,

NOTE Confidence: 0.9938965

00:17:51.784 --> 00:17:52.924 Westerly Hospital,

NOTE Confidence: 0.9984375

00:17:53.384 --> 00:17:55.085 and Yale New Haven Hospital.

NOTE Confidence: 0.9961914

00:17:55.930 --> 00:17:58.270 The Bridgeport Hospital also includes

NOTE Confidence: 0.98724365

00:17:58.570 --> 00:18:00.590 the Milford Hospital campus,

NOTE Confidence: 0.9883423

00:18:00.890 --> 00:18:02.330 but it operates under the
NOTE Confidence: 0.9883423

00:18:02.330 --> 00:18:03.790 Bridgeport Hospital license.
NOTE Confidence: 0.9034424

00:18:04.410 --> 00:18:05.230 And similarly,
NOTE Confidence: 0.97106934

00:18:05.770 --> 00:18:07.310 the Yale New Haven Hospital
NOTE Confidence: 0.97106934

00:18:07.369 --> 00:18:08.910 is composed of two campuses,
NOTE Confidence: 0.9916992

00:18:09.290 --> 00:18:10.750 the York Street campus
NOTE Confidence: 0.87109375

00:18:11.075 --> 00:18:12.035 as well as the Saint
NOTE Confidence: 0.87109375

00:18:12.035 --> 00:18:13.175 Rayfields campus.
NOTE Confidence: 0.9534505

00:18:13.715 --> 00:18:14.994 Saint Rayfields was,
NOTE Confidence: 0.75737303

00:18:15.635 --> 00:18:17.255 at one point, an individually
NOTE Confidence: 0.9637451

00:18:17.875 --> 00:18:18.695 owned campus,
NOTE Confidence: 0.9987305

00:18:18.994 --> 00:18:20.435 and it integrated into our
NOTE Confidence: 0.9987305

00:18:20.435 --> 00:18:22.295 health system in twenty twelve.
NOTE Confidence: 0.99975586

00:18:23.119 --> 00:18:23.780 In addition,
NOTE Confidence: 0.975708

00:18:24.320 --> 00:18:25.380 we have the Northeast
NOTE Confidence: 0.933865

00:18:26.000 --> 00:18:27.600 Medical Group, which is the

NOTE Confidence: 0.933865
00:18:27.600 --> 00:18:29.460 health systems medical foundation
NOTE Confidence: 0.98547363
00:18:30.000 --> 00:18:32.020 that employs physicians directly
NOTE Confidence: 0.9939453
00:18:32.480 --> 00:18:34.720 and or contracts with various
NOTE Confidence: 0.9939453
00:18:34.720 --> 00:18:36.900 physician groups across the state.
NOTE Confidence: 0.9918768
00:18:37.615 --> 00:18:39.054 As you can see, our
NOTE Confidence: 0.9918768
00:18:39.054 --> 00:18:40.414 health system is a large
NOTE Confidence: 0.9918768
00:18:40.414 --> 00:18:42.335 academic system. And as I
NOTE Confidence: 0.9918768
00:18:42.335 --> 00:18:43.455 described, it's made up of
NOTE Confidence: 0.9918768
00:18:43.455 --> 00:18:44.355 five hospitals.
NOTE Confidence: 0.99986047
00:18:44.815 --> 00:18:46.095 We have more than thirty
NOTE Confidence: 0.99986047
00:18:46.095 --> 00:18:47.075 thousand employees
NOTE Confidence: 0.99975586
00:18:47.375 --> 00:18:48.755 within the health system.
NOTE Confidence: 1
00:18:49.375 --> 00:18:50.195 We generate
NOTE Confidence: 0.9834487
00:18:50.970 --> 00:18:53.049 six point one billion dollars
NOTE Confidence: 0.9834487
00:18:53.049 --> 00:18:54.730 in net revenue. And as
NOTE Confidence: 0.9834487

00:18:54.730 --> 00:18:55.770 you can see, this data
NOTE Confidence: 0.9834487

00:18:55.770 --> 00:18:57.290 is somewhat old for fiscal
NOTE Confidence: 0.9834487

00:18:57.290 --> 00:18:59.210 year twenty twenty two. At
NOTE Confidence: 0.9834487

00:18:59.210 --> 00:19:00.490 this time, we're almost a
NOTE Confidence: 0.9834487

00:19:00.490 --> 00:19:02.109 seven billion dollar organization.
NOTE Confidence: 0.9996745

00:19:03.225 --> 00:19:04.505 We see more than three
NOTE Confidence: 0.9996745

00:19:04.505 --> 00:19:06.205 point five million outpatient
NOTE Confidence: 0.99560547

00:19:06.585 --> 00:19:07.085 encounters.
NOTE Confidence: 1

00:19:08.105 --> 00:19:09.244 We serve
NOTE Confidence: 0.99641925

00:19:09.705 --> 00:19:10.924 seventy five hundred
NOTE Confidence: 0.96899414

00:19:11.225 --> 00:19:12.365 medical staff,
NOTE Confidence: 0.99397784

00:19:12.825 --> 00:19:14.505 including yourselves now in that
NOTE Confidence: 0.99397784

00:19:14.505 --> 00:19:15.005 number.
NOTE Confidence: 0.9981011

00:19:16.070 --> 00:19:17.830 Almost a thousand of that
NOTE Confidence: 0.9981011

00:19:17.830 --> 00:19:19.450 medical staff are residents.
NOTE Confidence: 0.9930245

00:19:19.990 --> 00:19:21.990 We have thirty one medical

NOTE Confidence: 0.9930245
00:19:21.990 --> 00:19:23.210 residency programs
NOTE Confidence: 0.93082684
00:19:24.070 --> 00:19:24.970 and more than
NOTE Confidence: 0.975179
00:19:25.510 --> 00:19:27.290 a hundred and forty five
NOTE Confidence: 0.975179
00:19:27.590 --> 00:19:28.090 fellowship
NOTE Confidence: 0.8676758
00:19:28.390 --> 00:19:28.890 programs,
NOTE Confidence: 0.9982367
00:19:29.605 --> 00:19:31.125 seventy nine of which are
NOTE Confidence: 0.9982367
00:19:31.125 --> 00:19:31.625 ACGME
NOTE Confidence: 1
00:19:32.244 --> 00:19:32.744 accredited.
NOTE Confidence: 0.96390474
00:19:33.845 --> 00:19:35.044 Of course, we talked about
NOTE Confidence: 0.96390474
00:19:35.044 --> 00:19:36.884 our academic affiliation with Yale
NOTE Confidence: 0.96390474
00:19:36.884 --> 00:19:37.705 School of Medicine,
NOTE Confidence: 0.89665145
00:19:38.404 --> 00:19:39.784 as well as our foundation
NOTE Confidence: 0.89665145
00:19:39.924 --> 00:19:41.524 group, where, again, is the
NOTE Confidence: 0.89665145
00:19:41.524 --> 00:19:43.500 northeast medical crew where we
NOTE Confidence: 0.89665145
00:19:43.740 --> 00:19:45.760 serve fourteen hundred providers,
NOTE Confidence: 0.97314453

00:19:46.140 --> 00:19:48.000 including physicians and APPs.

NOTE Confidence: 0.99067384

00:19:49.180 --> 00:19:50.780 We see almost a hundred

NOTE Confidence: 0.99067384

00:19:50.780 --> 00:19:53.119 and fifty thousand inpatient cases

NOTE Confidence: 0.99067384

00:19:53.180 --> 00:19:55.440 across our five hospital system,

NOTE Confidence: 0.9981934

00:19:55.984 --> 00:19:57.105 and we have more than

NOTE Confidence: 0.9981934

00:19:57.105 --> 00:19:59.285 twenty six hundred licensed beds.

NOTE Confidence: 0.99905396

00:19:59.905 --> 00:20:01.285 We have a very robust

NOTE Confidence: 0.99905396

00:20:01.345 --> 00:20:03.265 ambulatory footprint with more than

NOTE Confidence: 0.99905396

00:20:03.265 --> 00:20:05.265 three hundred ambulatory sites and

NOTE Confidence: 0.99905396

00:20:05.265 --> 00:20:05.765 locations.

NOTE Confidence: 0.9710938

00:20:06.945 --> 00:20:08.405 You'll note on this slide

NOTE Confidence: 0.9710938

00:20:08.630 --> 00:20:10.869 the wide geographic footprint of

NOTE Confidence: 0.9710938

00:20:10.869 --> 00:20:12.390 Yale New Haven Health System

NOTE Confidence: 0.9710938

00:20:12.390 --> 00:20:13.830 as well as Yale Medicine

NOTE Confidence: 0.9710938

00:20:13.830 --> 00:20:16.010 and Northeast Medical Group locations.

NOTE Confidence: 0.9831543

00:20:17.190 --> 00:20:18.570 Included on this slide

NOTE Confidence: 0.99853516

00:20:18.950 --> 00:20:20.170 are also the locations

NOTE Confidence: 0.95229495

00:20:20.550 --> 00:20:22.570 of our Smilow Cancer Center,

NOTE Confidence: 0.99975586

00:20:23.175 --> 00:20:25.255 various outpatient locations throughout the

NOTE Confidence: 0.99975586

00:20:25.255 --> 00:20:25.755 state.

NOTE Confidence: 0.95788574

00:20:26.535 --> 00:20:27.655 You will note that we

NOTE Confidence: 0.95788574

00:20:27.655 --> 00:20:29.255 have a presence not only

NOTE Confidence: 0.95788574

00:20:29.255 --> 00:20:29.995 in Connecticut,

NOTE Confidence: 0.95065916

00:20:30.375 --> 00:20:31.495 but also in the state

NOTE Confidence: 0.95065916

00:20:31.495 --> 00:20:32.855 of New York as well

NOTE Confidence: 0.95065916

00:20:32.855 --> 00:20:34.295 as in Rhode Island where

NOTE Confidence: 0.95065916

00:20:34.295 --> 00:20:36.155 our Westerly Hospital is located.

NOTE Confidence: 0.9968262

00:20:36.730 --> 00:20:38.350 As doctor McGovern mentioned,

NOTE Confidence: 0.9997907

00:20:38.970 --> 00:20:40.409 alignment has been a critical

NOTE Confidence: 0.9997907

00:20:40.409 --> 00:20:41.769 focus for the health system

NOTE Confidence: 0.9997907

00:20:41.769 --> 00:20:42.909 and for the school.

NOTE Confidence: 0.99833983

00:20:43.450 --> 00:20:44.809 There are several components of
NOTE Confidence: 0.99833983

00:20:44.809 --> 00:20:46.330 that alignment work in addition
NOTE Confidence: 0.99833983

00:20:46.330 --> 00:20:48.109 to what doctor McGovern described.
NOTE Confidence: 0.99396074

00:20:48.755 --> 00:20:49.975 One of the most important
NOTE Confidence: 0.99396074

00:20:50.035 --> 00:20:50.915 is the work that we
NOTE Confidence: 0.99396074

00:20:50.915 --> 00:20:52.355 have done together on the
NOTE Confidence: 0.99396074

00:20:52.355 --> 00:20:54.535 enterprise joint strategic plan.
NOTE Confidence: 0.96759903

00:20:55.075 --> 00:20:57.255 This strategic plan will provide
NOTE Confidence: 0.96759903

00:20:57.315 --> 00:20:58.535 critical guidepost
NOTE Confidence: 0.99853516

00:20:58.994 --> 00:20:59.815 and strategies
NOTE Confidence: 0.9826216

00:21:00.355 --> 00:21:02.115 for addressing our future together,
NOTE Confidence: 0.9826216

00:21:02.115 --> 00:21:03.494 where we build the clinical
NOTE Confidence: 0.9826216

00:21:03.555 --> 00:21:04.055 services,
NOTE Confidence: 0.9741877

00:21:04.619 --> 00:21:05.900 including those service lines that
NOTE Confidence: 0.9741877

00:21:05.900 --> 00:21:07.660 doctor McGovern mentioned, for the
NOTE Confidence: 0.9741877

00:21:07.660 --> 00:21:08.160 future.

NOTE Confidence: 1

00:21:08.940 --> 00:21:09.840 We are actively

NOTE Confidence: 0.9456898

00:21:11.260 --> 00:21:12.940 building the business plans for

NOTE Confidence: 0.9456898

00:21:12.940 --> 00:21:14.080 each one of the strategic

NOTE Confidence: 0.9456898

00:21:14.300 --> 00:21:14.800 approaches,

NOTE Confidence: 0.99986047

00:21:15.260 --> 00:21:16.619 and we will be hiring

NOTE Confidence: 0.99986047

00:21:16.619 --> 00:21:18.220 and recruiting into those plans

NOTE Confidence: 0.99986047

00:21:18.220 --> 00:21:19.280 in the near future.

NOTE Confidence: 0.9992488

00:21:20.405 --> 00:21:22.005 In addition, over the last

NOTE Confidence: 0.9992488

00:21:22.005 --> 00:21:24.005 year, we implemented a shared

NOTE Confidence: 0.9992488

00:21:24.005 --> 00:21:25.225 funds flow model.

NOTE Confidence: 0.99853516

00:21:26.005 --> 00:21:27.304 That funds flow model

NOTE Confidence: 0.9986328

00:21:27.765 --> 00:21:30.105 aligns the efforts and incentives

NOTE Confidence: 0.99609375

00:21:30.484 --> 00:21:32.005 of both the school and

NOTE Confidence: 0.99609375

00:21:32.005 --> 00:21:32.744 the system.

NOTE Confidence: 0.9987444

00:21:33.710 --> 00:21:35.630 We firmly believe that having

NOTE Confidence: 0.9987444

00:21:35.630 --> 00:21:36.450 that shared
NOTE Confidence: 0.99131554

00:21:37.230 --> 00:21:39.390 economic alignment, we will advance
NOTE Confidence: 0.99131554

00:21:39.390 --> 00:21:41.550 our strategic plan in a
NOTE Confidence: 0.99131554

00:21:41.550 --> 00:21:43.170 much more nimble fashion.
NOTE Confidence: 0.933524

00:21:44.430 --> 00:21:46.030 Doctor McGovern talked about the
NOTE Confidence: 0.933524

00:21:46.030 --> 00:21:46.850 aligned clinician
NOTE Confidence: 0.95804536

00:21:47.315 --> 00:21:48.515 enterprise, which again is a
NOTE Confidence: 0.95804536

00:21:48.515 --> 00:21:49.955 critical part of building out
NOTE Confidence: 0.95804536

00:21:49.955 --> 00:21:51.255 our strategic plan.
NOTE Confidence: 0.9834798

00:21:51.795 --> 00:21:52.775 And then similarly,
NOTE Confidence: 0.9978841

00:21:53.395 --> 00:21:55.795 we have combined processes and
NOTE Confidence: 0.9978841

00:21:55.795 --> 00:21:56.295 systems
NOTE Confidence: 0.9402669

00:21:56.674 --> 00:21:58.375 such that we are sharing
NOTE Confidence: 0.9402669

00:21:58.595 --> 00:21:59.095 communication
NOTE Confidence: 0.96191406

00:21:59.475 --> 00:21:59.975 forums,
NOTE Confidence: 0.9941406

00:22:00.450 --> 00:22:02.130 have single sources of truth

NOTE Confidence: 0.9941406
00:22:02.130 --> 00:22:03.270 for data sharing,
NOTE Confidence: 0.99501956
00:22:03.649 --> 00:22:05.429 as well as streamlined infrastructure
NOTE Confidence: 0.92163086
00:22:05.730 --> 00:22:06.470 where applicable.
NOTE Confidence: 0.9862394
00:22:06.850 --> 00:22:08.609 Everything from the things we
NOTE Confidence: 0.9862394
00:22:08.609 --> 00:22:10.289 talked about in access, our
NOTE Confidence: 0.9862394
00:22:10.289 --> 00:22:10.789 scheduling,
NOTE Confidence: 0.97839355
00:22:11.169 --> 00:22:12.470 as well as our coordinated
NOTE Confidence: 0.97839355
00:22:12.609 --> 00:22:14.450 space planning and billing and
NOTE Confidence: 0.97839355
00:22:14.450 --> 00:22:15.590 compliance services.
NOTE Confidence: 0.94311523
00:22:16.505 --> 00:22:17.165 And finally,
NOTE Confidence: 0.9967448
00:22:17.545 --> 00:22:18.525 we wanna ensure
NOTE Confidence: 0.9953962
00:22:18.985 --> 00:22:19.945 that we have a a
NOTE Confidence: 0.9953962
00:22:19.945 --> 00:22:21.165 relentless focus
NOTE Confidence: 0.9672476
00:22:21.465 --> 00:22:23.885 on providing high quality efficient
NOTE Confidence: 0.9672476
00:22:23.945 --> 00:22:25.945 care by working together on
NOTE Confidence: 0.9672476

00:22:25.945 --> 00:22:27.245 our performance improvement

NOTE Confidence: 0.9970093

00:22:27.785 --> 00:22:29.145 as we work to return

NOTE Confidence: 0.9970093

00:22:29.145 --> 00:22:30.045 back to profitability

NOTE Confidence: 1

00:22:30.745 --> 00:22:31.965 in the next year.

NOTE Confidence: 0.99153644

00:22:33.520 --> 00:22:35.040 You will hear throughout our

NOTE Confidence: 0.99153644

00:22:35.040 --> 00:22:35.540 campus

NOTE Confidence: 0.83279854

00:22:36.080 --> 00:22:37.520 the Yale New Haven Health

NOTE Confidence: 0.83279854

00:22:37.520 --> 00:22:38.420 Care Signature.

NOTE Confidence: 0.9955139

00:22:39.280 --> 00:22:40.560 This is a desire to

NOTE Confidence: 0.9955139

00:22:40.560 --> 00:22:42.260 really create systemness

NOTE Confidence: 0.95570594

00:22:42.560 --> 00:22:43.920 across the Yale New Haven

NOTE Confidence: 0.95570594

00:22:43.920 --> 00:22:44.660 Health System.

NOTE Confidence: 0.99975586

00:22:45.255 --> 00:22:46.315 As we come together,

NOTE Confidence: 0.978143

00:22:46.775 --> 00:22:48.295 we want to ensure that

NOTE Confidence: 0.978143

00:22:48.295 --> 00:22:49.734 regardless of where a patient

NOTE Confidence: 0.978143

00:22:49.734 --> 00:22:51.734 receives care, that they are

NOTE Confidence: 0.978143
00:22:51.734 --> 00:22:53.195 getting the same quality
NOTE Confidence: 0.99853516
00:22:53.655 --> 00:22:54.395 of service,
NOTE Confidence: 0.99975586
00:22:55.015 --> 00:22:56.535 the same level of high
NOTE Confidence: 0.99975586
00:22:56.535 --> 00:22:57.035 safety,
NOTE Confidence: 0.9951172
00:22:57.494 --> 00:22:58.715 high health equity,
NOTE Confidence: 0.94736737
00:22:59.530 --> 00:23:01.130 and to promote the patient
NOTE Confidence: 0.94736737
00:23:01.130 --> 00:23:01.630 experience.
NOTE Confidence: 0.98494804
00:23:02.010 --> 00:23:03.369 That regardless of where you
NOTE Confidence: 0.98494804
00:23:03.369 --> 00:23:04.809 enter into our health system,
NOTE Confidence: 0.98494804
00:23:04.809 --> 00:23:05.850 whether it's through one of
NOTE Confidence: 0.98494804
00:23:05.850 --> 00:23:08.010 our outpatient based areas, whether
NOTE Confidence: 0.98494804
00:23:08.010 --> 00:23:09.290 we're providing care in the
NOTE Confidence: 0.98494804
00:23:09.290 --> 00:23:11.550 home, whether you're entering through,
NOTE Confidence: 0.98494804
00:23:11.850 --> 00:23:13.950 the Bridgeport Hospital or Westerly
NOTE Confidence: 0.98494804
00:23:14.010 --> 00:23:14.510 Hospital,
NOTE Confidence: 0.9916016

00:23:15.034 --> 00:23:16.554 you engage with us in
NOTE Confidence: 0.9916016

00:23:16.554 --> 00:23:17.914 the same way you would
NOTE Confidence: 0.9916016

00:23:17.914 --> 00:23:19.215 if you're in New Haven.
NOTE Confidence: 0.99986047

00:23:20.475 --> 00:23:21.914 As we work together as
NOTE Confidence: 0.99986047

00:23:21.914 --> 00:23:22.575 a system,
NOTE Confidence: 0.9428711

00:23:23.034 --> 00:23:24.475 we try to adopt best
NOTE Confidence: 0.9428711

00:23:24.475 --> 00:23:26.654 practice and use evidence based
NOTE Confidence: 0.9428711

00:23:26.794 --> 00:23:27.294 models
NOTE Confidence: 0.9984809

00:23:27.900 --> 00:23:29.760 to continuously learn and integrate
NOTE Confidence: 0.9984809

00:23:29.820 --> 00:23:31.200 into our care signature.
NOTE Confidence: 0.89760745

00:23:31.740 --> 00:23:33.280 This is a iterative process,
NOTE Confidence: 1

00:23:33.740 --> 00:23:34.800 but we are confident
NOTE Confidence: 0.9994673

00:23:35.260 --> 00:23:37.020 that this approach helps us
NOTE Confidence: 0.9994673

00:23:37.020 --> 00:23:38.960 to function as one unified
NOTE Confidence: 0.9994673

00:23:39.100 --> 00:23:39.600 system.
NOTE Confidence: 0.9671405

00:23:40.664 --> 00:23:42.505 So, again, thank you. I

NOTE Confidence: 0.9671405
00:23:42.505 --> 00:23:43.544 hope you've learned a little
NOTE Confidence: 0.9671405
00:23:43.544 --> 00:23:44.744 bit more about the Yale
NOTE Confidence: 0.9671405
00:23:44.744 --> 00:23:46.024 New Haven Health System as
NOTE Confidence: 0.9671405
00:23:46.024 --> 00:23:46.984 well as the Yale School
NOTE Confidence: 0.9671405
00:23:46.984 --> 00:23:47.644 of Medicine.
NOTE Confidence: 0.99226075
00:23:48.264 --> 00:23:49.465 We are delighted that you're
NOTE Confidence: 0.99226075
00:23:49.465 --> 00:23:50.664 here, and we look forward
NOTE Confidence: 0.99226075
00:23:50.664 --> 00:23:51.945 to working together as we
NOTE Confidence: 0.99226075
00:23:51.945 --> 00:23:53.725 advance the mission and vision
NOTE Confidence: 0.9998779
00:23:54.105 --> 00:23:55.565 of our shared enterprise.
NOTE Confidence: 0.98602974
00:23:56.369 --> 00:23:58.070 Thank you again, and welcome.
NOTE Confidence: 0.98602974
00:23:58.290 --> 00:23:59.250 Thank you all for your
NOTE Confidence: 0.98602974
00:23:59.250 --> 00:24:00.850 attention this morning to learn
NOTE Confidence: 0.98602974
00:24:00.850 --> 00:24:01.910 about Yale Medicine.
NOTE Confidence: 0.9999349
00:24:02.210 --> 00:24:03.670 We have a strong infrastructure
NOTE Confidence: 0.9999349

00:24:03.810 --> 00:24:05.570 and support team that is
NOTE Confidence: 0.9999349

00:24:05.570 --> 00:24:07.350 really designed to help accelerate
NOTE Confidence: 0.9989511

00:24:07.890 --> 00:24:09.410 your clinical ideas and bring
NOTE Confidence: 0.9989511

00:24:09.410 --> 00:24:10.390 them to the bedside.
NOTE Confidence: 0.99191153

00:24:10.924 --> 00:24:12.525 Working collaboratively with the health
NOTE Confidence: 0.99191153

00:24:12.525 --> 00:24:14.845 system, we're developing strong platforms
NOTE Confidence: 0.99191153

00:24:14.845 --> 00:24:15.645 for you to do this
NOTE Confidence: 0.99191153

00:24:15.645 --> 00:24:17.164 work, and we look forward
NOTE Confidence: 0.99191153

00:24:17.164 --> 00:24:18.205 to getting to know you
NOTE Confidence: 0.99191153

00:24:18.205 --> 00:24:19.565 and supporting you as you
NOTE Confidence: 0.99191153

00:24:19.565 --> 00:24:20.924 can as you elaborate your
NOTE Confidence: 0.99191153

00:24:20.924 --> 00:24:22.605 clinical mission and bring forward
NOTE Confidence: 0.99191153

00:24:22.605 --> 00:24:23.885 your ideas for new clinical
NOTE Confidence: 0.99191153

00:24:23.885 --> 00:24:24.385 programs.