

WEBVTT

NOTE duration:"01:01:49"

NOTE recognizability:0.882

NOTE language:en-us

NOTE Confidence: 0.80515528

00:00:00.000 --> 00:00:01.764 Well, good afternoon everyone

NOTE Confidence: 0.80515528

00:00:01.764 --> 00:00:04.410 and on behalf of Doctor Andres

NOTE Confidence: 0.80515528

00:00:04.486 --> 00:00:06.836 Martin and Doctor Crystal Finch,

NOTE Confidence: 0.80515528

00:00:06.840 --> 00:00:09.056 my Co chairs of the Grand runs committee

NOTE Confidence: 0.80515528

00:00:09.056 --> 00:00:11.400 and the entire Grand Rounds Committee.

NOTE Confidence: 0.80515528

00:00:11.400 --> 00:00:13.888 I'd like to welcome you to the start

NOTE Confidence: 0.80515528

00:00:13.888 --> 00:00:16.320 of our new grand rounds series.

NOTE Confidence: 0.80515528

00:00:16.320 --> 00:00:18.327 It is such a pleasure to see so many

NOTE Confidence: 0.80515528

00:00:18.327 --> 00:00:20.384 of you here in person at the cone.

NOTE Confidence: 0.813946211578947

00:00:24.160 --> 00:00:26.372 And also wonderful to see so many

NOTE Confidence: 0.813946211578947

00:00:26.372 --> 00:00:28.570 people on zoom virtually so obviously

NOTE Confidence: 0.813946211578947

00:00:28.570 --> 00:00:30.940 this is our first hybrid event,

NOTE Confidence: 0.813946211578947

00:00:30.940 --> 00:00:33.271 so please bear with us if we have any

NOTE Confidence: 0.813946211578947

00:00:33.271 --> 00:00:35.560 teething problems or technical difficulties,  
NOTE Confidence: 0.813946211578947

00:00:35.560 --> 00:00:38.094 and I'd like to start by thanking  
NOTE Confidence: 0.813946211578947

00:00:38.094 --> 00:00:40.733 Rosemary and Mark and Duncan and Kyle  
NOTE Confidence: 0.813946211578947

00:00:40.733 --> 00:00:43.441 for really helping support us to bring  
NOTE Confidence: 0.813946211578947

00:00:43.441 --> 00:00:45.937 this hybrid event and into reality.  
NOTE Confidence: 0.813946211578947

00:00:45.940 --> 00:00:48.937 And so you know, as a ground round committee,  
NOTE Confidence: 0.813946211578947

00:00:48.940 --> 00:00:51.052 we're really hoping that this new  
NOTE Confidence: 0.813946211578947

00:00:51.052 --> 00:00:53.510 series will continue to be a forum that.  
NOTE Confidence: 0.813946211578947

00:00:53.510 --> 00:00:55.618 Brings our entire community  
NOTE Confidence: 0.813946211578947

00:00:55.618 --> 00:00:57.726 together to learn together.  
NOTE Confidence: 0.813946211578947

00:00:57.730 --> 00:00:59.615 We've put together really a  
NOTE Confidence: 0.813946211578947

00:00:59.615 --> 00:01:01.500 stellar program of speakers where  
NOTE Confidence: 0.813946211578947

00:01:01.571 --> 00:01:03.425 we'll expose you to new ideas,  
NOTE Confidence: 0.813946211578947

00:01:03.430 --> 00:01:05.818 new perspectives, cutting edge  
NOTE Confidence: 0.813946211578947

00:01:05.818 --> 00:01:08.206 research and clinical innovations.  
NOTE Confidence: 0.813946211578947

00:01:08.210 --> 00:01:09.218 And as I said,

NOTE Confidence: 0.813946211578947  
00:01:09.218 --> 00:01:11.540 I hope you'll be able to join us  
NOTE Confidence: 0.813946211578947  
00:01:11.540 --> 00:01:13.390 regularly for this grand series.  
NOTE Confidence: 0.813946211578947  
00:01:13.390 --> 00:01:15.710 I'll just point out that next week will  
NOTE Confidence: 0.813946211578947  
00:01:15.710 --> 00:01:17.628 have doctor Jonathan Posner from Duke  
NOTE Confidence: 0.813946211578947  
00:01:17.628 --> 00:01:19.952 University who will talk to us about  
NOTE Confidence: 0.813946211578947  
00:01:19.952 --> 00:01:21.717 the effects of maternal depression  
NOTE Confidence: 0.813946211578947  
00:01:21.717 --> 00:01:23.632 and pregnancy and the treatment.  
NOTE Confidence: 0.813946211578947  
00:01:23.632 --> 00:01:25.640 Maternal depression in pregnancy  
NOTE Confidence: 0.813946211578947  
00:01:25.640 --> 00:01:27.648 with antidepressants on trajectories  
NOTE Confidence: 0.813946211578947  
00:01:27.648 --> 00:01:29.309 of child development,  
NOTE Confidence: 0.813946211578947  
00:01:29.310 --> 00:01:31.497 and I do hope that you'll be able to  
NOTE Confidence: 0.813946211578947  
00:01:31.497 --> 00:01:33.577 join us for that presentation now.  
NOTE Confidence: 0.813946211578947  
00:01:33.577 --> 00:01:35.659 I joined Yale from University in  
NOTE Confidence: 0.813946211578947  
00:01:35.659 --> 00:01:38.404 Canada and on days like today where  
NOTE Confidence: 0.813946211578947  
00:01:38.404 --> 00:01:40.444 we look forward with excitement,  
NOTE Confidence: 0.813946211578947

00:01:40.450 --> 00:01:43.298 we also take a moment to pause and  
NOTE Confidence: 0.813946211578947

00:01:43.298 --> 00:01:46.179 reflect on the past and to reflect on  
NOTE Confidence: 0.813946211578947

00:01:46.179 --> 00:01:48.476 a history that is often overlooked  
NOTE Confidence: 0.813946211578947

00:01:48.476 --> 00:01:51.764 and that is the history of the land  
NOTE Confidence: 0.813946211578947

00:01:51.770 --> 00:01:53.978 on which we stand the land on which.  
NOTE Confidence: 0.813946211578947

00:01:53.980 --> 00:01:56.570 The university is built upon and we  
NOTE Confidence: 0.813946211578947

00:01:56.570 --> 00:01:58.959 do so through a land acknowledgement  
NOTE Confidence: 0.813946211578947

00:01:58.959 --> 00:02:01.759 which is a sign of respect and  
NOTE Confidence: 0.813946211578947

00:02:01.841 --> 00:02:05.183 inclusion to our indigenous and Native  
NOTE Confidence: 0.813946211578947

00:02:05.183 --> 00:02:07.419 American colleagues, friends and peers.  
NOTE Confidence: 0.813946211578947

00:02:07.419 --> 00:02:09.657 And Yale does actually have its  
NOTE Confidence: 0.813946211578947

00:02:09.657 --> 00:02:11.559 own land acknowledgement,  
NOTE Confidence: 0.813946211578947

00:02:11.560 --> 00:02:14.664 which I'd like to share with you now.  
NOTE Confidence: 0.813946211578947

00:02:14.670 --> 00:02:16.598 So Yale University acknowledges  
NOTE Confidence: 0.813946211578947

00:02:16.598 --> 00:02:19.008 that indigenous peoples and nations,  
NOTE Confidence: 0.813946211578947

00:02:19.010 --> 00:02:20.630 including Mohegan man,

NOTE Confidence: 0.813946211578947  
00:02:20.630 --> 00:02:23.330 tortured peak, Watt, eastern Pequots,  
NOTE Confidence: 0.813946211578947  
00:02:23.330 --> 00:02:25.481 Schaghticoke, Golden Hill, pygas,  
NOTE Confidence: 0.813946211578947  
00:02:25.481 --> 00:02:26.543 it, nehantic,  
NOTE Confidence: 0.813946211578947  
00:02:26.543 --> 00:02:29.198 Quinnipiac and other Algonquian speaking  
NOTE Confidence: 0.813946211578947  
00:02:29.198 --> 00:02:32.490 peoples have stewarded through generations.  
NOTE Confidence: 0.813946211578947  
00:02:32.490 --> 00:02:35.442 The lands and waterways of what is now  
NOTE Confidence: 0.813946211578947  
00:02:35.442 --> 00:02:38.228 known as the state of Connecticut.  
NOTE Confidence: 0.813946211578947  
00:02:38.230 --> 00:02:40.505 We honor these unrespected these  
NOTE Confidence: 0.813946211578947  
00:02:40.505 --> 00:02:42.325 enduring and deep relationship  
NOTE Confidence: 0.813946211578947  
00:02:42.325 --> 00:02:44.800 that exists between these peoples.  
NOTE Confidence: 0.813946211578947  
00:02:44.800 --> 00:02:47.270 And nations and this land.  
NOTE Confidence: 0.813946211578947  
00:02:47.270 --> 00:02:49.230 And I encourage any of you that are  
NOTE Confidence: 0.813946211578947  
00:02:49.230 --> 00:02:51.034 interested to learn more about land  
NOTE Confidence: 0.813946211578947  
00:02:51.034 --> 00:02:52.609 acknowledgements to visit the Yale  
NOTE Confidence: 0.813946211578947  
00:02:52.609 --> 00:02:54.229 Native American Cultural Center.  
NOTE Confidence: 0.813946211578947

00:02:54.230 --> 00:02:56.630 And I believe Linda will share a link  
NOTE Confidence: 0.813946211578947

00:02:56.630 --> 00:02:58.496 either during her presentation or  
NOTE Confidence: 0.813946211578947

00:02:58.496 --> 00:03:01.300 shortly after, so without any further ado,  
NOTE Confidence: 0.813946211578947

00:03:01.300 --> 00:03:03.764 I'd like you to join me in welcoming  
NOTE Confidence: 0.813946211578947

00:03:03.764 --> 00:03:05.659 our chair Doctor Linda Maze.  
NOTE Confidence: 0.813946211578947

00:03:05.660 --> 00:03:07.668 To kick off this season of Grand Ryans.  
NOTE Confidence: 0.917464574

00:03:12.570 --> 00:03:14.410 Thank you very much, Karen,  
NOTE Confidence: 0.917464574

00:03:14.410 --> 00:03:16.846 and it's so great to see everyone  
NOTE Confidence: 0.917464574

00:03:16.846 --> 00:03:19.890 in this room as well as on zoom.  
NOTE Confidence: 0.917464574

00:03:19.890 --> 00:03:21.222 So I actually want to begin  
NOTE Confidence: 0.917464574

00:03:21.222 --> 00:03:22.110 though with a question.  
NOTE Confidence: 0.917464574

00:03:22.110 --> 00:03:24.066 This is our first hybrid event.  
NOTE Confidence: 0.917464574

00:03:24.070 --> 00:03:25.585 Are you comfortable with my  
NOTE Confidence: 0.917464574

00:03:25.585 --> 00:03:26.797 speaking without my mask?  
NOTE Confidence: 0.67627855

00:03:28.810 --> 00:03:30.560 Alright, thank you.  
NOTE Confidence: 0.70741105

00:03:33.270 --> 00:03:35.118 Oh, that's great. That's wonderful.

NOTE Confidence: 0.8291480375

00:03:38.950 --> 00:03:40.580 Touch this. Just touch it

NOTE Confidence: 0.8291480375

00:03:40.580 --> 00:03:42.270 down a bit. OK, great.

NOTE Confidence: 0.929258255

00:03:45.530 --> 00:03:48.410 So this is our opening meeting.

NOTE Confidence: 0.929258255

00:03:48.410 --> 00:03:50.534 And we have a tradition here in the center

NOTE Confidence: 0.929258255

00:03:50.534 --> 00:03:52.766 of actually having two opening meetings.

NOTE Confidence: 0.929258255

00:03:52.770 --> 00:03:54.670 The first one in September,

NOTE Confidence: 0.929258255

00:03:54.670 --> 00:03:56.679 which I'm going to reflect on what

NOTE Confidence: 0.929258255

00:03:56.679 --> 00:03:59.576 we do at this opening meeting and the

NOTE Confidence: 0.929258255

00:03:59.576 --> 00:04:01.767 one in January where we talk more

NOTE Confidence: 0.929258255

00:04:01.767 --> 00:04:04.017 about the state of the department.

NOTE Confidence: 0.929258255

00:04:04.020 --> 00:04:06.216 September brings us to a time

NOTE Confidence: 0.929258255

00:04:06.216 --> 00:04:08.159 where we've come through a lot.

NOTE Confidence: 0.929258255

00:04:08.160 --> 00:04:10.197 I'll talk about that in a minute.

NOTE Confidence: 0.929258255

00:04:10.200 --> 00:04:11.901 And I want to always try and

NOTE Confidence: 0.929258255

00:04:11.901 --> 00:04:13.623 September to be a bit reflective

NOTE Confidence: 0.929258255

00:04:13.623 --> 00:04:15.178 and looking forward to what?  
NOTE Confidence: 0.929258255

00:04:15.180 --> 00:04:17.060 So head of us.  
NOTE Confidence: 0.929258255

00:04:17.060 --> 00:04:20.354 So I think why do we do opening meetings?  
NOTE Confidence: 0.929258255

00:04:20.360 --> 00:04:23.223 The first is we come back from  
NOTE Confidence: 0.929258255

00:04:23.223 --> 00:04:24.450 our summer rhythms.  
NOTE Confidence: 0.929258255

00:04:24.450 --> 00:04:27.578 This is the rhythm of the academic world.  
NOTE Confidence: 0.929258255

00:04:27.580 --> 00:04:30.910 Things gear back up in September.  
NOTE Confidence: 0.929258255

00:04:30.910 --> 00:04:33.955 We come back to welcome and we come  
NOTE Confidence: 0.929258255

00:04:33.955 --> 00:04:36.570 back to look ahead to a new year.  
NOTE Confidence: 0.929258255

00:04:36.570 --> 00:04:38.594 Now here in the CHILD Study Center over  
NOTE Confidence: 0.929258255

00:04:38.594 --> 00:04:41.013 the last few years we've had a bit of a  
NOTE Confidence: 0.929258255

00:04:41.013 --> 00:04:42.799 new tradition or a bit of a tradition,  
NOTE Confidence: 0.929258255

00:04:42.800 --> 00:04:45.192 and that is that we actually have a  
NOTE Confidence: 0.929258255

00:04:45.192 --> 00:04:47.786 theme for each of our opening meetings.  
NOTE Confidence: 0.929258255

00:04:47.790 --> 00:04:48.858 And we began this,  
NOTE Confidence: 0.929258255

00:04:48.858 --> 00:04:51.147 if you can count back five years ago



NOTE Confidence: 0.929258255

00:04:51.147 --> 00:04:53.345 we began with an Australian word spine

NOTE Confidence: 0.929258255

00:04:53.345 --> 00:04:55.770 bash about spending time, ideally.

NOTE Confidence: 0.929258255

00:04:55.770 --> 00:04:59.210 Then vacations, then sojourns,

NOTE Confidence: 0.929258255

00:04:59.210 --> 00:05:01.100 then a summer frame of mind,

NOTE Confidence: 0.929258255

00:05:01.100 --> 00:05:03.740 then rejuvenation.

NOTE Confidence: 0.929258255

00:05:03.740 --> 00:05:07.310 But this September and looking back.

NOTE Confidence: 0.929258255

00:05:07.310 --> 00:05:11.334 That actually all seems a bit off key.

NOTE Confidence: 0.929258255

00:05:11.340 --> 00:05:14.340 And a bit out of tune.

NOTE Confidence: 0.929258255

00:05:14.340 --> 00:05:17.154 So what I want to suggest is.

NOTE Confidence: 0.929258255

00:05:17.160 --> 00:05:19.085 Here we are that we have come

NOTE Confidence: 0.929258255

00:05:19.085 --> 00:05:20.899 off a summer like no other.

NOTE Confidence: 0.834681526

00:05:23.760 --> 00:05:27.580 With elbow bumping wearing masks,

NOTE Confidence: 0.834681526

00:05:27.580 --> 00:05:29.960 we sit in this room wearing masks.

NOTE Confidence: 0.834681526

00:05:29.960 --> 00:05:32.138 We have many colleagues on zoom

NOTE Confidence: 0.834681526

00:05:32.138 --> 00:05:34.740 for all together in different ways.

NOTE Confidence: 0.834681526

00:05:34.740 --> 00:05:37.390 We have the delta variant.  
NOTE Confidence: 0.834681526

00:05:37.390 --> 00:05:40.323 We began this summer with hope because  
NOTE Confidence: 0.834681526

00:05:40.323 --> 00:05:42.381 of the vaccine that was tempered  
NOTE Confidence: 0.834681526

00:05:42.381 --> 00:05:44.460 then by caution and uncertainty,  
NOTE Confidence: 0.834681526

00:05:44.460 --> 00:05:46.944 and still remains tempered  
NOTE Confidence: 0.834681526

00:05:46.944 --> 00:05:49.428 by caution and uncertainty.  
NOTE Confidence: 0.834681526

00:05:49.430 --> 00:05:53.753 These have been since March the 12th,  
NOTE Confidence: 0.834681526

00:05:53.753 --> 00:05:55.319 552 days.  
NOTE Confidence: 0.834681526

00:05:55.320 --> 00:05:59.086 Like no other that we have experienced.  
NOTE Confidence: 0.834681526

00:05:59.090 --> 00:06:02.912 We have as a Community come together in  
NOTE Confidence: 0.834681526

00:06:02.912 --> 00:06:06.317 a way and gone through something that is  
NOTE Confidence: 0.834681526

00:06:06.317 --> 00:06:08.366 historic that we will tell our children,  
NOTE Confidence: 0.834681526

00:06:08.370 --> 00:06:09.282 our grandchildren,  
NOTE Confidence: 0.834681526

00:06:09.282 --> 00:06:12.018 our nieces and or nephews about  
NOTE Confidence: 0.834681526

00:06:12.018 --> 00:06:14.869 and they will write that history.  
NOTE Confidence: 0.834681526

00:06:14.870 --> 00:06:18.006 And those days are still not ended.

NOTE Confidence: 0.834681526  
00:06:18.010 --> 00:06:20.774 We are still a stressed, tired,  
NOTE Confidence: 0.834681526  
00:06:20.774 --> 00:06:23.510 afraid community and society.  
NOTE Confidence: 0.834681526  
00:06:23.510 --> 00:06:26.555 And I want to call that out.  
NOTE Confidence: 0.834681526  
00:06:26.560 --> 00:06:28.920 And to acknowledge that.  
NOTE Confidence: 0.834681526  
00:06:28.920 --> 00:06:31.132 And what we are still living through  
NOTE Confidence: 0.834681526  
00:06:31.132 --> 00:06:33.010 are the challenges of uncertainty.  
NOTE Confidence: 0.834681526  
00:06:33.010 --> 00:06:34.357 We seek certainty,  
NOTE Confidence: 0.834681526  
00:06:34.357 --> 00:06:37.051 but we are faced now more  
NOTE Confidence: 0.834681526  
00:06:37.051 --> 00:06:39.000 regularly with uncertainty.  
NOTE Confidence: 0.834681526  
00:06:39.000 --> 00:06:40.416 What will happen to the delta  
NOTE Confidence: 0.834681526  
00:06:40.416 --> 00:06:41.770 variant whilst the new variant?  
NOTE Confidence: 0.834681526  
00:06:41.770 --> 00:06:43.790 How many people are vaccinated?  
NOTE Confidence: 0.834681526  
00:06:43.790 --> 00:06:45.326 Should we wear mask or not?  
NOTE Confidence: 0.834681526  
00:06:45.330 --> 00:06:46.950 Should we ask permission or not?  
NOTE Confidence: 0.834681526  
00:06:46.950 --> 00:06:48.206 Should we wear faith?  
NOTE Confidence: 0.834681526

00:06:48.206 --> 00:06:50.090 We should we wear eye coverings?  
NOTE Confidence: 0.834681526

00:06:50.090 --> 00:06:53.288 All of the uncertainty and then  
NOTE Confidence: 0.834681526

00:06:53.288 --> 00:06:55.420 just frankly tremendous fatigue?  
NOTE Confidence: 0.834681526

00:06:55.420 --> 00:06:57.604 Now I know you may be feeling  
NOTE Confidence: 0.834681526

00:06:57.604 --> 00:07:00.098 that this is starting to go down.  
NOTE Confidence: 0.834681526

00:07:00.100 --> 00:07:02.500 But I really want to call it out  
NOTE Confidence: 0.834681526

00:07:02.500 --> 00:07:04.930 because I think it is incredibly  
NOTE Confidence: 0.834681526

00:07:04.930 --> 00:07:07.025 important that we share this  
NOTE Confidence: 0.834681526

00:07:07.025 --> 00:07:10.170 together in these 552 days.  
NOTE Confidence: 0.834681526

00:07:10.170 --> 00:07:13.130 So the reason that then our theme for  
NOTE Confidence: 0.834681526

00:07:13.130 --> 00:07:16.060 this year is matters of the heart.  
NOTE Confidence: 0.834681526

00:07:16.060 --> 00:07:18.748 Is captured in some ways by this  
NOTE Confidence: 0.834681526

00:07:18.748 --> 00:07:20.840 quote from Titus Andronicus.  
NOTE Confidence: 0.834681526

00:07:20.840 --> 00:07:23.882 But my heart suspects more than  
NOTE Confidence: 0.834681526

00:07:23.882 --> 00:07:25.910 my eyes can see.  
NOTE Confidence: 0.834681526

00:07:25.910 --> 00:07:26.414 And oftentimes,

NOTE Confidence: 0.834681526

00:07:26.414 --> 00:07:28.430 when you think about matters of the heart,

NOTE Confidence: 0.834681526

00:07:28.430 --> 00:07:30.035 you're thinking about romance and

NOTE Confidence: 0.834681526

00:07:30.035 --> 00:07:31.950 romance novels and things like that,

NOTE Confidence: 0.834681526

00:07:31.950 --> 00:07:34.728 but I'm actually suggesting that there

NOTE Confidence: 0.834681526

00:07:34.728 --> 00:07:38.339 are three areas for matters of the heart.

NOTE Confidence: 0.834681526

00:07:38.340 --> 00:07:41.100 That are very relevant to this

NOTE Confidence: 0.834681526

00:07:41.100 --> 00:07:44.540 September to those 552 days.

NOTE Confidence: 0.834681526

00:07:44.540 --> 00:07:47.214 The first is that it often refers

NOTE Confidence: 0.834681526

00:07:47.214 --> 00:07:49.396 to deep emotional experiences that

NOTE Confidence: 0.834681526

00:07:49.396 --> 00:07:51.791 have often been in relationships

NOTE Confidence: 0.834681526

00:07:51.791 --> 00:07:54.851 and could that not be more apt

NOTE Confidence: 0.834681526

00:07:54.851 --> 00:07:56.006 about this pandemic?

NOTE Confidence: 0.834681526

00:07:56.010 --> 00:07:59.666 But it also speaks to healing and gratitude.

NOTE Confidence: 0.834681526

00:07:59.670 --> 00:08:02.166 And it speaks to community service,

NOTE Confidence: 0.834681526

00:08:02.170 --> 00:08:03.475 leadership and values.

NOTE Confidence: 0.834681526

00:08:03.475 --> 00:08:07.100 So I'm going to touch on those three.  
NOTE Confidence: 0.834681526

00:08:07.100 --> 00:08:09.840 And we've been together.  
NOTE Confidence: 0.834681526

00:08:09.840 --> 00:08:10.980 But before I begin that,  
NOTE Confidence: 0.834681526

00:08:10.980 --> 00:08:12.988 I also want to acknowledge that a lot  
NOTE Confidence: 0.834681526

00:08:12.988 --> 00:08:15.456 of times when we came together in September,  
NOTE Confidence: 0.834681526

00:08:15.460 --> 00:08:17.728 we would share more light with things  
NOTE Confidence: 0.834681526

00:08:17.728 --> 00:08:20.009 about what we did in the summer  
NOTE Confidence: 0.834681526

00:08:20.009 --> 00:08:21.875 where we went on our vacations,  
NOTE Confidence: 0.834681526

00:08:21.880 --> 00:08:23.160 all the various things,  
NOTE Confidence: 0.834681526

00:08:23.160 --> 00:08:26.169 what we experienced, who we saw.  
NOTE Confidence: 0.834681526

00:08:26.170 --> 00:08:26.692 But again,  
NOTE Confidence: 0.834681526

00:08:26.692 --> 00:08:28.780 this has been a summer like no other,  
NOTE Confidence: 0.834681526

00:08:28.780 --> 00:08:30.624 and speaking more personally,  
NOTE Confidence: 0.834681526

00:08:30.624 --> 00:08:31.546 for me,  
NOTE Confidence: 0.834681526

00:08:31.550 --> 00:08:34.550 a number of you may know that actually  
NOTE Confidence: 0.834681526

00:08:34.550 --> 00:08:38.135 I lost my mother earlier in this summer.

NOTE Confidence: 0.834681526

00:08:38.140 --> 00:08:40.894 And I don't tell you that or bring that

NOTE Confidence: 0.834681526

00:08:40.894 --> 00:08:43.539 up to actually turn it back to me.

NOTE Confidence: 0.834681526

00:08:43.540 --> 00:08:46.788 But simply to say that that experience

NOTE Confidence: 0.834681526

00:08:46.790 --> 00:08:49.465 has heightened my awareness for

NOTE Confidence: 0.834681526

00:08:49.465 --> 00:08:51.070 what has been.

NOTE Confidence: 0.834681526

00:08:51.070 --> 00:08:53.485 What is really a theme of all

NOTE Confidence: 0.834681526

00:08:53.485 --> 00:08:54.520 of this pandemic

NOTE Confidence: 0.895802785

00:08:54.604 --> 00:08:57.690 for us? Of our collective loss.

NOTE Confidence: 0.895802785

00:08:57.690 --> 00:09:00.850 And to suggest that we as a community

NOTE Confidence: 0.895802785

00:09:00.850 --> 00:09:04.020 are experiencing a collective grief.

NOTE Confidence: 0.895802785

00:09:04.020 --> 00:09:06.547 That we have lost a great deal.

NOTE Confidence: 0.895802785

00:09:06.550 --> 00:09:08.783 We've lost our grounding routines are or

NOTE Confidence: 0.895802785

00:09:08.783 --> 00:09:11.289 even the fact of coming into this room.

NOTE Confidence: 0.895802785

00:09:11.290 --> 00:09:12.790 You all applauded for the fact

NOTE Confidence: 0.895802785

00:09:12.790 --> 00:09:14.409 that we are in this room.

NOTE Confidence: 0.895802785

00:09:14.410 --> 00:09:16.820 Together we came back to  
NOTE Confidence: 0.895802785

00:09:16.820 --> 00:09:18.266 our grounding routines.  
NOTE Confidence: 0.895802785

00:09:18.270 --> 00:09:20.558 Our organized activities social  
NOTE Confidence: 0.895802785

00:09:20.558 --> 00:09:22.755 contact with friends, families,  
NOTE Confidence: 0.895802785

00:09:22.755 --> 00:09:25.130 even those rites of passage  
NOTE Confidence: 0.895802785

00:09:25.130 --> 00:09:27.750 that are so key for us.  
NOTE Confidence: 0.895802785

00:09:27.750 --> 00:09:30.694 I don't know how many of you lost  
NOTE Confidence: 0.895802785

00:09:30.694 --> 00:09:32.967 family members or friends or lost.  
NOTE Confidence: 0.895802785

00:09:32.970 --> 00:09:35.082 Just contact with them if not  
NOTE Confidence: 0.895802785

00:09:35.082 --> 00:09:37.800 lost them to the to the pandemic.  
NOTE Confidence: 0.895802785

00:09:37.800 --> 00:09:40.086 But we've had also changes and  
NOTE Confidence: 0.895802785

00:09:40.086 --> 00:09:42.760 and goals or delays in your goals,  
NOTE Confidence: 0.895802785

00:09:42.760 --> 00:09:46.240 even predictability, and most fundamentally,  
NOTE Confidence: 0.895802785

00:09:46.240 --> 00:09:48.930 the assumption that the world  
NOTE Confidence: 0.895802785

00:09:48.930 --> 00:09:51.082 is a safe place.  
NOTE Confidence: 0.895802785

00:09:51.090 --> 00:09:55.480 Our heart has seen on one level much more



NOTE Confidence: 0.895802785

00:09:55.480 --> 00:09:59.290 than our eyes and our ears have taken in.

NOTE Confidence: 0.895802785

00:09:59.290 --> 00:10:01.970 And if we are listening to our heart,

NOTE Confidence: 0.895802785

00:10:01.970 --> 00:10:04.658 we know that we are all

NOTE Confidence: 0.895802785

00:10:04.658 --> 00:10:06.002 experiencing this together.

NOTE Confidence: 0.895802785

00:10:06.010 --> 00:10:09.466 And what does it look like to be

NOTE Confidence: 0.895802785

00:10:09.466 --> 00:10:12.050 experiencing as a community brief?

NOTE Confidence: 0.895802785

00:10:12.050 --> 00:10:15.250 Well, it looks like a number of things.

NOTE Confidence: 0.895802785

00:10:15.250 --> 00:10:16.810 It looks like a feeling of

NOTE Confidence: 0.895802785

00:10:16.810 --> 00:10:17.850 not being in control.

NOTE Confidence: 0.895802785

00:10:17.850 --> 00:10:21.458 Anybody had that feeling over the last year?

NOTE Confidence: 0.895802785

00:10:21.460 --> 00:10:23.956 It looks like a feeling of

NOTE Confidence: 0.895802785

00:10:23.956 --> 00:10:25.620 being distracted and tired.

NOTE Confidence: 0.895802785

00:10:25.620 --> 00:10:27.284 Of anxious,

NOTE Confidence: 0.895802785

00:10:27.284 --> 00:10:28.116 irritable,

NOTE Confidence: 0.895802785

00:10:28.116 --> 00:10:31.945 and fragmented as a group of feeling

NOTE Confidence: 0.895802785

00:10:31.945 --> 00:10:34.678 powerless and also even thinking about

NOTE Confidence: 0.895802785

00:10:34.678 --> 00:10:37.125 others but not thinking about others

NOTE Confidence: 0.895802785

00:10:37.125 --> 00:10:39.420 necessarily always in a caring way.

NOTE Confidence: 0.895802785

00:10:39.420 --> 00:10:40.745 But those people that aren't

NOTE Confidence: 0.895802785

00:10:40.745 --> 00:10:41.540 wearing their masks.

NOTE Confidence: 0.895802785

00:10:41.540 --> 00:10:44.430 Those people that aren't vaccinated.

NOTE Confidence: 0.895802785

00:10:44.430 --> 00:10:47.258 The othering of our world around us.

NOTE Confidence: 0.895802785

00:10:47.260 --> 00:10:50.437 And that is not only I would say a

NOTE Confidence: 0.895802785

00:10:50.437 --> 00:10:53.240 measure of our grief as a community.

NOTE Confidence: 0.895802785

00:10:53.240 --> 00:10:55.676 But it's also ironically a measure

NOTE Confidence: 0.895802785

00:10:55.676 --> 00:10:58.753 of what it means to be in this

NOTE Confidence: 0.895802785

00:10:58.753 --> 00:11:01.290 virtual world for a very long time.

NOTE Confidence: 0.895802785

00:11:01.290 --> 00:11:03.900 Do you remember with longing?

NOTE Confidence: 0.895802785

00:11:03.900 --> 00:11:06.525 When we sat in this room and

NOTE Confidence: 0.895802785

00:11:06.525 --> 00:11:07.815 we didn't worry about who had

NOTE Confidence: 0.895802785

00:11:07.815 --> 00:11:09.339 masks and who didn't have close,

NOTE Confidence: 0.895802785

00:11:09.340 --> 00:11:11.454 we were how we actually were really,

NOTE Confidence: 0.895802785

00:11:11.460 --> 00:11:12.775 really happy when people were

NOTE Confidence: 0.895802785

00:11:12.775 --> 00:11:14.725 standing up in the back and crowding

NOTE Confidence: 0.895802785

00:11:14.725 --> 00:11:16.180 and falling over each other.

NOTE Confidence: 0.895802785

00:11:16.180 --> 00:11:19.460 We did not worry a bit about that.

NOTE Confidence: 0.895802785

00:11:19.460 --> 00:11:21.126 And I would dare say when you

NOTE Confidence: 0.895802785

00:11:21.126 --> 00:11:22.697 came in today and started sealing

NOTE Confidence: 0.895802785

00:11:22.697 --> 00:11:24.559 of those of you in the room,

NOTE Confidence: 0.895802785

00:11:24.560 --> 00:11:26.780 seeing more people, you started thinking.

NOTE Confidence: 0.895802785

00:11:26.780 --> 00:11:27.557 Well, let's see.

NOTE Confidence: 0.895802785

00:11:27.557 --> 00:11:29.590 I believe they said no more than 20.

NOTE Confidence: 0.895802785

00:11:29.590 --> 00:11:30.526 No more than 10.

NOTE Confidence: 0.895802785

00:11:30.526 --> 00:11:32.579 How many you're supposed to be in the room?

NOTE Confidence: 0.895802785

00:11:32.580 --> 00:11:34.460 Our sensitivities have changed.

NOTE Confidence: 0.895802785

00:11:34.460 --> 00:11:36.340 We've gone from squares.

NOTE Confidence: 0.895802785

00:11:36.340 --> 00:11:39.256 We've gone from full to squares.  
NOTE Confidence: 0.895802785

00:11:39.260 --> 00:11:41.918 And there actually is some really  
NOTE Confidence: 0.895802785

00:11:41.918 --> 00:11:44.140 interesting data about the impact  
NOTE Confidence: 0.895802785

00:11:44.140 --> 00:11:46.354 of this virtual world now of  
NOTE Confidence: 0.895802785

00:11:46.360 --> 00:11:49.860 552 days of it on our being.  
NOTE Confidence: 0.895802785

00:11:49.860 --> 00:11:52.900 And on as we work as a community.  
NOTE Confidence: 0.895802785

00:11:52.900 --> 00:11:55.204 The first comes at two of these are two  
NOTE Confidence: 0.895802785

00:11:55.204 --> 00:11:57.199 papers and I give you the references.  
NOTE Confidence: 0.895802785

00:11:57.200 --> 00:11:59.320 Both are published in Nature.  
NOTE Confidence: 0.895802785

00:11:59.320 --> 00:12:01.777 One talks about the impact of the  
NOTE Confidence: 0.895802785

00:12:01.777 --> 00:12:04.329 pandemic is a natural experiment.  
NOTE Confidence: 0.895802785

00:12:04.330 --> 00:12:06.520 Heaven knows we didn't design it.  
NOTE Confidence: 0.895802785

00:12:06.520 --> 00:12:09.340 A natural experiment and comparing  
NOTE Confidence: 0.895802785

00:12:09.340 --> 00:12:11.596 it to prolonged spaceflight.  
NOTE Confidence: 0.9177196

00:12:11.600 --> 00:12:12.340 And also.  
NOTE Confidence: 0.88920811

00:12:14.350 --> 00:12:17.614 For a long spaceflight and also to technology

NOTE Confidence: 0.88920811

00:12:17.614 --> 00:12:20.899 and the impact of technology transfers.

NOTE Confidence: 0.88920811

00:12:20.900 --> 00:12:23.400 The other article is actually

NOTE Confidence: 0.88920811

00:12:23.400 --> 00:12:24.900 really very interesting.

NOTE Confidence: 0.88920811

00:12:24.900 --> 00:12:27.189 Because it also looks at the effect

NOTE Confidence: 0.88920811

00:12:27.189 --> 00:12:29.394 of the pandemic on specific social

NOTE Confidence: 0.88920811

00:12:29.394 --> 00:12:31.319 behaviors and how groups work

NOTE Confidence: 0.88920811

00:12:31.319 --> 00:12:33.440 together as well as individuals.

NOTE Confidence: 0.88920811

00:12:33.440 --> 00:12:36.212 And looks at how prolonged virtual

NOTE Confidence: 0.88920811

00:12:36.212 --> 00:12:40.040 working has had an impact on things

NOTE Confidence: 0.88920811

00:12:40.040 --> 00:12:43.150 such as an understanding thread.

NOTE Confidence: 0.88920811

00:12:43.150 --> 00:12:44.968 How we respond.

NOTE Confidence: 0.88920811

00:12:44.968 --> 00:12:47.284 Actually to various prejudice

NOTE Confidence: 0.88920811

00:12:47.284 --> 00:12:48.388 and discrimination,

NOTE Confidence: 0.88920811

00:12:48.388 --> 00:12:52.180 in particular how we actually think 0

NOTE Confidence: 0.88920811

00:12:52.180 --> 00:12:55.540 sum thinking or our ability to cooperate,

NOTE Confidence: 0.88920811

00:12:55.540 --> 00:12:59.329 or even to make decisions from a moral frame.

NOTE Confidence: 0.88920811

00:12:59.330 --> 00:13:00.908 I can give you these references,

NOTE Confidence: 0.88920811

00:13:00.910 --> 00:13:03.794 but all this is to say is that there

NOTE Confidence: 0.88920811

00:13:03.794 --> 00:13:05.810 now is an emerging literature that we,

NOTE Confidence: 0.88920811

00:13:05.810 --> 00:13:08.366 as social scientists and its clinicians,

NOTE Confidence: 0.88920811

00:13:08.370 --> 00:13:11.408 should be aware about the effect of

NOTE Confidence: 0.88920811

00:13:11.408 --> 00:13:14.649 prolonged amounts of time in a virtual world.

NOTE Confidence: 0.88920811

00:13:14.650 --> 00:13:18.718 However. We've also learned a lot.

NOTE Confidence: 0.88920811

00:13:18.720 --> 00:13:19.792 In our virtual world,

NOTE Confidence: 0.88920811

00:13:19.792 --> 00:13:21.400 we've learned how to do things

NOTE Confidence: 0.88920811

00:13:21.452 --> 00:13:22.379 in different ways.

NOTE Confidence: 0.88920811

00:13:22.380 --> 00:13:25.650 We've learned some very positive things,

NOTE Confidence: 0.88920811

00:13:25.650 --> 00:13:28.188 and we've learned that, for example,

NOTE Confidence: 0.88920811

00:13:28.190 --> 00:13:30.115 the pandemic may actually hasten

NOTE Confidence: 0.88920811

00:13:30.115 --> 00:13:32.040 certain things about well being,

NOTE Confidence: 0.88920811

00:13:32.040 --> 00:13:34.924 and we're working in a virtual setting.

NOTE Confidence: 0.88920811

00:13:34.930 --> 00:13:37.120 It may actually in some ways

NOTE Confidence: 0.88920811

00:13:37.120 --> 00:13:38.960 influence performance in good ways,

NOTE Confidence: 0.88920811

00:13:38.960 --> 00:13:41.648 as well as a decrease in.

NOTE Confidence: 0.88920811

00:13:41.650 --> 00:13:44.352 So all of this we need to

NOTE Confidence: 0.88920811

00:13:44.352 --> 00:13:45.820 be extraordinarily aware of.

NOTE Confidence: 0.88920811

00:13:45.820 --> 00:13:47.160 Yet at the same time,

NOTE Confidence: 0.88920811

00:13:47.160 --> 00:13:50.130 I'm also very aware that everybody.

NOTE Confidence: 0.88920811

00:13:50.130 --> 00:13:53.274 To 1 degree or another are

NOTE Confidence: 0.88920811

00:13:53.274 --> 00:13:54.846 worried about returning.

NOTE Confidence: 0.88920811

00:13:54.850 --> 00:13:56.950 And what does return mean?

NOTE Confidence: 0.88920811

00:13:56.950 --> 00:13:58.784 It doesn't mean coming back to normal.

NOTE Confidence: 0.88920811

00:13:58.790 --> 00:14:01.890 What does return mean?

NOTE Confidence: 0.88920811

00:14:01.890 --> 00:14:04.389 The lovely flower.

NOTE Confidence: 0.88920811

00:14:04.390 --> 00:14:07.624 They just don't get those on zoom.

NOTE Confidence: 0.88920811

00:14:07.630 --> 00:14:08.190 So return,

NOTE Confidence: 0.88920811

00:14:08.190 --> 00:14:10.802 we've had a number of things that people are  
NOTE Confidence: 0.88920811

00:14:10.802 --> 00:14:12.965 worried about the being exposed to kovid.  
NOTE Confidence: 0.88920811

00:14:12.970 --> 00:14:14.540 We're all sitting in this  
NOTE Confidence: 0.88920811

00:14:14.540 --> 00:14:16.110 room or sitting with masks.  
NOTE Confidence: 0.88920811

00:14:16.110 --> 00:14:18.610 They're worried about losing flexibility,  
NOTE Confidence: 0.88920811

00:14:18.610 --> 00:14:20.794 which means the ability to take care  
NOTE Confidence: 0.88920811

00:14:20.794 --> 00:14:23.325 of your children or your loved ones at  
NOTE Confidence: 0.88920811

00:14:23.325 --> 00:14:25.510 the same time you're balancing your work.  
NOTE Confidence: 0.88920811

00:14:25.510 --> 00:14:28.168 They're worried about the time of  
NOTE Confidence: 0.88920811

00:14:28.168 --> 00:14:30.907 commuting now and many other things  
NOTE Confidence: 0.88920811

00:14:30.907 --> 00:14:33.987 that are very much on people's minds.  
NOTE Confidence: 0.88920811

00:14:33.990 --> 00:14:36.510 And so as we think about that,  
NOTE Confidence: 0.88920811

00:14:36.510 --> 00:14:38.554 and as we think about the worries  
NOTE Confidence: 0.88920811

00:14:38.554 --> 00:14:40.589 that we've had about coming back,  
NOTE Confidence: 0.88920811

00:14:40.590 --> 00:14:44.290 I'm also extraordinarily grateful.  
NOTE Confidence: 0.88920811

00:14:44.290 --> 00:14:46.264 To the fact that we actually



NOTE Confidence: 0.88920811

00:14:46.264 --> 00:14:47.580 can come back together.

NOTE Confidence: 0.88920811

00:14:47.580 --> 00:14:49.855 And that we can come back together

NOTE Confidence: 0.88920811

00:14:49.855 --> 00:14:52.800 to talk about the joy and the dread

NOTE Confidence: 0.88920811

00:14:52.800 --> 00:14:54.992 and how we can work together as a

NOTE Confidence: 0.88920811

00:14:54.992 --> 00:14:56.955 community and that people have been

NOTE Confidence: 0.88920811

00:14:56.955 --> 00:14:58.983 very willing to share their stories.

NOTE Confidence: 0.88920811

00:14:58.990 --> 00:15:01.714 And very willing to start talking

NOTE Confidence: 0.88920811

00:15:01.714 --> 00:15:04.559 openly about how do we do this?

NOTE Confidence: 0.88920811

00:15:04.560 --> 00:15:08.016 So another part of matters of the heart.

NOTE Confidence: 0.88920811

00:15:08.020 --> 00:15:10.798 Is expressing gratitude.

NOTE Confidence: 0.88920811

00:15:10.800 --> 00:15:11.914 And indeed,

NOTE Confidence: 0.88920811

00:15:11.914 --> 00:15:15.256 there is also a literature about

NOTE Confidence: 0.88920811

00:15:15.256 --> 00:15:17.751 expressing gratitude and its impact

NOTE Confidence: 0.88920811

00:15:17.751 --> 00:15:21.030 on healing a pretty big literature.

NOTE Confidence: 0.88920811

00:15:21.030 --> 00:15:24.750 Of how regular, intentional noticing,

NOTE Confidence: 0.88920811

00:15:24.750 --> 00:15:28.030 expressing thanking what people your  
NOTE Confidence: 0.88920811

00:15:28.030 --> 00:15:30.307 colleagues, all of us for how we are.  
NOTE Confidence: 0.88920811

00:15:30.310 --> 00:15:31.682 What we are doing.  
NOTE Confidence: 0.88920811

00:15:31.682 --> 00:15:33.397 How we are working together.  
NOTE Confidence: 0.88920811

00:15:33.400 --> 00:15:36.568 Has a positive effect on health.  
NOTE Confidence: 0.88920811

00:15:36.570 --> 00:15:38.500 Captured perhaps in this quote,  
NOTE Confidence: 0.88920811

00:15:38.500 --> 00:15:39.652 but very old quote,  
NOTE Confidence: 0.88920811

00:15:39.652 --> 00:15:41.092 that gratitude is not only  
NOTE Confidence: 0.88920811

00:15:41.092 --> 00:15:42.590 the greatest of virtues,  
NOTE Confidence: 0.88920811

00:15:42.590 --> 00:15:44.558 but the parent of all others.  
NOTE Confidence: 0.926135545833333

00:15:44.560 --> 00:15:46.968 But you can see that from a  
NOTE Confidence: 0.926135545833333

00:15:46.968 --> 00:15:48.860 Pediatrics most recently or recently,  
NOTE Confidence: 0.926135545833333

00:15:48.860 --> 00:15:51.440 expressions of gratitude impacting  
NOTE Confidence: 0.926135545833333

00:15:51.440 --> 00:15:53.375 medical team performance.  
NOTE Confidence: 0.926135545833333

00:15:53.380 --> 00:15:55.970 A potential role for mu opioids in  
NOTE Confidence: 0.926135545833333

00:15:55.970 --> 00:15:58.030 the positive effects of gratitude.

NOTE Confidence: 0.926135545833333

00:15:58.030 --> 00:16:00.775 A number of these references to give to you

NOTE Confidence: 0.926135545833333

00:16:00.775 --> 00:16:03.510 that are really about the positive effect.

NOTE Confidence: 0.926135545833333

00:16:03.510 --> 00:16:06.000 Of being grateful.

NOTE Confidence: 0.926135545833333

00:16:06.000 --> 00:16:08.540 We've come through 552 days,

NOTE Confidence: 0.926135545833333

00:16:08.540 --> 00:16:10.592 but being grateful for all that

NOTE Confidence: 0.926135545833333

00:16:10.592 --> 00:16:13.479 we can do and have done together.

NOTE Confidence: 0.926135545833333

00:16:13.480 --> 00:16:16.021 And so, let me just express some

NOTE Confidence: 0.926135545833333

00:16:16.021 --> 00:16:18.100 of my gratitude to call out.

NOTE Confidence: 0.926135545833333

00:16:18.100 --> 00:16:20.844 I'm very grateful that so many of you

NOTE Confidence: 0.926135545833333

00:16:20.844 --> 00:16:23.039 have engaged in our virtual world,

NOTE Confidence: 0.926135545833333

00:16:23.040 --> 00:16:25.500 and I've been willing across that

NOTE Confidence: 0.926135545833333

00:16:25.500 --> 00:16:27.946 virtual and strange world of many

NOTE Confidence: 0.926135545833333

00:16:27.946 --> 00:16:30.136 squares on a screen to contribute.

NOTE Confidence: 0.926135545833333

00:16:30.140 --> 00:16:31.750 I'm grateful for our smooth

NOTE Confidence: 0.926135545833333

00:16:31.750 --> 00:16:33.038 transition to Tele health,

NOTE Confidence: 0.926135545833333

00:16:33.040 --> 00:16:35.063 where in less than two weeks we  
NOTE Confidence: 0.926135545833333

00:16:35.063 --> 00:16:37.149 got the majority of our patients in  
NOTE Confidence: 0.926135545833333

00:16:37.149 --> 00:16:40.510 March onto a Tele health platform.  
NOTE Confidence: 0.926135545833333

00:16:40.510 --> 00:16:44.360 That we've been able, not without trial,  
NOTE Confidence: 0.926135545833333

00:16:44.360 --> 00:16:45.767 not without challenge.  
NOTE Confidence: 0.926135545833333

00:16:45.767 --> 00:16:48.581 To balance your families and personal  
NOTE Confidence: 0.926135545833333

00:16:48.581 --> 00:16:51.619 needs in this very stressful environment.  
NOTE Confidence: 0.926135545833333

00:16:51.620 --> 00:16:53.604 And for everyone's extraordinarily  
NOTE Confidence: 0.926135545833333

00:16:53.604 --> 00:16:56.580 hard work to keep families engaged,  
NOTE Confidence: 0.926135545833333

00:16:56.580 --> 00:16:59.178 whether it's on a research or  
NOTE Confidence: 0.926135545833333

00:16:59.178 --> 00:17:00.910 clinical or whatever basis.  
NOTE Confidence: 0.926135545833333

00:17:00.910 --> 00:17:02.408 There are a number of you I  
NOTE Confidence: 0.926135545833333

00:17:02.408 --> 00:17:03.350 suspect in this room,  
NOTE Confidence: 0.926135545833333

00:17:03.350 --> 00:17:06.524 but I know virtually that joined  
NOTE Confidence: 0.926135545833333

00:17:06.524 --> 00:17:08.306 the CHILD Study Center last year  
NOTE Confidence: 0.926135545833333

00:17:08.306 --> 00:17:10.189 at the time of the pandemic,

NOTE Confidence: 0.926135545833333

00:17:10.190 --> 00:17:13.025 and you have actually literally not been

NOTE Confidence: 0.926135545833333

00:17:13.025 --> 00:17:16.465 in person with the people that you work with.

NOTE Confidence: 0.926135545833333

00:17:16.470 --> 00:17:18.888 That takes tremendous patience to actually

NOTE Confidence: 0.926135545833333

00:17:18.888 --> 00:17:22.137 join a place and live in your apartment,

NOTE Confidence: 0.926135545833333

00:17:22.140 --> 00:17:24.018 but yet you're a member of

NOTE Confidence: 0.926135545833333

00:17:24.018 --> 00:17:25.270 the Child Study Center.

NOTE Confidence: 0.926135545833333

00:17:25.270 --> 00:17:27.320 I'm very grateful that you've

NOTE Confidence: 0.926135545833333

00:17:27.320 --> 00:17:29.370 had the patience for that.

NOTE Confidence: 0.926135545833333

00:17:29.370 --> 00:17:31.512 And the patients that shown as our

NOTE Confidence: 0.926135545833333

00:17:31.512 --> 00:17:33.589 communications have not always been thorough,

NOTE Confidence: 0.926135545833333

00:17:33.590 --> 00:17:35.240 and they've not always been

NOTE Confidence: 0.926135545833333

00:17:35.240 --> 00:17:36.560 just right on key.

NOTE Confidence: 0.926135545833333

00:17:36.560 --> 00:17:37.945 But that you've been willing

NOTE Confidence: 0.926135545833333

00:17:37.945 --> 00:17:38.776 to ask questions,

NOTE Confidence: 0.926135545833333

00:17:38.780 --> 00:17:40.526 and you've been willing to say

NOTE Confidence: 0.926135545833333

00:17:40.526 --> 00:17:42.220 what else could you tell us?  
NOTE Confidence: 0.926135545833333

00:17:42.220 --> 00:17:44.920 And really, trying to push us to do better.  
NOTE Confidence: 0.926135545833333

00:17:44.920 --> 00:17:46.900 And finally the and not really,  
NOTE Confidence: 0.926135545833333

00:17:46.900 --> 00:17:49.540 finally, but just on this slide.  
NOTE Confidence: 0.926135545833333

00:17:49.540 --> 00:17:52.396 The willingness to try different ways of  
NOTE Confidence: 0.926135545833333

00:17:52.396 --> 00:17:55.000 coming together and to share your stories,  
NOTE Confidence: 0.926135545833333

00:17:55.000 --> 00:17:56.278 however, however painful.  
NOTE Confidence: 0.926135545833333

00:17:56.278 --> 00:17:58.834 Or however whatever you think about  
NOTE Confidence: 0.926135545833333

00:17:58.834 --> 00:18:01.593 them to share them in the spirit of  
NOTE Confidence: 0.926135545833333

00:18:01.593 --> 00:18:03.469 are actually trying to do better.  
NOTE Confidence: 0.9078886

00:18:06.630 --> 00:18:10.965 But this is also been a  
NOTE Confidence: 0.9078886

00:18:10.965 --> 00:18:12.969 time of enormous change.  
NOTE Confidence: 0.9078886

00:18:12.970 --> 00:18:15.680 Enormous change.  
NOTE Confidence: 0.9078886

00:18:15.680 --> 00:18:17.884 In October of 2019.  
NOTE Confidence: 0.9078886

00:18:17.884 --> 00:18:21.190 How far away does that seem?  
NOTE Confidence: 0.9078886

00:18:21.190 --> 00:18:25.213 We moved into our new building at 350 George.

NOTE Confidence: 0.9078886

00:18:25.220 --> 00:18:30.110 We had no idea what was coming on March 12th.

NOTE Confidence: 0.9078886

00:18:30.110 --> 00:18:31.796 We moved into this new building.

NOTE Confidence: 0.9078886

00:18:31.800 --> 00:18:33.704 We brought various practices

NOTE Confidence: 0.9078886

00:18:33.704 --> 00:18:35.608 within the center together.

NOTE Confidence: 0.9078886

00:18:35.610 --> 00:18:38.554 We started learning how to work as one

NOTE Confidence: 0.9078886

00:18:38.554 --> 00:18:40.290 integrated practice and going through

NOTE Confidence: 0.9078886

00:18:40.290 --> 00:18:42.842 the bumps and the ups and downs of

NOTE Confidence: 0.9078886

00:18:42.842 --> 00:18:45.005 that and adjusting to our new space.

NOTE Confidence: 0.9078886

00:18:45.010 --> 00:18:47.810 And then March 12th happened.

NOTE Confidence: 0.9078886

00:18:47.810 --> 00:18:49.255 But we've been going through

NOTE Confidence: 0.9078886

00:18:49.255 --> 00:18:50.700 a lot of other change.

NOTE Confidence: 0.9078886

00:18:50.700 --> 00:18:52.640 We've been going through a

NOTE Confidence: 0.9078886

00:18:52.640 --> 00:18:55.031 tremendous upheaval in a good or

NOTE Confidence: 0.9078886

00:18:55.031 --> 00:18:56.901 people a long overdue upheaval

NOTE Confidence: 0.9078886

00:18:56.901 --> 00:18:59.030 in matters of social justice.

NOTE Confidence: 0.9078886

00:18:59.030 --> 00:19:00.620 We're also going through the  
NOTE Confidence: 0.9078886

00:19:00.620 --> 00:19:02.210 unseen tolls of the pandemic,  
NOTE Confidence: 0.9078886

00:19:02.210 --> 00:19:04.320 which I will talk about in a little bit more,  
NOTE Confidence: 0.9078886

00:19:04.320 --> 00:19:06.000 but the rise in behavioral health  
NOTE Confidence: 0.9078886

00:19:06.000 --> 00:19:08.190 needs not only a chipmunk children,  
NOTE Confidence: 0.9078886

00:19:08.190 --> 00:19:10.239 but among adults.  
NOTE Confidence: 0.9078886

00:19:10.240 --> 00:19:12.874 And we're coming together we're seeing  
NOTE Confidence: 0.9078886

00:19:12.874 --> 00:19:16.419 a change in how people work together.  
NOTE Confidence: 0.9078886

00:19:16.420 --> 00:19:17.926 Slow overdue,  
NOTE Confidence: 0.9078886

00:19:17.926 --> 00:19:23.197 but a tremendous change in our culture.  
NOTE Confidence: 0.9078886

00:19:23.200 --> 00:19:25.118 And as we think about the change,  
NOTE Confidence: 0.9078886

00:19:25.120 --> 00:19:28.436 now that is before us in 2021 to 2022.  
NOTE Confidence: 0.9078886

00:19:28.436 --> 00:19:31.822 I want to suggest that we need another  
NOTE Confidence: 0.9078886

00:19:31.822 --> 00:19:35.594 metaphor for change or not metaphor we  
NOTE Confidence: 0.9078886

00:19:35.594 --> 00:19:38.498 need actually another frame for change.  
NOTE Confidence: 0.9078886

00:19:38.500 --> 00:19:40.614 Change that to date has been changed



NOTE Confidence: 0.9078886

00:19:40.614 --> 00:19:42.579 that we come up with an idea.

NOTE Confidence: 0.9078886

00:19:42.580 --> 00:19:44.442 We move it forward and then we

NOTE Confidence: 0.9078886

00:19:44.442 --> 00:19:46.080 can be various constituents.

NOTE Confidence: 0.9078886

00:19:46.080 --> 00:19:48.464 We move it forward and we try to

NOTE Confidence: 0.9078886

00:19:48.464 --> 00:19:52.100 make it happen. It's transactional.

NOTE Confidence: 0.9078886

00:19:52.100 --> 00:19:55.080 What do you want to get to watch your goal?

NOTE Confidence: 0.9078886

00:19:55.080 --> 00:19:56.864 How are you going to make the change?

NOTE Confidence: 0.9078886

00:19:56.870 --> 00:19:58.320 What are the steps forward?

NOTE Confidence: 0.9078886

00:19:58.320 --> 00:20:01.248 It's very transactional.

NOTE Confidence: 0.9078886

00:20:01.250 --> 00:20:03.430 What I want to suggest is what we are in,

NOTE Confidence: 0.9078886

00:20:03.430 --> 00:20:04.838 not just as apartment,

NOTE Confidence: 0.9078886

00:20:04.838 --> 00:20:07.630 not just as a school but as a

NOTE Confidence: 0.9078886

00:20:07.630 --> 00:20:10.720 society is a model of social change.

NOTE Confidence: 0.9078886

00:20:10.720 --> 00:20:14.598 And social change has a different emphasis.

NOTE Confidence: 0.9078886

00:20:14.600 --> 00:20:17.180 Social change is this.

NOTE Confidence: 0.9078886

00:20:17.180 --> 00:20:20.035 It changes in human interactions  
NOTE Confidence: 0.9078886

00:20:20.035 --> 00:20:22.319 and relationships that transform  
NOTE Confidence: 0.9078886

00:20:22.319 --> 00:20:24.850 culture and social institutions.  
NOTE Confidence: 0.9078886

00:20:24.850 --> 00:20:28.666 That is what we are in the middle of.  
NOTE Confidence: 0.9078886

00:20:28.670 --> 00:20:31.058 And if you want a historical,  
NOTE Confidence: 0.9078886

00:20:31.060 --> 00:20:34.364 relatively recent but historical.  
NOTE Confidence: 0.9078886

00:20:34.364 --> 00:20:36.906 A event of social change.  
NOTE Confidence: 0.9078886

00:20:36.906 --> 00:20:39.480 Think of the civil rights movement.  
NOTE Confidence: 0.9078886

00:20:39.480 --> 00:20:40.176 Incomplete.  
NOTE Confidence: 0.9078886

00:20:40.176 --> 00:20:42.960 Not in anywhere finished,  
NOTE Confidence: 0.9078886

00:20:42.960 --> 00:20:46.580 but actually certainly changed the  
NOTE Confidence: 0.9078886

00:20:46.580 --> 00:20:49.476 way institutions work together.  
NOTE Confidence: 0.9078886

00:20:49.480 --> 00:20:51.970 It's explicitly driven when you think  
NOTE Confidence: 0.9078886

00:20:51.970 --> 00:20:55.318 about a social change frame by shared values.  
NOTE Confidence: 0.9078886

00:20:55.320 --> 00:20:57.468 Values about collaboration,  
NOTE Confidence: 0.9078886

00:20:57.468 --> 00:20:58.900 mutual support,

NOTE Confidence: 0.9078886

00:20:58.900 --> 00:21:02.090 gratitude that we talked about.

NOTE Confidence: 0.9078886

00:21:02.090 --> 00:21:04.484 And it begins with how thinking

NOTE Confidence: 0.9078886

00:21:04.484 --> 00:21:06.080 about social change movements,

NOTE Confidence: 0.9078886

00:21:06.080 --> 00:21:08.966 social change processes begin with thinking

NOTE Confidence: 0.9078886

00:21:08.966 --> 00:21:12.010 about how we actually work together.

NOTE Confidence: 0.9078886

00:21:12.010 --> 00:21:13.558 How do we listen?

NOTE Confidence: 0.9078886

00:21:13.558 --> 00:21:17.230 How do we contribute and how do we critique?

NOTE Confidence: 0.9078886

00:21:17.230 --> 00:21:18.016 In retrospect,

NOTE Confidence: 0.9078886

00:21:18.016 --> 00:21:19.981 in October 2019 there were

NOTE Confidence: 0.9078886

00:21:19.981 --> 00:21:21.947 elements of social change when

NOTE Confidence: 0.9078886

00:21:21.947 --> 00:21:24.107 we moved into that new building.

NOTE Confidence: 0.9078886

00:21:24.110 --> 00:21:26.182 We were just so focused on the

NOTE Confidence: 0.9078886

00:21:26.182 --> 00:21:27.462 concrete elements of getting

NOTE Confidence: 0.9078886

00:21:27.462 --> 00:21:29.107 us into that new building,

NOTE Confidence: 0.9078886

00:21:29.110 --> 00:21:31.410 but it was driving different

NOTE Confidence: 0.9078886

00:21:31.410 --> 00:21:33.250 ways of working together.  
NOTE Confidence: 0.9078886

00:21:33.250 --> 00:21:35.018 And heaven knows this  
NOTE Confidence: 0.9078886

00:21:35.018 --> 00:21:37.670 pandemic has both set us back,  
NOTE Confidence: 0.9078886

00:21:37.670 --> 00:21:39.866 but also put it more conscious.  
NOTE Confidence: 0.9078886

00:21:39.870 --> 00:21:41.595 Other ways that we miss  
NOTE Confidence: 0.9078886

00:21:41.595 --> 00:21:43.320 and working together in the  
NOTE Confidence: 0.943679573571429

00:21:43.389 --> 00:21:44.537 ways that we can.  
NOTE Confidence: 0.943679573571429

00:21:44.540 --> 00:21:47.420 So social change model is really,  
NOTE Confidence: 0.943679573571429

00:21:47.420 --> 00:21:49.478 I think, app for all the change  
NOTE Confidence: 0.943679573571429

00:21:49.478 --> 00:21:51.620 that's going on for this department  
NOTE Confidence: 0.943679573571429

00:21:51.620 --> 00:21:54.231 and all the things that we will  
NOTE Confidence: 0.943679573571429

00:21:54.231 --> 00:21:57.390 need and are trying to move forward.  
NOTE Confidence: 0.943679573571429

00:21:57.390 --> 00:21:58.918 An other piece though  
NOTE Confidence: 0.943679573571429

00:21:58.918 --> 00:22:01.210 that I want to talk about.  
NOTE Confidence: 0.943679573571429

00:22:01.210 --> 00:22:05.296 Is within great social change times.  
NOTE Confidence: 0.943679573571429

00:22:05.300 --> 00:22:07.815 There are different approaches to

NOTE Confidence: 0.943679573571429  
00:22:07.815 --> 00:22:10.330 leadership that may be required.  
NOTE Confidence: 0.943679573571429  
00:22:10.330 --> 00:22:12.024 And I want to speak once again  
NOTE Confidence: 0.943679573571429  
00:22:12.024 --> 00:22:13.470 just a bit personally,  
NOTE Confidence: 0.943679573571429  
00:22:13.470 --> 00:22:16.728 and to say that as I've thought about it,  
NOTE Confidence: 0.943679573571429  
00:22:16.730 --> 00:22:20.051 and as I thought about my role in this  
NOTE Confidence: 0.943679573571429  
00:22:20.051 --> 00:22:22.456 department and my role as your chair,  
NOTE Confidence: 0.943679573571429  
00:22:22.460 --> 00:22:24.914 I come to think about particularly  
NOTE Confidence: 0.943679573571429  
00:22:24.914 --> 00:22:26.550 now and this time.  
NOTE Confidence: 0.943679573571429  
00:22:26.550 --> 00:22:28.986 And in this time of collective grief,  
NOTE Confidence: 0.943679573571429  
00:22:28.990 --> 00:22:30.751 gratitude coming together.  
NOTE Confidence: 0.943679573571429  
00:22:30.751 --> 00:22:34.273 That we need to rethink how  
NOTE Confidence: 0.943679573571429  
00:22:34.273 --> 00:22:37.236 we lead all of us really.  
NOTE Confidence: 0.943679573571429  
00:22:37.240 --> 00:22:40.126 So in a traditional way of  
NOTE Confidence: 0.943679573571429  
00:22:40.126 --> 00:22:41.569 leadership around change.  
NOTE Confidence: 0.943679573571429  
00:22:41.570 --> 00:22:45.620 It's this. Triangle pointing up.  
NOTE Confidence: 0.943679573571429

00:22:45.620 --> 00:22:46.487 And if it's,  
NOTE Confidence: 0.943679573571429

00:22:46.487 --> 00:22:48.952 this is better over here on this graphic  
NOTE Confidence: 0.943679573571429

00:22:48.952 --> 00:22:51.208 that the teams serve the leaders.  
NOTE Confidence: 0.943679573571429

00:22:51.210 --> 00:22:54.409 That the teams answer to the leaders.  
NOTE Confidence: 0.943679573571429

00:22:54.410 --> 00:22:55.490 What I'm suggesting,  
NOTE Confidence: 0.943679573571429

00:22:55.490 --> 00:22:57.650 and this time in this post,  
NOTE Confidence: 0.943679573571429

00:22:57.650 --> 00:22:58.536 COVID world,  
NOTE Confidence: 0.943679573571429

00:22:58.536 --> 00:23:01.194 whatever that world will look like.  
NOTE Confidence: 0.943679573571429

00:23:01.200 --> 00:23:04.328 That we are in a time now of  
NOTE Confidence: 0.943679573571429

00:23:04.328 --> 00:23:05.110 servant leadership.  
NOTE Confidence: 0.943679573571429

00:23:05.110 --> 00:23:07.820 Where leaders serve their teams.  
NOTE Confidence: 0.943679573571429

00:23:07.820 --> 00:23:09.985 Where the goal is to  
NOTE Confidence: 0.943679573571429

00:23:09.985 --> 00:23:11.717 actually bring us together,  
NOTE Confidence: 0.943679573571429

00:23:11.720 --> 00:23:15.050 the goal is to actually help us come together  
NOTE Confidence: 0.943679573571429

00:23:15.050 --> 00:23:18.439 in the most productive and creative ways.  
NOTE Confidence: 0.943679573571429

00:23:18.440 --> 00:23:20.936 And that actually the characteristics that

NOTE Confidence: 0.943679573571429  
00:23:20.936 --> 00:23:23.948 I would suggest are most important now.  
NOTE Confidence: 0.943679573571429  
00:23:23.950 --> 00:23:26.662 That all of us really should  
NOTE Confidence: 0.943679573571429  
00:23:26.662 --> 00:23:28.494 embrace our of stewardship.  
NOTE Confidence: 0.943679573571429  
00:23:28.494 --> 00:23:30.784 Commitment to the growth of  
NOTE Confidence: 0.943679573571429  
00:23:30.784 --> 00:23:33.258 people and to building community.  
NOTE Confidence: 0.943679573571429  
00:23:33.258 --> 00:23:35.266 To bring us back.  
NOTE Confidence: 0.943679573571429  
00:23:35.270 --> 00:23:38.072 Bring us back in whatever way  
NOTE Confidence: 0.943679573571429  
00:23:38.072 --> 00:23:39.473 that looks like.  
NOTE Confidence: 0.943679573571429  
00:23:39.480 --> 00:23:42.460 And it's.  
NOTE Confidence: 0.943679573571429  
00:23:42.460 --> 00:23:44.110 I think it's not that one  
NOTE Confidence: 0.943679573571429  
00:23:44.110 --> 00:23:45.969 stays in one style or another,  
NOTE Confidence: 0.943679573571429  
00:23:45.970 --> 00:23:47.390 or one approach or another,  
NOTE Confidence: 0.943679573571429  
00:23:47.390 --> 00:23:50.478 but for a period of tremendous social change,  
NOTE Confidence: 0.943679573571429  
00:23:50.480 --> 00:23:54.920 we need to be thinking in these ways.  
NOTE Confidence: 0.943679573571429  
00:23:54.920 --> 00:23:58.710 Now I want to just call out one thing though.  
NOTE Confidence: 0.943679573571429

00:23:58.710 --> 00:24:01.608 That I know that those are words.

NOTE Confidence: 0.943679573571429

00:24:01.610 --> 00:24:03.234 And there may not be words that

NOTE Confidence: 0.943679573571429

00:24:03.234 --> 00:24:04.660 I've always said is explicitly,

NOTE Confidence: 0.943679573571429

00:24:04.660 --> 00:24:07.348 but I know there are words.

NOTE Confidence: 0.943679573571429

00:24:07.350 --> 00:24:08.974 And that right now we're also at

NOTE Confidence: 0.943679573571429

00:24:08.974 --> 00:24:10.446 a time which is characteristic

NOTE Confidence: 0.943679573571429

00:24:10.446 --> 00:24:11.529 of social change,

NOTE Confidence: 0.943679573571429

00:24:11.530 --> 00:24:15.604 where action is as a action really

NOTE Confidence: 0.943679573571429

00:24:15.604 --> 00:24:19.578 drives today. As in the quote.

NOTE Confidence: 0.943679573571429

00:24:19.580 --> 00:24:21.672 Culture change takes time.

NOTE Confidence: 0.943679573571429

00:24:21.672 --> 00:24:23.764 It does take time.

NOTE Confidence: 0.943679573571429

00:24:23.770 --> 00:24:25.989 But I would also suggest it is

NOTE Confidence: 0.943679573571429

00:24:25.989 --> 00:24:27.560 a time for change.

NOTE Confidence: 0.943679573571429

00:24:27.560 --> 00:24:29.040 And you have my commitment

NOTE Confidence: 0.943679573571429

00:24:29.040 --> 00:24:30.520 for change on the areas.

NOTE Confidence: 0.943679573571429

00:24:30.520 --> 00:24:33.159 Now that I'm about to talk about.



NOTE Confidence: 0.943679573571429

00:24:33.160 --> 00:24:35.236 It is a really important time

NOTE Confidence: 0.943679573571429

00:24:35.236 --> 00:24:37.300 for us to change but and,

NOTE Confidence: 0.943679573571429

00:24:37.300 --> 00:24:39.460 but I'm also aware that

NOTE Confidence: 0.943679573571429

00:24:39.460 --> 00:24:41.620 all the words won't matter.

NOTE Confidence: 0.943679573571429

00:24:41.620 --> 00:24:43.188 They may be beautiful,

NOTE Confidence: 0.943679573571429

00:24:43.188 --> 00:24:44.364 they may not,

NOTE Confidence: 0.943679573571429

00:24:44.370 --> 00:24:47.674 but unless we put action behind them.

NOTE Confidence: 0.943679573571429

00:24:47.680 --> 00:24:51.556 So less transition with that frame.

NOTE Confidence: 0.943679573571429

00:24:51.560 --> 00:24:53.744 And with that talk of community and that

NOTE Confidence: 0.943679573571429

00:24:53.744 --> 00:24:56.277 talk of coming together and social change,

NOTE Confidence: 0.943679573571429

00:24:56.280 --> 00:24:58.398 let's just transition to what we

NOTE Confidence: 0.943679573571429

00:24:58.398 --> 00:25:01.368 used to do in this room on early

NOTE Confidence: 0.943679573571429

00:25:01.368 --> 00:25:03.732 September by asking everyone who had

NOTE Confidence: 0.943679573571429

00:25:03.732 --> 00:25:06.576 been you or it's just new in the

NOTE Confidence: 0.943679573571429

00:25:06.576 --> 00:25:08.794 child Study Center to stand up and

NOTE Confidence: 0.943679573571429

00:25:08.794 --> 00:25:10.258 then we had this coming together.  
NOTE Confidence: 0.873213909444444

00:25:10.260 --> 00:25:11.860 Nobody thought about COVID or  
NOTE Confidence: 0.873213909444444

00:25:11.860 --> 00:25:13.778 mask and hugged each other and  
NOTE Confidence: 0.873213909444444

00:25:13.778 --> 00:25:15.577 shook hands and did all of that.  
NOTE Confidence: 0.873213909444444

00:25:15.580 --> 00:25:18.010 Let me just do it for a moment with  
NOTE Confidence: 0.873213909444444

00:25:18.010 --> 00:25:21.230 pictures and welcome our cat fellows.  
NOTE Confidence: 0.873213909444444

00:25:21.230 --> 00:25:23.302 So we have our new headmen track fellows  
NOTE Confidence: 0.873213909444444

00:25:23.302 --> 00:25:25.608 we have are sold at South Track Fellows.  
NOTE Confidence: 0.873213909444444

00:25:25.610 --> 00:25:27.610 We have our integrated  
NOTE Confidence: 0.873213909444444

00:25:27.610 --> 00:25:29.350 residence really great.  
NOTE Confidence: 0.873213909444444

00:25:29.350 --> 00:25:33.690 Nine new people coming together for us.  
NOTE Confidence: 0.873213909444444

00:25:33.690 --> 00:25:37.158 I want to welcome as well.  
NOTE Confidence: 0.873213909444444

00:25:37.160 --> 00:25:38.864 Our psychology fellows.  
NOTE Confidence: 0.873213909444444

00:25:38.864 --> 00:25:41.704 Who come from a whole  
NOTE Confidence: 0.873213909444444

00:25:41.704 --> 00:25:44.000 diverse areas and places.  
NOTE Confidence: 0.873213909444444

00:25:44.000 --> 00:25:47.458 For example armarillo which I'm hoping I

NOTE Confidence: 0.873213909444444

00:25:47.458 --> 00:25:50.029 pronounced correctly coming from Colombia.

NOTE Confidence: 0.873213909444444

00:25:50.030 --> 00:25:51.778 Emily coming from the

NOTE Confidence: 0.873213909444444

00:25:51.778 --> 00:25:53.089 University of Tennessee.

NOTE Confidence: 0.873213909444444

00:25:53.090 --> 00:25:56.030 Anna coming from Sony and Albany

NOTE Confidence: 0.873213909444444

00:25:56.030 --> 00:26:00.278 and and Sarah coming from Yeshiva.

NOTE Confidence: 0.873213909444444

00:26:00.280 --> 00:26:01.616 I'm not going to be able to do

NOTE Confidence: 0.873213909444444

00:26:01.616 --> 00:26:02.878 it from memory for everyone,

NOTE Confidence: 0.873213909444444

00:26:02.880 --> 00:26:05.200 but just to give you a sense of

NOTE Confidence: 0.873213909444444

00:26:05.200 --> 00:26:06.909 where people are coming from.

NOTE Confidence: 0.873213909444444

00:26:06.910 --> 00:26:08.450 And our social work colleagues

NOTE Confidence: 0.873213909444444

00:26:08.450 --> 00:26:09.066 were delighted.

NOTE Confidence: 0.873213909444444

00:26:09.070 --> 00:26:10.750 Now that we have a two year

NOTE Confidence: 0.873213909444444

00:26:10.750 --> 00:26:11.470 social work fellowship,

NOTE Confidence: 0.873213909444444

00:26:11.470 --> 00:26:13.612 our social work colleagues with Emma

NOTE Confidence: 0.873213909444444

00:26:13.612 --> 00:26:15.445 coming from Catholic University and

NOTE Confidence: 0.873213909444444

00:26:15.445 --> 00:26:17.557 Dakota from the University of Pennsylvania.

NOTE Confidence: 0.92636921

00:26:20.920 --> 00:26:23.272 We have our research training program

NOTE Confidence: 0.92636921

00:26:23.272 --> 00:26:26.220 fellows and on this slide we want.

NOTE Confidence: 0.92636921

00:26:26.220 --> 00:26:28.645 This will foreshadow a theme

NOTE Confidence: 0.92636921

00:26:28.645 --> 00:26:30.100 throughout about mentorship,

NOTE Confidence: 0.92636921

00:26:30.100 --> 00:26:33.220 but Tara with Kieran as her

NOTE Confidence: 0.92636921

00:26:33.220 --> 00:26:35.255 mentor Francesca was Helen's.

NOTE Confidence: 0.92636921

00:26:35.255 --> 00:26:38.790 Her inventor and Taylor with Dylan jeez.

NOTE Confidence: 0.92636921

00:26:38.790 --> 00:26:41.446 Mentorship, intergenerational and then

NOTE Confidence: 0.92636921

00:26:41.446 --> 00:26:46.000 we have just a remarkably bumper crop.

NOTE Confidence: 0.92636921

00:26:46.000 --> 00:26:47.852 A masters fellows here

NOTE Confidence: 0.92636921

00:26:47.852 --> 00:26:50.167 from our Yale UCL program.

NOTE Confidence: 0.92636921

00:26:50.170 --> 00:26:52.170 Really the biggest class we

NOTE Confidence: 0.92636921

00:26:52.170 --> 00:26:53.766 have ever had internationally.

NOTE Confidence: 0.92636921

00:26:53.766 --> 00:26:55.746 The majority of them are

NOTE Confidence: 0.92636921

00:26:55.746 --> 00:26:57.650 actually in New Haven now,

NOTE Confidence: 0.92636921

00:26:57.650 --> 00:27:00.890 but that's just an amazing number.

NOTE Confidence: 0.92636921

00:27:00.890 --> 00:27:02.934 We've also welcomed a number of Members

NOTE Confidence: 0.92636921

00:27:02.934 --> 00:27:05.246 and new members to our staff work

NOTE Confidence: 0.92636921

00:27:05.246 --> 00:27:06.626 working across different programs.

NOTE Confidence: 0.92636921

00:27:06.630 --> 00:27:09.170 As you can see.

NOTE Confidence: 0.92636921

00:27:09.170 --> 00:27:12.050 And we have welcomed another

NOTE Confidence: 0.92636921

00:27:12.050 --> 00:27:13.778 incredibly large number.

NOTE Confidence: 0.92636921

00:27:13.780 --> 00:27:17.728 Or postgrad associates and new postdocs.

NOTE Confidence: 0.92636921

00:27:17.730 --> 00:27:19.686 And I'm very delighted to see,

NOTE Confidence: 0.92636921

00:27:19.690 --> 00:27:21.490 although can't see in person yet,

NOTE Confidence: 0.92636921

00:27:21.490 --> 00:27:23.877 but very delighted to see a couple

NOTE Confidence: 0.92636921

00:27:23.877 --> 00:27:26.866 of new post grants who were here as

NOTE Confidence: 0.92636921

00:27:26.866 --> 00:27:29.130 summer interns not too long ago.

NOTE Confidence: 0.92636921

00:27:29.130 --> 00:27:30.870 So coming back and coming back

NOTE Confidence: 0.92636921

00:27:30.870 --> 00:27:33.390 to the center and new roles and

NOTE Confidence: 0.92636921

00:27:33.390 --> 00:27:34.689 new professional development.  
NOTE Confidence: 0.946338432857143

00:27:37.450 --> 00:27:39.532 I want to turn to looking  
NOTE Confidence: 0.946338432857143

00:27:39.532 --> 00:27:40.800 ahead to the new year.  
NOTE Confidence: 0.86324208

00:27:43.030 --> 00:27:45.230 And I want to turn to two areas.  
NOTE Confidence: 0.86324208

00:27:45.230 --> 00:27:48.746 One is that we are apart.  
NOTE Confidence: 0.86324208

00:27:48.750 --> 00:27:51.174 We are a part of a larger system.  
NOTE Confidence: 0.86324208

00:27:51.180 --> 00:27:52.876 We are part of the School of Medicine,  
NOTE Confidence: 0.86324208

00:27:52.880 --> 00:27:54.015 the School of Medicine is  
NOTE Confidence: 0.86324208

00:27:54.015 --> 00:27:55.150 a part of the university.  
NOTE Confidence: 0.86324208

00:27:55.150 --> 00:27:56.650 There's also across the street.  
NOTE Confidence: 0.86324208

00:27:56.650 --> 00:27:58.450 This very large health system.  
NOTE Confidence: 0.86324208

00:27:58.450 --> 00:28:01.330 We're apart of multiple systems.  
NOTE Confidence: 0.86324208

00:28:01.330 --> 00:28:03.920 And I want to become more intentional  
NOTE Confidence: 0.86324208

00:28:03.920 --> 00:28:06.242 over these times to talk to  
NOTE Confidence: 0.86324208

00:28:06.242 --> 00:28:08.399 you about news from different  
NOTE Confidence: 0.86324208

00:28:08.399 --> 00:28:11.009 areas that truly impacts us.

NOTE Confidence: 0.86324208

00:28:11.010 --> 00:28:11.844 The other part,

NOTE Confidence: 0.86324208

00:28:11.844 --> 00:28:13.512 the other reason is to bring

NOTE Confidence: 0.86324208

00:28:13.512 --> 00:28:15.784 some news from the school is to

NOTE Confidence: 0.86324208

00:28:15.784 --> 00:28:17.076 also talk about opportunities.

NOTE Confidence: 0.86324208

00:28:17.080 --> 00:28:18.586 It offers us.

NOTE Confidence: 0.86324208

00:28:18.586 --> 00:28:21.355 And the second point is that I

NOTE Confidence: 0.86324208

00:28:21.355 --> 00:28:23.453 should have said earlier about action

NOTE Confidence: 0.86324208

00:28:23.453 --> 00:28:25.793 in words that we are a part of a

NOTE Confidence: 0.86324208

00:28:25.863 --> 00:28:28.194 larger system and sometimes it seems

NOTE Confidence: 0.86324208

00:28:28.194 --> 00:28:30.390 like our actions go at tortoise,

NOTE Confidence: 0.86324208

00:28:30.390 --> 00:28:32.385 shell speed or tortoise speed and we

NOTE Confidence: 0.86324208

00:28:32.385 --> 00:28:34.719 are working our way through these systems.

NOTE Confidence: 0.86324208

00:28:34.720 --> 00:28:37.149 So I want to get more intentional

NOTE Confidence: 0.86324208

00:28:37.149 --> 00:28:38.790 about talking about systems.

NOTE Confidence: 0.86324208

00:28:38.790 --> 00:28:41.436 But let me turn to news from

NOTE Confidence: 0.86324208

00:28:41.436 --> 00:28:42.570 the medical school.  
NOTE Confidence: 0.86324208

00:28:42.570 --> 00:28:44.300 And just tell you about  
NOTE Confidence: 0.86324208

00:28:44.300 --> 00:28:46.030 3 new four new offices,  
NOTE Confidence: 0.86324208

00:28:46.030 --> 00:28:46.642 well,  
NOTE Confidence: 0.86324208

00:28:46.642 --> 00:28:50.314 three new offices and one office  
NOTE Confidence: 0.86324208

00:28:50.314 --> 00:28:52.150 that's greatly expanded.  
NOTE Confidence: 0.86324208

00:28:52.150 --> 00:28:54.718 And the reason is not to be bureaucratic  
NOTE Confidence: 0.86324208

00:28:54.718 --> 00:28:56.907 and not to talk about offices.  
NOTE Confidence: 0.86324208

00:28:56.910 --> 00:28:59.374 The reason is actually to say that  
NOTE Confidence: 0.86324208

00:28:59.374 --> 00:29:01.224 there's a tremendous theme here  
NOTE Confidence: 0.86324208

00:29:01.224 --> 00:29:03.772 going on in the medical school about  
NOTE Confidence: 0.86324208

00:29:03.772 --> 00:29:05.809 fostering professional development.  
NOTE Confidence: 0.86324208

00:29:05.810 --> 00:29:07.526 About career development.  
NOTE Confidence: 0.86324208

00:29:07.526 --> 00:29:08.670 About mentorship.  
NOTE Confidence: 0.86324208

00:29:08.670 --> 00:29:11.510 About creating an inclusive climate  
NOTE Confidence: 0.86324208

00:29:11.510 --> 00:29:14.205 about helping everyone find their



NOTE Confidence: 0.86324208

00:29:14.205 --> 00:29:16.900 voice and find their talent.

NOTE Confidence: 0.86324208

00:29:16.900 --> 00:29:18.766 And there are some very concrete

NOTE Confidence: 0.86324208

00:29:18.766 --> 00:29:21.017 opportunities as well here to tell you about.

NOTE Confidence: 0.86324208

00:29:21.020 --> 00:29:24.092 But that's the theme and the

NOTE Confidence: 0.86324208

00:29:24.092 --> 00:29:26.140 reason to highlight these.

NOTE Confidence: 0.86324208

00:29:26.140 --> 00:29:28.492 So the first is the office of Physician

NOTE Confidence: 0.86324208

00:29:28.492 --> 00:29:30.400 scientists and scientists development.

NOTE Confidence: 0.86324208

00:29:30.400 --> 00:29:33.703 So open for MD's and pH D's on

NOTE Confidence: 0.86324208

00:29:33.703 --> 00:29:36.008 directed by Doctor Keith Choate

NOTE Confidence: 0.86324208

00:29:36.008 --> 00:29:38.150 from dermatology and the goal of

NOTE Confidence: 0.86324208

00:29:38.150 --> 00:29:40.440 this office is really to try to

NOTE Confidence: 0.86324208

00:29:40.440 --> 00:29:42.768 bring people early on in their

NOTE Confidence: 0.86324208

00:29:42.768 --> 00:29:44.839 career development and mentor them,

NOTE Confidence: 0.86324208

00:29:44.840 --> 00:29:48.067 mentor them into a full career that

NOTE Confidence: 0.86324208

00:29:48.067 --> 00:29:50.939 that has collaborations across the school.

NOTE Confidence: 0.86324208

00:29:50.940 --> 00:29:52.656 There are a number of opportunities,  
NOTE Confidence: 0.86324208

00:29:52.660 --> 00:29:56.216 such as funding for early physician and  
NOTE Confidence: 0.86324208

00:29:56.216 --> 00:29:58.420 scientist development awards to help.  
NOTE Confidence: 0.86324208

00:29:58.420 --> 00:29:59.796 There's a professional society,  
NOTE Confidence: 0.86324208

00:29:59.796 --> 00:30:01.860 and the thing that I'm actually  
NOTE Confidence: 0.86324208

00:30:01.922 --> 00:30:04.099 very excited about that I think we  
NOTE Confidence: 0.86324208

00:30:04.099 --> 00:30:05.708 should take tremendous advantage off  
NOTE Confidence: 0.86324208

00:30:05.708 --> 00:30:08.156 contributing some of our own grants to it.  
NOTE Confidence: 0.86324208

00:30:08.160 --> 00:30:10.866 It's a grants library that serves  
NOTE Confidence: 0.86324208

00:30:10.866 --> 00:30:14.090 as a template for writing grants.  
NOTE Confidence: 0.86324208

00:30:14.090 --> 00:30:14.972 Once again, though,  
NOTE Confidence: 0.86324208

00:30:14.972 --> 00:30:17.030 the goal and the mock study sections  
NOTE Confidence: 0.86324208

00:30:17.091 --> 00:30:18.669 as people learn how to review.  
NOTE Confidence: 0.86324208

00:30:18.670 --> 00:30:18.980 Again,  
NOTE Confidence: 0.86324208

00:30:18.980 --> 00:30:19.290 though,  
NOTE Confidence: 0.86324208

00:30:19.290 --> 00:30:21.550 the reason to bring it up is

NOTE Confidence: 0.86324208

00:30:21.550 --> 00:30:23.950 there's a with Dean Brown's arrival.

NOTE Confidence: 0.86324208

00:30:23.950 --> 00:30:27.442 There is actually a real focus on

NOTE Confidence: 0.86324208

00:30:27.442 --> 00:30:31.050 bringing central mentoring resources.

NOTE Confidence: 0.86324208

00:30:31.050 --> 00:30:33.143 The second is quite relevant to RT

NOTE Confidence: 0.86324208

00:30:33.143 --> 00:30:35.902 32 is that there is new now a new

NOTE Confidence: 0.86324208

00:30:35.902 --> 00:30:38.222 office of Team Science and a new

NOTE Confidence: 0.86324208

00:30:38.222 --> 00:30:40.686 director of Team Science of Khaki Mashburn.

NOTE Confidence: 0.86324208

00:30:40.690 --> 00:30:42.790 I have a very small personal

NOTE Confidence: 0.86324208

00:30:42.790 --> 00:30:43.840 story about khaki.

NOTE Confidence: 0.86324208

00:30:43.840 --> 00:30:46.630 You may have noticed my mask

NOTE Confidence: 0.86324208

00:30:46.630 --> 00:30:48.490 wherever it went to.

NOTE Confidence: 0.86324208

00:30:48.490 --> 00:30:48.890 Ah.

NOTE Confidence: 0.86324208

00:30:48.890 --> 00:30:50.890 The purple mask khaki actually

NOTE Confidence: 0.86324208

00:30:50.890 --> 00:30:54.169 happens to be a graduate of Sewanee,

NOTE Confidence: 0.86324208

00:30:54.170 --> 00:30:56.130 the University of the South,

NOTE Confidence: 0.626562101666667

00:30:56.130 --> 00:30:57.708 went by by way of Vanderbilt.  
NOTE Confidence: 0.626562101666667

00:30:57.710 --> 00:31:00.190 She was an English major and then learn  
NOTE Confidence: 0.626562101666667

00:31:00.190 --> 00:31:02.646 to actually do large grants so career  
NOTE Confidence: 0.626562101666667

00:31:02.646 --> 00:31:05.642 transitions can be a variety of things.  
NOTE Confidence: 0.626562101666667

00:31:05.650 --> 00:31:06.637 But most importantly,  
NOTE Confidence: 0.626562101666667

00:31:06.637 --> 00:31:09.604 as we start to think about multi site  
NOTE Confidence: 0.626562101666667

00:31:09.604 --> 00:31:11.389 multi collaborative opportunities,  
NOTE Confidence: 0.626562101666667

00:31:11.390 --> 00:31:15.026 this is an office now available to help us.  
NOTE Confidence: 0.626562101666667

00:31:15.030 --> 00:31:16.878 And I looked to a number of people  
NOTE Confidence: 0.626562101666667

00:31:16.878 --> 00:31:18.530 that might be interested in this.  
NOTE Confidence: 0.626562101666667

00:31:18.530 --> 00:31:20.276 This is really important for us.  
NOTE Confidence: 0.90978914625

00:31:22.330 --> 00:31:25.906 There's also now a new office for postdocs.  
NOTE Confidence: 0.90978914625

00:31:25.910 --> 00:31:29.086 And the whole again idea is to build  
NOTE Confidence: 0.90978914625

00:31:29.086 --> 00:31:32.146 mentorship and mentoring skills to help  
NOTE Confidence: 0.90978914625

00:31:32.146 --> 00:31:34.018 with grants, leadership development.  
NOTE Confidence: 0.90978914625

00:31:34.020 --> 00:31:36.036 All of these kinds of things that you're

NOTE Confidence: 0.90978914625

00:31:36.036 --> 00:31:37.988 going to see bumbling more and more.

NOTE Confidence: 0.90978914625

00:31:37.990 --> 00:31:40.730 We as a department will do are doing a lot,

NOTE Confidence: 0.90978914625

00:31:40.730 --> 00:31:42.476 which I'm going to get to.

NOTE Confidence: 0.90978914625

00:31:42.480 --> 00:31:44.430 But this is happening at

NOTE Confidence: 0.90978914625

00:31:44.430 --> 00:31:46.380 the level of the school.

NOTE Confidence: 0.90978914625

00:31:46.380 --> 00:31:49.060 And then finally in Dean Latimer's office

NOTE Confidence: 0.90978914625

00:31:49.060 --> 00:31:52.140 that Tara knows a great deal about.

NOTE Confidence: 0.90978914625

00:31:52.140 --> 00:31:53.480 There's a number of initiatives,

NOTE Confidence: 0.90978914625

00:31:53.480 --> 00:31:55.784 but I want to call your attention to

NOTE Confidence: 0.90978914625

00:31:55.790 --> 00:31:59.320 to actually, specially on inclusion.

NOTE Confidence: 0.90978914625

00:31:59.320 --> 00:32:01.356 About creating workshops and

NOTE Confidence: 0.90978914625

00:32:01.356 --> 00:32:03.901 trainings on promoting an inclusive

NOTE Confidence: 0.90978914625

00:32:03.901 --> 00:32:07.218 climate and promoting sponsorship.

NOTE Confidence: 0.90978914625

00:32:07.220 --> 00:32:09.946 Now I'm going to come back at the

NOTE Confidence: 0.90978914625

00:32:09.946 --> 00:32:12.454 end to this idea of sponsorship.

NOTE Confidence: 0.90978914625

00:32:12.460 --> 00:32:15.736 For sponsorship and mentorship are different,

NOTE Confidence: 0.90978914625

00:32:15.740 --> 00:32:18.770 they overlap, but they're different.

NOTE Confidence: 0.90978914625

00:32:18.770 --> 00:32:20.975 And the effort of sponsorship

NOTE Confidence: 0.90978914625

00:32:20.975 --> 00:32:23.601 becomes responsibility of all of us

NOTE Confidence: 0.90978914625

00:32:23.601 --> 00:32:25.683 to try and think of opportunities

NOTE Confidence: 0.90978914625

00:32:25.683 --> 00:32:28.160 to that we can offer our colleagues

NOTE Confidence: 0.90978914625

00:32:28.160 --> 00:32:30.699 and I'll come back to it in a bit.

NOTE Confidence: 0.90978914625

00:32:30.700 --> 00:32:32.947 But these are just I will make

NOTE Confidence: 0.90978914625

00:32:32.947 --> 00:32:34.399 these slides available to you,

NOTE Confidence: 0.90978914625

00:32:34.400 --> 00:32:36.302 but these are just to call

NOTE Confidence: 0.90978914625

00:32:36.302 --> 00:32:37.253 your attention that.

NOTE Confidence: 0.90978914625

00:32:37.260 --> 00:32:40.900 We are a department and a school.

NOTE Confidence: 0.90978914625

00:32:40.900 --> 00:32:43.406 And a school that is growing its

NOTE Confidence: 0.90978914625

00:32:43.406 --> 00:32:45.080 resources for helping everyone

NOTE Confidence: 0.90978914625

00:32:45.080 --> 00:32:48.330 develop and reach their potential.

NOTE Confidence: 0.90978914625

00:32:48.330 --> 00:32:49.566 So to be aware of that.

NOTE Confidence: 0.916824342

00:32:51.670 --> 00:32:54.510 So now back to us.

NOTE Confidence: 0.916824342

00:32:54.510 --> 00:32:57.065 What are the challenges before

NOTE Confidence: 0.916824342

00:32:57.065 --> 00:32:58.987 our department? And you know,

NOTE Confidence: 0.916824342

00:32:58.987 --> 00:33:01.860 I don't usually talk in terms of challenges.

NOTE Confidence: 0.916824342

00:33:01.860 --> 00:33:05.140 I usually try to reframe it as opportunities.

NOTE Confidence: 0.916824342

00:33:05.140 --> 00:33:07.135 But I want to actually be really,

NOTE Confidence: 0.916824342

00:33:07.140 --> 00:33:10.276 really direct, but the thieves are the

NOTE Confidence: 0.916824342

00:33:10.276 --> 00:33:14.808 challenges I think for 2021 to 2022.

NOTE Confidence: 0.916824342

00:33:14.810 --> 00:33:16.928 The first is to improve and

NOTE Confidence: 0.916824342

00:33:16.928 --> 00:33:18.782 strengthen our culture to work

NOTE Confidence: 0.916824342

00:33:18.782 --> 00:33:21.158 seriously on our culture and climate.

NOTE Confidence: 0.916824342

00:33:21.160 --> 00:33:23.904 We this system, this is not idle.

NOTE Confidence: 0.916824342

00:33:23.910 --> 00:33:26.760 This has to be an imperative.

NOTE Confidence: 0.916824342

00:33:26.760 --> 00:33:29.469 Our post COVID world what is that

NOTE Confidence: 0.916824342

00:33:29.469 --> 00:33:32.248 world in there going to look like?

NOTE Confidence: 0.916824342

00:33:32.250 --> 00:33:34.716 We got a little tiny microscopic  
NOTE Confidence: 0.916824342

00:33:34.716 --> 00:33:36.860 taste of it right here.  
NOTE Confidence: 0.916824342

00:33:36.860 --> 00:33:38.956 All of us sitting in a room with  
NOTE Confidence: 0.916824342

00:33:38.956 --> 00:33:41.218 mask and people in virtual as well.  
NOTE Confidence: 0.916824342

00:33:41.220 --> 00:33:42.846 Let's get a little more granular.  
NOTE Confidence: 0.916824342

00:33:42.850 --> 00:33:45.628 What's it going to look like?  
NOTE Confidence: 0.916824342

00:33:45.630 --> 00:33:47.815 The behavioral health surge that  
NOTE Confidence: 0.916824342

00:33:47.815 --> 00:33:50.312 I alluded to earlier is impacting  
NOTE Confidence: 0.916824342

00:33:50.312 --> 00:33:52.167 a tremendous number of children.  
NOTE Confidence: 0.916824342

00:33:52.170 --> 00:33:53.850 How are we going to meet it?  
NOTE Confidence: 0.916824342

00:33:53.850 --> 00:33:55.866 What are we going to do?  
NOTE Confidence: 0.916824342

00:33:55.870 --> 00:34:00.238 And it is upon us, and it is not going away.  
NOTE Confidence: 0.916824342

00:34:00.240 --> 00:34:02.860 And then growing and diversifying  
NOTE Confidence: 0.916824342

00:34:02.860 --> 00:34:03.908 our community.  
NOTE Confidence: 0.916824342

00:34:03.910 --> 00:34:06.172 Those I think are are challenges  
NOTE Confidence: 0.916824342

00:34:06.172 --> 00:34:08.288 for this upcoming year and embedded



NOTE Confidence: 0.916824342

00:34:08.288 --> 00:34:10.112 within those of course are many

NOTE Confidence: 0.916824342

00:34:10.112 --> 00:34:11.190 many practical details.

NOTE Confidence: 0.916824342

00:34:11.190 --> 00:34:14.228 But let me let me outline them.

NOTE Confidence: 0.916824342

00:34:14.230 --> 00:34:16.442 So the first is around attending to

NOTE Confidence: 0.916824342

00:34:16.442 --> 00:34:18.640 our culture and I'm very grateful to

NOTE Confidence: 0.916824342

00:34:18.640 --> 00:34:21.125 Terra and to all the people that have

NOTE Confidence: 0.916824342

00:34:21.125 --> 00:34:23.310 come together to help Tara for all

NOTE Confidence: 0.916824342

00:34:23.310 --> 00:34:25.375 the work that she is bringing forward

NOTE Confidence: 0.916824342

00:34:25.375 --> 00:34:27.489 and that we are already starting.

NOTE Confidence: 0.916824342

00:34:27.490 --> 00:34:28.874 But it is starting.

NOTE Confidence: 0.916824342

00:34:28.874 --> 00:34:32.451 It is a long journey and it is a journey

NOTE Confidence: 0.916824342

00:34:32.451 --> 00:34:35.499 that we need to just continue and be

NOTE Confidence: 0.916824342

00:34:35.499 --> 00:34:38.439 vigilant for and work very hard together.

NOTE Confidence: 0.916824342

00:34:38.440 --> 00:34:40.855 But to develop an agenda around recruiting

NOTE Confidence: 0.916824342

00:34:40.855 --> 00:34:43.500 and retaining a diverse faculty and staff.

NOTE Confidence: 0.916824342

00:34:43.500 --> 00:34:45.550 What we might think about  
NOTE Confidence: 0.916824342

00:34:45.550 --> 00:34:47.190 is our talent pipeline.  
NOTE Confidence: 0.916824342

00:34:47.190 --> 00:34:50.286 And to be much more intentional about that.  
NOTE Confidence: 0.916824342

00:34:50.290 --> 00:34:51.856 With those of you who have  
NOTE Confidence: 0.916824342

00:34:51.856 --> 00:34:53.270 stepped forward to join Terra,  
NOTE Confidence: 0.916824342

00:34:53.270 --> 00:34:57.456 to think of yourselves as DI ambassadors.  
NOTE Confidence: 0.916824342

00:34:57.456 --> 00:35:00.368 That throughout our community,  
NOTE Confidence: 0.916824342

00:35:00.370 --> 00:35:02.620 and began to engage not  
NOTE Confidence: 0.916824342

00:35:02.620 --> 00:35:03.970 only in conversations,  
NOTE Confidence: 0.916824342

00:35:03.970 --> 00:35:07.714 but generating ideas of how we can do better.  
NOTE Confidence: 0.916824342

00:35:07.720 --> 00:35:08.800 And you've heard,  
NOTE Confidence: 0.916824342

00:35:08.800 --> 00:35:10.240 probably in various settings  
NOTE Confidence: 0.916824342

00:35:10.240 --> 00:35:11.320 and various communications,  
NOTE Confidence: 0.916824342

00:35:11.320 --> 00:35:13.928 and we can't communicate enough about  
NOTE Confidence: 0.916824342

00:35:13.928 --> 00:35:15.720 facilitating we're having outside  
NOTE Confidence: 0.916824342

00:35:15.720 --> 00:35:18.387 consultants Yasmeen to come to train

NOTE Confidence: 0.916824342

00:35:18.387 --> 00:35:20.535 us and restorative justice tools for

NOTE Confidence: 0.916824342

00:35:20.535 --> 00:35:23.166 how we create a safe and respectful

NOTE Confidence: 0.916824342

00:35:23.166 --> 00:35:25.330 culture and how we facilitate that.

NOTE Confidence: 0.916824342

00:35:25.330 --> 00:35:26.662 That's intensive work.

NOTE Confidence: 0.916824342

00:35:26.662 --> 00:35:28.438 And then we will,

NOTE Confidence: 0.916824342

00:35:28.440 --> 00:35:30.600 with the state education Resource Center,

NOTE Confidence: 0.916824342

00:35:30.600 --> 00:35:34.068 also begin our anti racism training.

NOTE Confidence: 0.916824342

00:35:34.070 --> 00:35:35.370 But these are, I think,

NOTE Confidence: 0.916824342

00:35:35.370 --> 00:35:38.070 are pressing concerns.

NOTE Confidence: 0.916824342

00:35:38.070 --> 00:35:42.816 In this improving working on our culture.

NOTE Confidence: 0.916824342

00:35:42.820 --> 00:35:45.250 The first is we must address

NOTE Confidence: 0.916824342

00:35:45.250 --> 00:35:47.876 the equity issues this year for

NOTE Confidence: 0.916824342

00:35:47.876 --> 00:35:49.728 our Masters level faculty.

NOTE Confidence: 0.916824342

00:35:49.730 --> 00:35:52.874 Those of you in that space

NOTE Confidence: 0.916824342

00:35:52.874 --> 00:35:54.970 as masters level faculty.

NOTE Confidence: 0.916824342

00:35:54.970 --> 00:35:56.182 Help then in meetings,  
NOTE Confidence: 0.916824342

00:35:56.182 --> 00:35:57.697 heard the conversations about the  
NOTE Confidence: 0.916824342

00:35:57.697 --> 00:35:59.140 various things that we must do,  
NOTE Confidence: 0.916824342

00:35:59.140 --> 00:36:00.800 but we must do it.  
NOTE Confidence: 0.916824342

00:36:00.800 --> 00:36:01.400 And again,  
NOTE Confidence: 0.916824342

00:36:01.400 --> 00:36:02.900 remember that we're part of  
NOTE Confidence: 0.916824342

00:36:02.900 --> 00:36:03.800 this larger system,  
NOTE Confidence: 0.916824342

00:36:03.800 --> 00:36:05.582 but we need to keep pressing  
NOTE Confidence: 0.916824342

00:36:05.582 --> 00:36:07.430 on the gates and doing it.  
NOTE Confidence: 0.916824342

00:36:07.430 --> 00:36:10.765 Around salary around opportunities for  
NOTE Confidence: 0.916824342

00:36:10.765 --> 00:36:13.433 professional and academic advancement.  
NOTE Confidence: 0.942455404375

00:36:13.440 --> 00:36:14.880 We need to think about the  
NOTE Confidence: 0.942455404375

00:36:14.880 --> 00:36:16.217 impact of the tremendous clinical  
NOTE Confidence: 0.942455404375

00:36:16.217 --> 00:36:17.827 demands on our clinical faculty.  
NOTE Confidence: 0.942455404375

00:36:17.830 --> 00:36:19.138 I am very aware.  
NOTE Confidence: 0.942455404375

00:36:19.138 --> 00:36:21.644 That many of you working in the

NOTE Confidence: 0.942455404375

00:36:21.644 --> 00:36:24.446 clinical setting are feeling burned out.

NOTE Confidence: 0.942455404375

00:36:24.450 --> 00:36:26.634 And that we have a challenge on

NOTE Confidence: 0.942455404375

00:36:26.634 --> 00:36:28.744 morale because it just seems like

NOTE Confidence: 0.942455404375

00:36:28.744 --> 00:36:30.579 the children just keep coming.

NOTE Confidence: 0.942455404375

00:36:30.580 --> 00:36:33.580 They do actually just keep coming

NOTE Confidence: 0.942455404375

00:36:33.580 --> 00:36:35.926 and that we actually and that

NOTE Confidence: 0.942455404375

00:36:35.926 --> 00:36:37.490 we don't perhaps acknowledge

NOTE Confidence: 0.942455404375

00:36:37.557 --> 00:36:39.307 how your hard work enough.

NOTE Confidence: 0.942455404375

00:36:39.310 --> 00:36:40.840 But also that oftentimes we

NOTE Confidence: 0.942455404375

00:36:40.840 --> 00:36:42.370 find ourselves in the trap.

NOTE Confidence: 0.942455404375

00:36:42.370 --> 00:36:44.320 So thinking about productivity and

NOTE Confidence: 0.942455404375

00:36:44.320 --> 00:36:46.270 and talking about that without

NOTE Confidence: 0.942455404375

00:36:46.330 --> 00:36:47.938 always regularly acknowledging how

NOTE Confidence: 0.942455404375

00:36:47.938 --> 00:36:50.350 are we standing together to meet

NOTE Confidence: 0.942455404375

00:36:50.410 --> 00:36:52.552 these children and how do we pay

NOTE Confidence: 0.942455404375

00:36:52.552 --> 00:36:54.229 attention to those demands and the  
NOTE Confidence: 0.942455404375

00:36:54.229 --> 00:36:56.000 impact on all of you seeing them.  
NOTE Confidence: 0.89920475125

00:36:58.390 --> 00:37:00.748 I feel very strongly about ensuring  
NOTE Confidence: 0.89920475125

00:37:00.748 --> 00:37:03.333 inclusion and a sense of belonging  
NOTE Confidence: 0.89920475125

00:37:03.333 --> 00:37:05.217 across roles and experience.  
NOTE Confidence: 0.89920475125

00:37:05.220 --> 00:37:08.824 If one person in this department has the  
NOTE Confidence: 0.89920475125

00:37:08.824 --> 00:37:11.800 experience of not feeling as if they belong.  
NOTE Confidence: 0.89920475125

00:37:11.800 --> 00:37:15.160 That's that is obviously not right.  
NOTE Confidence: 0.89920475125

00:37:15.160 --> 00:37:17.428 That is not where we should be.  
NOTE Confidence: 0.89920475125

00:37:17.430 --> 00:37:19.158 And we need to understand it.  
NOTE Confidence: 0.89920475125

00:37:19.160 --> 00:37:21.420 We need to correct it.  
NOTE Confidence: 0.89920475125

00:37:21.420 --> 00:37:23.443 We need to find every way we  
NOTE Confidence: 0.89920475125

00:37:23.443 --> 00:37:25.380 can and will make mistakes.  
NOTE Confidence: 0.89920475125

00:37:25.380 --> 00:37:27.430 It won't always be perfect,  
NOTE Confidence: 0.89920475125

00:37:27.430 --> 00:37:30.048 but to have this as a priority.  
NOTE Confidence: 0.89920475125

00:37:30.050 --> 00:37:32.010 And to ensure equal access to opportunities

NOTE Confidence: 0.89920475125  
00:37:32.010 --> 00:37:34.328 in the center and what that actually means.  
NOTE Confidence: 0.89920475125  
00:37:34.330 --> 00:37:35.198 Quite frankly,  
NOTE Confidence: 0.89920475125  
00:37:35.198 --> 00:37:36.934 it's posting every opportunity  
NOTE Confidence: 0.89920475125  
00:37:36.934 --> 00:37:40.049 we need to get better about that,  
NOTE Confidence: 0.89920475125  
00:37:40.050 --> 00:37:41.970 posting every possibility that we  
NOTE Confidence: 0.89920475125  
00:37:41.970 --> 00:37:44.373 have so that people have equal  
NOTE Confidence: 0.89920475125  
00:37:44.373 --> 00:37:46.869 opportunity to take advantage of that.  
NOTE Confidence: 0.89920475125  
00:37:46.870 --> 00:37:48.544 And we haven't always done this  
NOTE Confidence: 0.89920475125  
00:37:48.544 --> 00:37:50.319 well on that as we should,  
NOTE Confidence: 0.89920475125  
00:37:50.320 --> 00:37:52.096 but we need to do that going forward.  
NOTE Confidence: 0.745897470909091  
00:37:55.130 --> 00:37:57.030 Our post COVID world the  
NOTE Confidence: 0.745897470909091  
00:37:57.030 --> 00:37:59.440 challenges of our post COVID world.  
NOTE Confidence: 0.745897470909091  
00:37:59.440 --> 00:38:02.625 The first one we're doing right now.  
NOTE Confidence: 0.745897470909091  
00:38:02.630 --> 00:38:05.249 Is learning how to work in a hybrid model.  
NOTE Confidence: 0.745897470909091  
00:38:05.250 --> 00:38:08.435 This is one kind of hybrid model.  
NOTE Confidence: 0.745897470909091

00:38:08.440 --> 00:38:10.424 And I have to confess to you and  
NOTE Confidence: 0.745897470909091

00:38:10.424 --> 00:38:12.197 to those of you on zoom that.  
NOTE Confidence: 0.745897470909091

00:38:12.200 --> 00:38:14.318 That we are as human beings.  
NOTE Confidence: 0.745897470909091

00:38:14.320 --> 00:38:16.798 We are such social people and that  
NOTE Confidence: 0.745897470909091

00:38:16.798 --> 00:38:19.433 my brain right now is seeing people  
NOTE Confidence: 0.745897470909091

00:38:19.433 --> 00:38:21.980 in three dimensions in front of me.  
NOTE Confidence: 0.745897470909091

00:38:21.980 --> 00:38:24.465 And it's just getting an  
NOTE Confidence: 0.745897470909091

00:38:24.465 --> 00:38:25.956 extraordinary dopamine surge.  
NOTE Confidence: 0.745897470909091

00:38:25.960 --> 00:38:28.192 And yet at the same time I'm very aware  
NOTE Confidence: 0.745897470909091

00:38:28.192 --> 00:38:30.793 of those of you on zoom who are in the  
NOTE Confidence: 0.745897470909091

00:38:30.793 --> 00:38:32.948 squares and I don't want to ignore you.  
NOTE Confidence: 0.745897470909091

00:38:32.950 --> 00:38:33.978 And I think Tom,  
NOTE Confidence: 0.745897470909091

00:38:33.978 --> 00:38:36.335 it was in one of the faculty meetings  
NOTE Confidence: 0.745897470909091

00:38:36.335 --> 00:38:38.549 where you lead a small group  
NOTE Confidence: 0.745897470909091

00:38:38.549 --> 00:38:40.750 where I buried very strong theme  
NOTE Confidence: 0.745897470909091

00:38:40.750 --> 00:38:43.496 was do not have people on zoom.



NOTE Confidence: 0.745897470909091  
00:38:43.496 --> 00:38:46.776 Second class or not present.  
NOTE Confidence: 0.745897470909091  
00:38:46.780 --> 00:38:49.138 So if we're going to work hybrid like this,  
NOTE Confidence: 0.745897470909091  
00:38:49.140 --> 00:38:50.600 which I hope we do,  
NOTE Confidence: 0.745897470909091  
00:38:50.600 --> 00:38:53.174 we need to attend to that that you on  
NOTE Confidence: 0.745897470909091  
00:38:53.174 --> 00:38:55.528 zoom are as present as everyone here  
NOTE Confidence: 0.745897470909091  
00:38:55.528 --> 00:38:58.637 filled out in all of your three dimensions.  
NOTE Confidence: 0.745897470909091  
00:38:58.640 --> 00:39:00.608 And that's going to take work  
NOTE Confidence: 0.745897470909091  
00:39:00.608 --> 00:39:02.636 'cause we're going to go against  
NOTE Confidence: 0.745897470909091  
00:39:02.636 --> 00:39:04.568 the social brain if you will.  
NOTE Confidence: 0.745897470909091  
00:39:04.570 --> 00:39:06.726 We need to be thinking more about  
NOTE Confidence: 0.745897470909091  
00:39:06.726 --> 00:39:08.460 flexibility and work arrangements.  
NOTE Confidence: 0.745897470909091  
00:39:08.460 --> 00:39:09.990 What does it really mean?  
NOTE Confidence: 0.745897470909091  
00:39:09.990 --> 00:39:11.550 We use that word.  
NOTE Confidence: 0.745897470909091  
00:39:11.550 --> 00:39:13.110 Can I be flexible?  
NOTE Confidence: 0.745897470909091  
00:39:13.110 --> 00:39:14.169 And of course,  
NOTE Confidence: 0.745897470909091

00:39:14.169 --> 00:39:17.230 being good people we would say of course,  
NOTE Confidence: 0.745897470909091

00:39:17.230 --> 00:39:19.408 but what does that actually mean?  
NOTE Confidence: 0.745897470909091

00:39:19.410 --> 00:39:21.090 How do we put in place?  
NOTE Confidence: 0.745897470909091

00:39:21.090 --> 00:39:23.638 How do we work again within this  
NOTE Confidence: 0.745897470909091

00:39:23.638 --> 00:39:25.674 larger system and yet allow people  
NOTE Confidence: 0.745897470909091

00:39:25.674 --> 00:39:27.964 the flexibility to do childcare to do  
NOTE Confidence: 0.745897470909091

00:39:27.964 --> 00:39:30.367 elder care to do whatever they need to do?  
NOTE Confidence: 0.745897470909091

00:39:30.370 --> 00:39:33.556 And to still do their job as they have  
NOTE Confidence: 0.745897470909091

00:39:33.556 --> 00:39:37.770 learned to do in these past 552 days?  
NOTE Confidence: 0.745897470909091

00:39:37.770 --> 00:39:40.350 Diversifying our approaches to communication.  
NOTE Confidence: 0.745897470909091

00:39:40.350 --> 00:39:41.670 We do a lot.  
NOTE Confidence: 0.745897470909091

00:39:41.670 --> 00:39:43.650 We do a lot on email.  
NOTE Confidence: 0.745897470909091

00:39:43.650 --> 00:39:47.320 We do alot electronically and I still,  
NOTE Confidence: 0.745897470909091

00:39:47.320 --> 00:39:48.880 I think probably the lesson that  
NOTE Confidence: 0.745897470909091

00:39:48.880 --> 00:39:51.129 I will continue to learn as you  
NOTE Confidence: 0.745897470909091

00:39:51.129 --> 00:39:52.733 can never communicate enough and

NOTE Confidence: 0.745897470909091  
00:39:52.733 --> 00:39:54.525 even if you think you've said it,  
NOTE Confidence: 0.745897470909091  
00:39:54.530 --> 00:39:56.990 you probably need to say it  
NOTE Confidence: 0.745897470909091  
00:39:56.990 --> 00:39:58.630 another 10 times minimally.  
NOTE Confidence: 0.745897470909091  
00:39:58.630 --> 00:40:00.664 And so we need to learn how to say  
NOTE Confidence: 0.745897470909091  
00:40:00.664 --> 00:40:02.528 this and diverse in different ways  
NOTE Confidence: 0.745897470909091  
00:40:02.528 --> 00:40:04.621 and need everybody's input work.  
NOTE Confidence: 0.745897470909091  
00:40:04.621 --> 00:40:06.569 What works for you.  
NOTE Confidence: 0.745897470909091  
00:40:06.570 --> 00:40:09.251 And then finally to continue to communicate  
NOTE Confidence: 0.745897470909091  
00:40:09.251 --> 00:40:11.810 about the diversity of work in the center.  
NOTE Confidence: 0.745897470909091  
00:40:11.810 --> 00:40:13.280 And so we've started something  
NOTE Confidence: 0.745897470909091  
00:40:13.280 --> 00:40:14.750 now at the faculty meetings.  
NOTE Confidence: 0.745897470909091  
00:40:14.750 --> 00:40:16.486 And if you read the faculty notes,  
NOTE Confidence: 0.745897470909091  
00:40:16.490 --> 00:40:18.930 you'll see some reason we just had one.  
NOTE Confidence: 0.745897470909091  
00:40:18.930 --> 00:40:22.860 Dennis gratefully started us off,  
NOTE Confidence: 0.745897470909091  
00:40:22.860 --> 00:40:24.355 where at every faculty meeting  
NOTE Confidence: 0.745897470909091

00:40:24.355 --> 00:40:26.986 we will have 10 to 15 minutes of  
NOTE Confidence: 0.745897470909091

00:40:26.986 --> 00:40:28.776 someone talking about their work.  
NOTE Confidence: 0.745897470909091

00:40:28.780 --> 00:40:31.516 That was what was asked so that we could  
NOTE Confidence: 0.745897470909091

00:40:31.516 --> 00:40:34.076 try to cross Cross Bridge across programs.  
NOTE Confidence: 0.745897470909091

00:40:34.076 --> 00:40:36.652 So we get a better sense of  
NOTE Confidence: 0.745897470909091

00:40:36.652 --> 00:40:38.948 the diversity of the center.  
NOTE Confidence: 0.745897470909091

00:40:38.948 --> 00:40:40.878 And then we are hiring.  
NOTE Confidence: 0.745897470909091

00:40:40.880 --> 00:40:43.736 Hopefully we have a search for a  
NOTE Confidence: 0.745897470909091

00:40:43.736 --> 00:40:45.458 new communications officer and  
NOTE Confidence: 0.745897470909091

00:40:45.458 --> 00:40:47.598 hopefully we'll have someone in  
NOTE Confidence: 0.745897470909091

00:40:47.598 --> 00:40:49.780 place that will especially help  
NOTE Confidence: 0.745897470909091

00:40:49.780 --> 00:40:51.740 about numbers three and four.  
NOTE Confidence: 0.745897470909091

00:40:51.740 --> 00:40:55.639 But there are more post COVID challenges.  
NOTE Confidence: 0.901222083846154

00:40:55.640 --> 00:40:58.272 In my times of meeting with so many  
NOTE Confidence: 0.901222083846154

00:40:58.272 --> 00:41:00.790 of you around the faculty reviews,  
NOTE Confidence: 0.901222083846154

00:41:00.790 --> 00:41:03.750 I learned about a number of odd projects

NOTE Confidence: 0.901222083846154

00:41:03.750 --> 00:41:06.448 where you're still very seriously catching

NOTE Confidence: 0.901222083846154

00:41:06.448 --> 00:41:09.380 up on recruitment needs across projects,

NOTE Confidence: 0.901222083846154

00:41:09.380 --> 00:41:11.716 and there's just a number of people that,

NOTE Confidence: 0.901222083846154

00:41:11.720 --> 00:41:13.032 while they've worked really,

NOTE Confidence: 0.901222083846154

00:41:13.032 --> 00:41:15.790 really hard in the pandemic to get people

NOTE Confidence: 0.901222083846154

00:41:15.790 --> 00:41:17.615 participating to get people coming,

NOTE Confidence: 0.901222083846154

00:41:17.620 --> 00:41:19.790 that's a major major issue.

NOTE Confidence: 0.901222083846154

00:41:19.790 --> 00:41:21.890 That we've lost ground in that way.

NOTE Confidence: 0.901222083846154

00:41:21.890 --> 00:41:23.246 And families, of course,

NOTE Confidence: 0.901222083846154

00:41:23.246 --> 00:41:25.660 have been reluctant to come as well.

NOTE Confidence: 0.901222083846154

00:41:25.660 --> 00:41:27.436 And so it raises the question.

NOTE Confidence: 0.901222083846154

00:41:27.440 --> 00:41:28.370 For example,

NOTE Confidence: 0.901222083846154

00:41:28.370 --> 00:41:31.160 should we actually start to think

NOTE Confidence: 0.901222083846154

00:41:31.160 --> 00:41:33.283 about centralizing recruiting processes

NOTE Confidence: 0.901222083846154

00:41:33.283 --> 00:41:36.188 across our studies so that we if

NOTE Confidence: 0.901222083846154

00:41:36.188 --> 00:41:38.030 we find ourselves maybe not find  
NOTE Confidence: 0.901222083846154

00:41:38.101 --> 00:41:40.236 ourselves in this dilemma again,  
NOTE Confidence: 0.901222083846154

00:41:40.240 --> 00:41:42.725 but that we're actually starting to work  
NOTE Confidence: 0.901222083846154

00:41:42.725 --> 00:41:45.020 together and more collaborative ways.  
NOTE Confidence: 0.901222083846154

00:41:45.020 --> 00:41:47.156 We need to resume recruitment and  
NOTE Confidence: 0.901222083846154

00:41:47.156 --> 00:41:48.580 replacement for clinical staff.  
NOTE Confidence: 0.901222083846154

00:41:48.580 --> 00:41:51.848 We've been on a hold for that and  
NOTE Confidence: 0.901222083846154

00:41:51.848 --> 00:41:54.056 so we've had this perfect storm.  
NOTE Confidence: 0.901222083846154

00:41:54.060 --> 00:41:57.430 This imperfect storm where behavioral  
NOTE Confidence: 0.901222083846154

00:41:57.430 --> 00:42:00.076 health surge and staff being  
NOTE Confidence: 0.901222083846154

00:42:00.076 --> 00:42:02.236 relatively constant or going down,  
NOTE Confidence: 0.901222083846154

00:42:02.240 --> 00:42:05.390 and it doesn't actually take calculus to  
NOTE Confidence: 0.901222083846154

00:42:05.390 --> 00:42:08.318 understand that that's a recipe for burnout,  
NOTE Confidence: 0.901222083846154

00:42:08.320 --> 00:42:11.254 and so we truly need to re be resuming  
NOTE Confidence: 0.901222083846154

00:42:11.254 --> 00:42:13.470 recruitment and replacement and working  
NOTE Confidence: 0.901222083846154

00:42:13.470 --> 00:42:16.206 closely with our Yale Medicine colleagues.

NOTE Confidence: 0.901222083846154  
00:42:16.210 --> 00:42:18.177 And then once again to continue to  
NOTE Confidence: 0.901222083846154  
00:42:18.177 --> 00:42:19.983 work towards more integration and  
NOTE Confidence: 0.901222083846154  
00:42:19.983 --> 00:42:21.787 sharing expertise across services.  
NOTE Confidence: 0.901222083846154  
00:42:21.790 --> 00:42:23.866 And I don't mean just clinically.  
NOTE Confidence: 0.901222083846154  
00:42:23.870 --> 00:42:25.700 I actually mean again our research.  
NOTE Confidence: 0.901222083846154  
00:42:25.700 --> 00:42:27.989 How do we? How do we bridge?  
NOTE Confidence: 0.901222083846154  
00:42:27.990 --> 00:42:31.437 I see that as a tremendous need in our  
NOTE Confidence: 0.901222083846154  
00:42:31.437 --> 00:42:35.640 post covid world because in our covid world.  
NOTE Confidence: 0.901222083846154  
00:42:35.640 --> 00:42:38.536 We've spent a lot of time at home.  
NOTE Confidence: 0.901222083846154  
00:42:38.540 --> 00:42:41.116 And a lot of time in virtual space  
NOTE Confidence: 0.901222083846154  
00:42:41.120 --> 00:42:43.496 and virtual space you just don't  
NOTE Confidence: 0.901222083846154  
00:42:43.496 --> 00:42:45.730 have that cup of coffee.  
NOTE Confidence: 0.901222083846154  
00:42:45.730 --> 00:42:47.422 You just don't have that opportunity  
NOTE Confidence: 0.901222083846154  
00:42:47.422 --> 00:42:49.199 to run into somebody in the hall,  
NOTE Confidence: 0.901222083846154  
00:42:49.200 --> 00:42:50.148 masked or not.  
NOTE Confidence: 0.901222083846154

00:42:50.148 --> 00:42:52.748 And find out that they're going to meet  
NOTE Confidence: 0.901222083846154

00:42:52.748 --> 00:42:55.592 the same person that you just met last week.  
NOTE Confidence: 0.901222083846154

00:42:55.600 --> 00:42:55.988 Maybe,  
NOTE Confidence: 0.901222083846154

00:42:55.988 --> 00:42:58.704 or that there are these kinds of  
NOTE Confidence: 0.901222083846154

00:42:58.704 --> 00:43:01.006 serendipitous moments that we need to regain.  
NOTE Confidence: 0.956737745

00:43:04.650 --> 00:43:06.186 We also need to work smarter.  
NOTE Confidence: 0.87907024625

00:43:08.510 --> 00:43:11.270 And I see this as really a priority.  
NOTE Confidence: 0.87907024625

00:43:11.270 --> 00:43:14.510 I know the title of the book is more humorous  
NOTE Confidence: 0.87907024625

00:43:14.584 --> 00:43:17.424 but but I see this as a real priority.  
NOTE Confidence: 0.87907024625

00:43:17.430 --> 00:43:19.942 That we use need to use our meeting  
NOTE Confidence: 0.87907024625

00:43:19.942 --> 00:43:21.799 times much more effectively.  
NOTE Confidence: 0.87907024625

00:43:21.800 --> 00:43:23.424 With setting clear goals,  
NOTE Confidence: 0.87907024625

00:43:23.424 --> 00:43:25.860 clear agendas and then follow up,  
NOTE Confidence: 0.87907024625

00:43:25.860 --> 00:43:28.992 follow up on items that come out of it.  
NOTE Confidence: 0.87907024625

00:43:29.000 --> 00:43:30.750 We started the process of  
NOTE Confidence: 0.87907024625

00:43:30.750 --> 00:43:32.150 reviewing our committee structures,



NOTE Confidence: 0.87907024625

00:43:32.150 --> 00:43:34.299 but we need to finish that with

NOTE Confidence: 0.87907024625

00:43:34.299 --> 00:43:36.458 clear charges for each group and

NOTE Confidence: 0.87907024625

00:43:36.458 --> 00:43:38.413 sunset committees if they finished.

NOTE Confidence: 0.87907024625

00:43:38.420 --> 00:43:40.375 And give people more opportunities

NOTE Confidence: 0.87907024625

00:43:40.375 --> 00:43:43.789 to join and be a part of the world.

NOTE Confidence: 0.87907024625

00:43:43.790 --> 00:43:46.049 It's such a.

NOTE Confidence: 0.87907024625

00:43:46.050 --> 00:43:46.714 Interesting idea.

NOTE Confidence: 0.87907024625

00:43:46.714 --> 00:43:48.706 Suppose that we should actually have

NOTE Confidence: 0.87907024625

00:43:48.706 --> 00:43:50.118 job descriptions for what we do.

NOTE Confidence: 0.885077268571429

00:43:52.940 --> 00:43:54.179 And we go to someone and say,

NOTE Confidence: 0.885077268571429

00:43:54.180 --> 00:43:56.250 would you chair this committee?

NOTE Confidence: 0.885077268571429

00:43:56.250 --> 00:43:57.970 But we don't actually have a job description,

NOTE Confidence: 0.885077268571429

00:43:57.970 --> 00:43:59.874 let alone a charge for the committee.

NOTE Confidence: 0.885077268571429

00:43:59.880 --> 00:44:01.944 Or would you take on this this role?

NOTE Confidence: 0.885077268571429

00:44:01.950 --> 00:44:04.502 But we need to actually be much more

NOTE Confidence: 0.885077268571429

00:44:04.502 --> 00:44:06.030 intentional about creating that,  
NOTE Confidence: 0.885077268571429

00:44:06.030 --> 00:44:07.885 and I won't go into School of  
NOTE Confidence: 0.885077268571429

00:44:07.885 --> 00:44:09.329 Management speak at this point,  
NOTE Confidence: 0.885077268571429

00:44:09.330 --> 00:44:11.120 but it actually will help  
NOTE Confidence: 0.885077268571429

00:44:11.120 --> 00:44:12.552 us work Better Together.  
NOTE Confidence: 0.885077268571429

00:44:12.560 --> 00:44:16.016 And it will actually help us work smarter.  
NOTE Confidence: 0.885077268571429

00:44:16.020 --> 00:44:19.590 And then to align our different missions.  
NOTE Confidence: 0.885077268571429

00:44:19.590 --> 00:44:22.434 A number of you have talked about the gap  
NOTE Confidence: 0.885077268571429

00:44:22.434 --> 00:44:24.818 between our research and clinical work.  
NOTE Confidence: 0.885077268571429

00:44:24.820 --> 00:44:26.372 Not gap in activity,  
NOTE Confidence: 0.885077268571429

00:44:26.372 --> 00:44:29.163 but gap in who knows who's doing  
NOTE Confidence: 0.885077268571429

00:44:29.163 --> 00:44:32.056 what and is it aligned and and and  
NOTE Confidence: 0.885077268571429

00:44:32.056 --> 00:44:34.247 we need to be better about that.  
NOTE Confidence: 0.885077268571429

00:44:34.250 --> 00:44:36.590 And then we've started the process  
NOTE Confidence: 0.885077268571429

00:44:36.590 --> 00:44:38.600 of refreshing our strategic goals,  
NOTE Confidence: 0.885077268571429

00:44:38.600 --> 00:44:41.000 but we need to finish that

NOTE Confidence: 0.885077268571429  
00:44:41.000 --> 00:44:42.200 and especially focus.  
NOTE Confidence: 0.885077268571429  
00:44:42.200 --> 00:44:43.091 In those discussions,  
NOTE Confidence: 0.885077268571429  
00:44:43.091 --> 00:44:45.170 what has come out so far as  
NOTE Confidence: 0.885077268571429  
00:44:45.231 --> 00:44:46.927 people's continued interest in  
NOTE Confidence: 0.885077268571429  
00:44:46.927 --> 00:44:49.047 stress and adversity and policy.  
NOTE Confidence: 0.885077268571429  
00:44:49.050 --> 00:44:50.616 But we need to be very,  
NOTE Confidence: 0.885077268571429  
00:44:50.620 --> 00:44:52.224 very intentional about where  
NOTE Confidence: 0.885077268571429  
00:44:52.224 --> 00:44:54.229 is our basic science going  
NOTE Confidence: 0.885077268571429  
00:44:54.229 --> 00:44:56.299 in the department as well.  
NOTE Confidence: 0.885077268571429  
00:44:56.300 --> 00:44:58.928 But work smarter is the key.  
NOTE Confidence: 0.90426622875  
00:45:01.030 --> 00:45:03.350 So let me spend just a little time on the  
NOTE Confidence: 0.90426622875  
00:45:03.410 --> 00:45:05.618 pandemic and a behavioral health surge.  
NOTE Confidence: 0.918844677777778  
00:45:08.230 --> 00:45:09.475 Fortunately in history,  
NOTE Confidence: 0.918844677777778  
00:45:09.475 --> 00:45:11.965 there aren't a lot of pandemics.  
NOTE Confidence: 0.918844677777778  
00:45:11.970 --> 00:45:14.410 Otherwise, I think we would.  
NOTE Confidence: 0.918844677777778

00:45:14.410 --> 00:45:17.469 Well, that would be a Darwinian moment.  
NOTE Confidence: 0.918844677777778

00:45:17.470 --> 00:45:19.288 There aren't a lot of pandemics,  
NOTE Confidence: 0.918844677777778

00:45:19.290 --> 00:45:22.830 but oftentimes what happens is different  
NOTE Confidence: 0.918844677777778

00:45:22.830 --> 00:45:26.670 kinds of pandemics followed the initial one.  
NOTE Confidence: 0.918844677777778

00:45:26.670 --> 00:45:31.004 Or so we've had a physical health crisis with  
NOTE Confidence: 0.918844677777778

00:45:31.004 --> 00:45:33.414 COVID and we're still in the middle of it.  
NOTE Confidence: 0.918844677777778

00:45:33.420 --> 00:45:35.240 But that was followed very  
NOTE Confidence: 0.918844677777778

00:45:35.240 --> 00:45:37.060 quickly by an economic crisis,  
NOTE Confidence: 0.918844677777778

00:45:37.060 --> 00:45:38.950 which drove a lot of decisions.  
NOTE Confidence: 0.918844677777778

00:45:38.950 --> 00:45:41.470 As you know about reopening businesses  
NOTE Confidence: 0.918844677777778

00:45:41.470 --> 00:45:43.571 reopening this reopening that really  
NOTE Confidence: 0.918844677777778

00:45:43.571 --> 00:45:46.097 driven not by public health always,  
NOTE Confidence: 0.918844677777778

00:45:46.100 --> 00:45:49.050 but by the economic crisis.  
NOTE Confidence: 0.918844677777778

00:45:49.050 --> 00:45:51.579 And the third wave you can think of now  
NOTE Confidence: 0.918844677777778

00:45:51.579 --> 00:45:54.463 is that we are in a mental health crisis.  
NOTE Confidence: 0.918844677777778

00:45:54.470 --> 00:45:57.818 The cumulative effect of this pandemic.

NOTE Confidence: 0.918844677777778  
00:45:57.820 --> 00:46:01.208 The cumulative effect of grief and mourning.  
NOTE Confidence: 0.918844677777778  
00:46:01.210 --> 00:46:03.045 All of the things that  
NOTE Confidence: 0.918844677777778  
00:46:03.045 --> 00:46:04.513 we've been talking about.  
NOTE Confidence: 0.918844677777778  
00:46:04.520 --> 00:46:06.776 And the numbers are quite striking.  
NOTE Confidence: 0.918844677777778  
00:46:06.780 --> 00:46:10.722 But I want to return just briefly to grieve.  
NOTE Confidence: 0.918844677777778  
00:46:10.730 --> 00:46:12.218 And that is that.  
NOTE Confidence: 0.918844677777778  
00:46:12.218 --> 00:46:15.985 As you know, it's been over 600,000 people  
NOTE Confidence: 0.918844677777778  
00:46:15.985 --> 00:46:20.099 in this country who have died in COVID.  
NOTE Confidence: 0.918844677777778  
00:46:20.100 --> 00:46:22.710 And each person who dies from  
NOTE Confidence: 0.918844677777778  
00:46:22.710 --> 00:46:26.210 COVID has left behind two children.  
NOTE Confidence: 0.918844677777778  
00:46:26.210 --> 00:46:28.758 4 grandchildren, on average,  
NOTE Confidence: 0.918844677777778  
00:46:28.758 --> 00:46:31.306 nearly nine family members.  
NOTE Confidence: 0.918844677777778  
00:46:31.310 --> 00:46:34.440 Just take those numbers alone.  
NOTE Confidence: 0.918844677777778  
00:46:34.440 --> 00:46:37.732 And you have a society in a  
NOTE Confidence: 0.918844677777778  
00:46:37.732 --> 00:46:39.496 collective grief and mourning.  
NOTE Confidence: 0.918844677777778

00:46:39.500 --> 00:46:43.490 A society that has been upended.  
NOTE Confidence: 0.918844677777778

00:46:43.490 --> 00:46:46.140 And we begin to see it in the news reports,  
NOTE Confidence: 0.918844677777778

00:46:46.140 --> 00:46:48.780 and there's more in the New York Times,  
NOTE Confidence: 0.918844677777778

00:46:48.780 --> 00:46:50.784 I think yesterday and we begin  
NOTE Confidence: 0.918844677777778

00:46:50.784 --> 00:46:53.650 to see it all over the headlines.  
NOTE Confidence: 0.918844677777778

00:46:53.650 --> 00:46:55.729 About waiting list.  
NOTE Confidence: 0.918844677777778

00:46:55.729 --> 00:46:57.808 Emergency room services.  
NOTE Confidence: 0.918844677777778

00:46:57.810 --> 00:46:59.690 Children's mental health services  
NOTE Confidence: 0.918844677777778

00:46:59.690 --> 00:47:02.040 needing to be overhauled overburdened.  
NOTE Confidence: 0.918844677777778

00:47:02.040 --> 00:47:04.112 All of these things.  
NOTE Confidence: 0.918844677777778

00:47:04.112 --> 00:47:06.184 You start to see.  
NOTE Confidence: 0.918844677777778

00:47:06.190 --> 00:47:09.039 And if you look locally for us.  
NOTE Confidence: 0.918844677777778

00:47:09.040 --> 00:47:10.428 Here are our data.  
NOTE Confidence: 0.91153307

00:47:12.530 --> 00:47:17.370 So in this goes through July 21,  
NOTE Confidence: 0.91153307

00:47:17.370 --> 00:47:19.848 so interestingly, this dotted line are  
NOTE Confidence: 0.91153307

00:47:19.848 --> 00:47:22.310 actually the total data outpatient.

NOTE Confidence: 0.91153307  
00:47:22.310 --> 00:47:24.530 All of our outpatient services,  
NOTE Confidence: 0.91153307  
00:47:24.530 --> 00:47:27.330 and this dotted line right here is January,  
NOTE Confidence: 0.91153307  
00:47:27.330 --> 00:47:32.979 February 20. So notice something.  
NOTE Confidence: 0.91153307  
00:47:32.980 --> 00:47:34.450 January, February 20.  
NOTE Confidence: 0.91153307  
00:47:34.450 --> 00:47:35.920 We were started.  
NOTE Confidence: 0.91153307  
00:47:35.920 --> 00:47:38.560 We had this uptick.  
NOTE Confidence: 0.91153307  
00:47:38.560 --> 00:47:42.030 And then the pandemic hit.  
NOTE Confidence: 0.91153307  
00:47:42.030 --> 00:47:43.410 So we don't really know.  
NOTE Confidence: 0.91153307  
00:47:43.410 --> 00:47:45.630 Was this actually headed up  
NOTE Confidence: 0.91153307  
00:47:45.630 --> 00:47:48.306 or was it actually a blip?  
NOTE Confidence: 0.91153307  
00:47:48.310 --> 00:47:48.926 Don't know,  
NOTE Confidence: 0.91153307  
00:47:48.926 --> 00:47:52.050 but the pandemic hit so this is the pandemic.  
NOTE Confidence: 0.91153307  
00:47:52.050 --> 00:47:54.283 This is when we were on Tele  
NOTE Confidence: 0.91153307  
00:47:54.283 --> 00:47:56.860 health and nobody was coming in and  
NOTE Confidence: 0.91153307  
00:47:56.860 --> 00:47:58.790 nobody was making any referrals.  
NOTE Confidence: 0.91153307

00:47:58.790 --> 00:48:01.128 And then here you are around June,  
NOTE Confidence: 0.91153307

00:48:01.130 --> 00:48:02.105 July of 20.  
NOTE Confidence: 0.91153307

00:48:02.105 --> 00:48:05.158 And you can see that it starts to go up.  
NOTE Confidence: 0.94367876

00:48:07.350 --> 00:48:09.898 And now this is where we are.  
NOTE Confidence: 0.94367876

00:48:09.900 --> 00:48:13.330 We're heading up. And this may be.  
NOTE Confidence: 0.94367876

00:48:13.330 --> 00:48:14.505 I don't think we actually  
NOTE Confidence: 0.94367876

00:48:14.505 --> 00:48:15.749 have taken a sudden dip.  
NOTE Confidence: 0.94367876

00:48:15.750 --> 00:48:18.474 I think this is stock market  
NOTE Confidence: 0.94367876

00:48:18.474 --> 00:48:20.290 fluctuation kind of graphics.  
NOTE Confidence: 0.94367876

00:48:20.290 --> 00:48:23.919 So on average we are about 74% up in  
NOTE Confidence: 0.94367876

00:48:23.919 --> 00:48:26.397 referrals and these are actually referrals  
NOTE Confidence: 0.94367876

00:48:26.397 --> 00:48:29.654 where we've been able to contact the parents.  
NOTE Confidence: 0.94367876

00:48:29.660 --> 00:48:32.740 If you just take all the calls that come in,  
NOTE Confidence: 0.94367876

00:48:32.740 --> 00:48:34.960 this number will be higher.  
NOTE Confidence: 0.94367876

00:48:34.960 --> 00:48:36.920 So we're about 74% up,  
NOTE Confidence: 0.94367876

00:48:36.920 --> 00:48:41.460 but if you look at Youth 6 to 818 years,



NOTE Confidence: 0.94367876

00:48:41.460 --> 00:48:44.768 those numbers are higher but 100%

NOTE Confidence: 0.94367876

00:48:44.768 --> 00:48:48.258 not so tremendous actually increase.

NOTE Confidence: 0.94367876

00:48:48.260 --> 00:48:51.500 And I summarized it more on this slide.

NOTE Confidence: 0.94367876

00:48:51.500 --> 00:48:54.892 Were up 91% on those referrals less than

NOTE Confidence: 0.94367876

00:48:54.892 --> 00:48:57.328 six years up 106% in home services.

NOTE Confidence: 0.94367876

00:48:57.328 --> 00:49:00.300 Those of you working in home I don't really

NOTE Confidence: 0.94367876

00:49:00.300 --> 00:49:02.899 have to tell you that the demand is up.

NOTE Confidence: 0.94367876

00:49:02.900 --> 00:49:07.278 Uh, our overall up 74% are red borders,

NOTE Confidence: 0.94367876

00:49:07.278 --> 00:49:10.546 that is, children who stay in the Ed for more

NOTE Confidence: 0.94367876

00:49:10.546 --> 00:49:13.738 than 24 hours has dramatically increased.

NOTE Confidence: 0.94367876

00:49:13.740 --> 00:49:16.148 And if you compare.

NOTE Confidence: 0.94367876

00:49:16.150 --> 00:49:17.106 Let's see,

NOTE Confidence: 0.94367876

00:49:17.106 --> 00:49:21.769 I think it's from 19 fiscal year 19 to now.

NOTE Confidence: 0.94367876

00:49:21.770 --> 00:49:27.034 It's a 4000% increase in Ed border hours.

NOTE Confidence: 0.94367876

00:49:27.040 --> 00:49:28.960 And that's not the reason.

NOTE Confidence: 0.94367876

00:49:28.960 --> 00:49:31.928 Is this down enough beds to accommodate?  
NOTE Confidence: 0.94367876

00:49:31.930 --> 00:49:33.855 So they have to stay in the  
NOTE Confidence: 0.94367876

00:49:33.855 --> 00:49:35.530 Ed and they are sicker.  
NOTE Confidence: 0.94367876

00:49:35.530 --> 00:49:37.042 And so they're sicker,  
NOTE Confidence: 0.94367876

00:49:37.042 --> 00:49:40.494 so they can't go home and it's undress  
NOTE Confidence: 0.94367876

00:49:40.494 --> 00:49:43.609 and Suman and Luke and so many other view  
NOTE Confidence: 0.94367876

00:49:43.609 --> 00:49:45.927 and Lori working on the inpatient unit.  
NOTE Confidence: 0.94367876

00:49:45.930 --> 00:49:48.228 Now the inpatient unit has been  
NOTE Confidence: 0.94367876

00:49:48.228 --> 00:49:51.580 close to four or a long time,  
NOTE Confidence: 0.94367876

00:49:51.580 --> 00:49:54.330 fluctuating but close to full.  
NOTE Confidence: 0.94367876

00:49:54.330 --> 00:49:58.530 So we are truly in the middle of a crisis.  
NOTE Confidence: 0.94367876

00:49:58.530 --> 00:50:01.794 And we need to ask the right questions.  
NOTE Confidence: 0.94367876

00:50:01.800 --> 00:50:04.005 We could be asking the questions I've  
NOTE Confidence: 0.94367876

00:50:04.005 --> 00:50:06.569 just more and more and more clinicians.  
NOTE Confidence: 0.94367876

00:50:06.570 --> 00:50:08.994 Or are there other ways just  
NOTE Confidence: 0.94367876

00:50:08.994 --> 00:50:10.206 like working smarter?

NOTE Confidence: 0.94367876

00:50:10.210 --> 00:50:12.722 Are there other things that we can do

NOTE Confidence: 0.94367876

00:50:12.722 --> 00:50:15.288 to impact the entry into the pipeline?

NOTE Confidence: 0.94367876

00:50:15.290 --> 00:50:16.865 That is the entry into the E,

NOTE Confidence: 0.94367876

00:50:16.870 --> 00:50:17.186 D?

NOTE Confidence: 0.94367876

00:50:17.186 --> 00:50:19.398 Are there other things we can do

NOTE Confidence: 0.94367876

00:50:19.398 --> 00:50:21.500 up front that change that?

NOTE Confidence: 0.94367876

00:50:21.500 --> 00:50:25.299 So I think some things are putting working

NOTE Confidence: 0.94367876

00:50:25.299 --> 00:50:27.144 very closely with pediatricians as

NOTE Confidence: 0.94367876

00:50:27.144 --> 00:50:29.450 Dorothy does with access mental health.

NOTE Confidence: 0.94367876

00:50:29.450 --> 00:50:32.089 Dorothy and her team to try and

NOTE Confidence: 0.94367876

00:50:32.089 --> 00:50:35.940 really impact the inflow in embedding

NOTE Confidence: 0.94367876

00:50:35.940 --> 00:50:38.716 in pediatric subspecialty areas.

NOTE Confidence: 0.94367876

00:50:38.720 --> 00:50:41.300 And then we also very much.

NOTE Confidence: 0.94367876

00:50:41.300 --> 00:50:43.160 Need to address this pipeline

NOTE Confidence: 0.94367876

00:50:43.160 --> 00:50:45.633 issue because there are a shortage

NOTE Confidence: 0.94367876

00:50:45.633 --> 00:50:47.797 of behavioral health providers.  
NOTE Confidence: 0.94367876

00:50:47.800 --> 00:50:48.829 As Michelle knows,  
NOTE Confidence: 0.94367876

00:50:48.829 --> 00:50:51.742 we if we were able now to post  
NOTE Confidence: 0.94367876

00:50:51.742 --> 00:50:53.887 positions would take us six,  
NOTE Confidence: 0.94367876

00:50:53.890 --> 00:50:56.955 often six to nine months, to find people.  
NOTE Confidence: 0.94367876

00:50:56.955 --> 00:50:59.925 There is a tremendous shortage now.  
NOTE Confidence: 0.94367876

00:50:59.930 --> 00:51:02.938 So we need to address the pipeline issue.  
NOTE Confidence: 0.94367876

00:51:02.940 --> 00:51:05.352 And we must address payment models  
NOTE Confidence: 0.94367876

00:51:05.352 --> 00:51:06.960 for behavioral health services,  
NOTE Confidence: 0.94367876

00:51:06.960 --> 00:51:09.252 so we're in active negotiation right  
NOTE Confidence: 0.94367876

00:51:09.252 --> 00:51:11.990 now with our colleagues in the health  
NOTE Confidence: 0.94367876

00:51:11.990 --> 00:51:14.302 system about further supporting us as  
NOTE Confidence: 0.94367876

00:51:14.302 --> 00:51:16.714 we deliver care for this children.  
NOTE Confidence: 0.94367876

00:51:16.720 --> 00:51:18.544 But we are in the middle of this.  
NOTE Confidence: 0.94367876

00:51:18.550 --> 00:51:20.038 We are in the middle of the third  
NOTE Confidence: 0.94367876

00:51:20.038 --> 00:51:21.049 wave of the pandemic.

NOTE Confidence: 0.907327782

00:51:23.300 --> 00:51:24.540 So in the last slides,

NOTE Confidence: 0.907327782

00:51:24.540 --> 00:51:27.663 what I want to do is then also address

NOTE Confidence: 0.907327782

00:51:27.663 --> 00:51:30.429 growing and diversifying our community.

NOTE Confidence: 0.907327782

00:51:30.430 --> 00:51:32.418 And I give you these this profile

NOTE Confidence: 0.907327782

00:51:32.418 --> 00:51:34.079 just to give you a sense.

NOTE Confidence: 0.907327782

00:51:34.080 --> 00:51:36.380 First off of our size.

NOTE Confidence: 0.907327782

00:51:36.380 --> 00:51:41.470 That we are 520 people. Overall.

NOTE Confidence: 0.907327782

00:51:41.470 --> 00:51:43.888 And then here's the distribution of

NOTE Confidence: 0.907327782

00:51:43.888 --> 00:51:46.460 our gender and race distribution

NOTE Confidence: 0.907327782

00:51:46.460 --> 00:51:48.518 so you can see that we are.

NOTE Confidence: 0.907327782

00:51:48.520 --> 00:51:51.580 We are about 2/3 or more female.

NOTE Confidence: 0.907327782

00:51:51.580 --> 00:51:53.460 If you cut across.

NOTE Confidence: 0.907327782

00:51:53.460 --> 00:51:55.155 And while we have distribution

NOTE Confidence: 0.907327782

00:51:55.155 --> 00:51:57.720 as you see or no round race,

NOTE Confidence: 0.907327782

00:51:57.720 --> 00:51:59.760 we need to do much better.

NOTE Confidence: 0.907327782

00:51:59.760 --> 00:52:01.059 Much, much better,  
NOTE Confidence: 0.907327782

00:52:01.059 --> 00:52:04.550 but this is our numbers as of now.  
NOTE Confidence: 0.907327782

00:52:04.550 --> 00:52:05.478 The other point though,  
NOTE Confidence: 0.907327782

00:52:05.478 --> 00:52:07.250 I want to make or several points.  
NOTE Confidence: 0.907327782

00:52:07.250 --> 00:52:09.300 I want you to note.  
NOTE Confidence: 0.907327782

00:52:09.300 --> 00:52:12.594 Is that we need to attend to the pipeline?  
NOTE Confidence: 0.907327782

00:52:12.600 --> 00:52:14.658 'cause we have 10 assistant professors,  
NOTE Confidence: 0.907327782

00:52:14.660 --> 00:52:15.419 12 and 12.  
NOTE Confidence: 0.907327782

00:52:15.419 --> 00:52:17.190 And if you think of that as  
NOTE Confidence: 0.907327782

00:52:17.256 --> 00:52:19.119 a developmental progression,  
NOTE Confidence: 0.907327782

00:52:19.120 --> 00:52:21.412 we should actually really have more  
NOTE Confidence: 0.907327782

00:52:21.412 --> 00:52:22.804 assistant professors because this  
NOTE Confidence: 0.907327782

00:52:22.804 --> 00:52:24.676 is going to start this number,  
NOTE Confidence: 0.907327782

00:52:24.680 --> 00:52:25.631 though I don't.  
NOTE Confidence: 0.907327782

00:52:25.631 --> 00:52:27.533 I don't encourage anybody to retire,  
NOTE Confidence: 0.907327782

00:52:27.540 --> 00:52:30.900 but this number will go down

NOTE Confidence: 0.907327782

00:52:30.900 --> 00:52:32.420 and you want this number.

NOTE Confidence: 0.907327782

00:52:32.420 --> 00:52:35.610 This pipeline to be robust.

NOTE Confidence: 0.907327782

00:52:35.610 --> 00:52:37.920 We need as I've said several times

NOTE Confidence: 0.907327782

00:52:37.920 --> 00:52:40.009 to diversify our recruiting pool.

NOTE Confidence: 0.907327782

00:52:40.010 --> 00:52:41.786 Our clinical track is growing as

NOTE Confidence: 0.907327782

00:52:41.786 --> 00:52:44.358 you can see we have 102 people in

NOTE Confidence: 0.907327782

00:52:44.358 --> 00:52:46.494 the clinical track with the majority

NOTE Confidence: 0.907327782

00:52:46.494 --> 00:52:48.759 among them as assistant professors.

NOTE Confidence: 0.907327782

00:52:48.760 --> 00:52:50.808 We need to think about how we put

NOTE Confidence: 0.907327782

00:52:50.808 --> 00:52:52.621 people on that associate research

NOTE Confidence: 0.907327782

00:52:52.621 --> 00:52:55.087 scientist track and how they progress.

NOTE Confidence: 0.907327782

00:52:55.090 --> 00:52:57.022 And we need to think very carefully

NOTE Confidence: 0.907327782

00:52:57.022 --> 00:52:59.085 about how we help people develop

NOTE Confidence: 0.907327782

00:52:59.085 --> 00:52:59.867 their careers.

NOTE Confidence: 0.907327782

00:52:59.870 --> 00:53:03.986 That's really how we diversify our faculty.

NOTE Confidence: 0.907327782

00:53:03.990 --> 00:53:06.188 We've been doing a number of things  
NOTE Confidence: 0.907327782

00:53:06.190 --> 00:53:08.050 Darren David has been leading her  
NOTE Confidence: 0.907327782

00:53:08.050 --> 00:53:09.690 leadership from the beginning course.  
NOTE Confidence: 0.907327782

00:53:09.690 --> 00:53:11.920 We had peer coaching groups.  
NOTE Confidence: 0.907327782

00:53:11.920 --> 00:53:14.242 We had the junior faculty department  
NOTE Confidence: 0.907327782

00:53:14.242 --> 00:53:18.380 support for people, but we need to do more.  
NOTE Confidence: 0.907327782

00:53:18.380 --> 00:53:21.872 And I want to come back then to Dean  
NOTE Confidence: 0.907327782

00:53:21.880 --> 00:53:25.308 Lattimore's mentorship and sponsorship.  
NOTE Confidence: 0.907327782

00:53:25.310 --> 00:53:28.487 There's a lot more that we can do as  
NOTE Confidence: 0.907327782

00:53:28.487 --> 00:53:31.278 sponsors for our colleagues all around.  
NOTE Confidence: 0.907327782

00:53:31.280 --> 00:53:32.720 If you hear about an award,  
NOTE Confidence: 0.907327782

00:53:32.720 --> 00:53:33.372 nominate them.  
NOTE Confidence: 0.907327782

00:53:33.372 --> 00:53:35.654 We're trying to get a little bit  
NOTE Confidence: 0.907327782

00:53:35.654 --> 00:53:38.061 more proactive about listing all the  
NOTE Confidence: 0.907327782

00:53:38.061 --> 00:53:40.890 possible rewards and sending out nominations,  
NOTE Confidence: 0.907327782

00:53:40.890 --> 00:53:42.370 and but nominate them.



NOTE Confidence: 0.907327782

00:53:42.370 --> 00:53:44.220 If you hear about opportunities

NOTE Confidence: 0.907327782

00:53:44.220 --> 00:53:46.249 for professional development,

NOTE Confidence: 0.907327782

00:53:46.250 --> 00:53:48.210 nominate them.

NOTE Confidence: 0.907327782

00:53:48.210 --> 00:53:51.227 But also if you have opportunities yourself

NOTE Confidence: 0.907327782

00:53:51.227 --> 00:53:55.460 to present a case or to present a poster,

NOTE Confidence: 0.907327782

00:53:55.460 --> 00:53:57.475 bring a younger colleague along

NOTE Confidence: 0.907327782

00:53:57.475 --> 00:54:00.292 or give them the chance to be the

NOTE Confidence: 0.907327782

00:54:00.292 --> 00:54:02.464 author and the presenter and others.

NOTE Confidence: 0.907327782

00:54:02.470 --> 00:54:05.510 Those are examples of sponsorship that

NOTE Confidence: 0.907327782

00:54:05.510 --> 00:54:09.380 we very much need to be very proactive about.

NOTE Confidence: 0.907327782

00:54:09.380 --> 00:54:10.403 And we're actively,

NOTE Confidence: 0.907327782

00:54:10.403 --> 00:54:12.790 and I hope this is another priority

NOTE Confidence: 0.907327782

00:54:12.860 --> 00:54:13.730 for this year,

NOTE Confidence: 0.907327782

00:54:13.730 --> 00:54:16.646 developing more very concrete

NOTE Confidence: 0.907327782

00:54:16.646 --> 00:54:21.020 mentoring plans for or more people.

NOTE Confidence: 0.907327782

00:54:21.020 --> 00:54:22.784 And we need to be much more  
NOTE Confidence: 0.907327782

00:54:22.784 --> 00:54:23.540 proactive about it.  
NOTE Confidence: 0.853274902222222

00:54:25.760 --> 00:54:28.049 I want though, to end by calling  
NOTE Confidence: 0.853274902222222

00:54:28.049 --> 00:54:31.300 your attention to things.  
NOTE Confidence: 0.853274902222222

00:54:31.300 --> 00:54:33.274 These are the values of the Yale  
NOTE Confidence: 0.853274902222222

00:54:33.274 --> 00:54:34.994 School of Medicine and these came  
NOTE Confidence: 0.853274902222222

00:54:34.994 --> 00:54:36.891 out of the Yale School of Medicine  
NOTE Confidence: 0.853274902222222

00:54:36.952 --> 00:54:39.956 Leadership Committee that was about now,  
NOTE Confidence: 0.853274902222222

00:54:39.956 --> 00:54:42.326 heaven knows three years ago  
NOTE Confidence: 0.853274902222222

00:54:42.326 --> 00:54:45.900 and 2019 or 2 1/2 years ago.  
NOTE Confidence: 0.853274902222222

00:54:45.900 --> 00:54:47.867 I was a part of that group.  
NOTE Confidence: 0.853274902222222

00:54:47.870 --> 00:54:49.665 And these were initially values  
NOTE Confidence: 0.853274902222222

00:54:49.665 --> 00:54:51.814 that were to guide leadership but  
NOTE Confidence: 0.853274902222222

00:54:51.814 --> 00:54:53.578 had been adopted by the school.  
NOTE Confidence: 0.853274902222222

00:54:53.580 --> 00:54:54.596 And if you'll notice,  
NOTE Confidence: 0.853274902222222

00:54:54.596 --> 00:54:55.866 we've been talking about a

NOTE Confidence: 0.853274902222222

00:54:55.866 --> 00:54:56.949 lot of these values.

NOTE Confidence: 0.853274902222222

00:54:56.950 --> 00:54:58.330 We've been talking about

NOTE Confidence: 0.853274902222222

00:54:58.330 --> 00:54:59.365 diversity and inclusion,

NOTE Confidence: 0.853274902222222

00:54:59.370 --> 00:55:01.530 and engaged in productive community.

NOTE Confidence: 0.853274902222222

00:55:01.530 --> 00:55:05.010 But in the spirit of growing our faculty.

NOTE Confidence: 0.853274902222222

00:55:05.010 --> 00:55:06.970 Generativity is the value

NOTE Confidence: 0.853274902222222

00:55:06.970 --> 00:55:09.528 that is most key to that.

NOTE Confidence: 0.853274902222222

00:55:09.530 --> 00:55:11.910 How do we think about the department,

NOTE Confidence: 0.853274902222222

00:55:11.910 --> 00:55:12.891 the place, the?

NOTE Confidence: 0.853274902222222

00:55:12.891 --> 00:55:16.269 How do we think about what we want it to be?

NOTE Confidence: 0.853274902222222

00:55:16.270 --> 00:55:19.094 For the colleagues that will come after us?

NOTE Confidence: 0.853274902222222

00:55:19.100 --> 00:55:23.310 That is absolutely totally central.

NOTE Confidence: 0.853274902222222

00:55:23.310 --> 00:55:27.038 So let me just conclude with reminding us.

NOTE Confidence: 0.853274902222222

00:55:27.040 --> 00:55:30.043 But these are our challenges in a

NOTE Confidence: 0.853274902222222

00:55:30.043 --> 00:55:32.570 time of tremendous social change.

NOTE Confidence: 0.853274902222222

00:55:32.570 --> 00:55:34.334 Cultural change adjusting  
NOTE Confidence: 0.8532749022222222

00:55:34.334 --> 00:55:37.274 to our post COVID world.  
NOTE Confidence: 0.8532749022222222

00:55:37.280 --> 00:55:41.041 The tsunami of behavioral health needs and  
NOTE Confidence: 0.8532749022222222

00:55:41.041 --> 00:55:43.746 nurturing and diversifying our community.  
NOTE Confidence: 0.8532749022222222

00:55:43.750 --> 00:55:47.270 We are meeting these in this time of  
NOTE Confidence: 0.8532749022222222

00:55:47.270 --> 00:55:49.650 tremendous upheaval and social change.  
NOTE Confidence: 0.8532749022222222

00:55:49.650 --> 00:55:53.570 And going with a social change model.  
NOTE Confidence: 0.8532749022222222

00:55:53.570 --> 00:55:55.550 My last two slides were actually  
NOTE Confidence: 0.8532749022222222

00:55:55.550 --> 00:55:57.290 my next to last line.  
NOTE Confidence: 0.8532749022222222

00:55:57.290 --> 00:56:00.221 That I'm about to put up is a suggestion  
NOTE Confidence: 0.8532749022222222

00:56:00.221 --> 00:56:02.723 for how we might work together.  
NOTE Confidence: 0.8532749022222222

00:56:02.730 --> 00:56:04.110 And and other meetings,  
NOTE Confidence: 0.8532749022222222

00:56:04.110 --> 00:56:07.025 Dean Brown has put up what she has  
NOTE Confidence: 0.8532749022222222

00:56:07.025 --> 00:56:08.950 called her rules of engagement.  
NOTE Confidence: 0.8532749022222222

00:56:08.950 --> 00:56:11.236 That's not exactly on the frame,  
NOTE Confidence: 0.8532749022222222

00:56:11.240 --> 00:56:13.795 and a social change kind of model.

NOTE Confidence: 0.85327490222222

00:56:13.800 --> 00:56:16.026 But I have borrowed some of those

NOTE Confidence: 0.85327490222222

00:56:16.026 --> 00:56:18.924 ideas and I want to suggest in this in

NOTE Confidence: 0.85327490222222

00:56:18.924 --> 00:56:22.130 that next to last slide how we work

NOTE Confidence: 0.85327490222222

00:56:22.130 --> 00:56:25.700 together and this is my adapted list.

NOTE Confidence: 0.85327490222222

00:56:25.700 --> 00:56:28.330 That we engage with discussion

NOTE Confidence: 0.85327490222222

00:56:28.330 --> 00:56:29.908 and planning together.

NOTE Confidence: 0.85327490222222

00:56:29.910 --> 00:56:31.618 That we share problems,

NOTE Confidence: 0.85327490222222

00:56:31.618 --> 00:56:34.180 but we also think about solutions.

NOTE Confidence: 0.85327490222222

00:56:34.180 --> 00:56:36.652 No surprises if you're worried about

NOTE Confidence: 0.85327490222222

00:56:36.652 --> 00:56:38.062 something or something's happening.

NOTE Confidence: 0.85327490222222

00:56:38.062 --> 00:56:40.183 Let's talk or come to me, whatever.

NOTE Confidence: 0.85327490222222

00:56:40.183 --> 00:56:40.929 Let's talk.

NOTE Confidence: 0.87979711

00:56:43.030 --> 00:56:46.278 Talk more, email less.

NOTE Confidence: 0.87979711

00:56:46.280 --> 00:56:47.890 And I truly mean that.

NOTE Confidence: 0.87979711

00:56:47.890 --> 00:56:49.948 Let's talk even if we have to

NOTE Confidence: 0.87979711

00:56:49.948 --> 00:56:52.180 talk over zoom, let's talk.  
NOTE Confidence: 0.87979711

00:56:52.180 --> 00:56:54.880 Uhm? Debate is healthy,  
NOTE Confidence: 0.87979711

00:56:54.880 --> 00:56:56.980 but then once we come together,  
NOTE Confidence: 0.87979711

00:56:56.980 --> 00:57:00.166 let's come together around our decisions.  
NOTE Confidence: 0.87979711

00:57:00.170 --> 00:57:02.498 And then I hope from this talk that  
NOTE Confidence: 0.87979711

00:57:02.498 --> 00:57:05.076 the last three will not be a surprise.  
NOTE Confidence: 0.87979711

00:57:05.080 --> 00:57:08.220 To express gratitude often.  
NOTE Confidence: 0.87979711

00:57:08.220 --> 00:57:10.368 We can talk about problems we  
NOTE Confidence: 0.87979711

00:57:10.368 --> 00:57:11.800 can talk about challenges,  
NOTE Confidence: 0.87979711

00:57:11.800 --> 00:57:14.968 but express gratitude often.  
NOTE Confidence: 0.87979711

00:57:14.970 --> 00:57:17.418 To listen with an open mind.  
NOTE Confidence: 0.87979711

00:57:17.420 --> 00:57:18.940 That's part of the diverse,  
NOTE Confidence: 0.87979711

00:57:18.940 --> 00:57:21.008 inclusive belonging community we  
NOTE Confidence: 0.87979711

00:57:21.008 --> 00:57:24.368 want to create and to be genuinely  
NOTE Confidence: 0.87979711

00:57:24.368 --> 00:57:25.952 curious about perspectives.  
NOTE Confidence: 0.87979711

00:57:25.952 --> 00:57:30.480 And to reach them for our best cells.

NOTE Confidence: 0.87979711

00:57:30.480 --> 00:57:32.860 So I want to return in the

NOTE Confidence: 0.87979711

00:57:32.860 --> 00:57:35.500 last minute to this.

NOTE Confidence: 0.87979711

00:57:35.500 --> 00:57:38.489 To return to matters of the heart.

NOTE Confidence: 0.87979711

00:57:38.490 --> 00:57:41.506 And as we talk about our best selves

NOTE Confidence: 0.87979711

00:57:41.510 --> 00:57:44.135 to encourage all of us for that.

NOTE Confidence: 0.87979711

00:57:44.140 --> 00:57:46.595 And to actually intentionally and

NOTE Confidence: 0.87979711

00:57:46.595 --> 00:57:49.440 clearly renew my commitment to you.

NOTE Confidence: 0.87979711

00:57:49.440 --> 00:57:52.950 For my stewardship on this department.

NOTE Confidence: 0.87979711

00:57:52.950 --> 00:57:55.890 My commitment to this community.

NOTE Confidence: 0.87979711

00:57:55.890 --> 00:57:57.648 And my commitment to see that

NOTE Confidence: 0.87979711

00:57:57.648 --> 00:57:59.240 we will thrive and flourish

NOTE Confidence: 0.87979711

00:57:59.240 --> 00:58:01.334 and we will come back together.

NOTE Confidence: 0.87979711

00:58:01.340 --> 00:58:05.716 We have had 552 tremendously turbulent days.

NOTE Confidence: 0.87979711

00:58:05.716 --> 00:58:08.710 Our hearts are weathered and worn,

NOTE Confidence: 0.87979711

00:58:08.710 --> 00:58:10.500 but they have borne it.

NOTE Confidence: 0.87979711

00:58:10.500 --> 00:58:13.560 And let's make those 552 days.  
NOTE Confidence: 0.87979711

00:58:13.560 --> 00:58:14.568 Then worth it.  
NOTE Confidence: 0.87979711

00:58:14.568 --> 00:58:16.248 Let's make what we did,  
NOTE Confidence: 0.87979711

00:58:16.250 --> 00:58:19.239 worth it and come back together with  
NOTE Confidence: 0.87979711

00:58:19.239 --> 00:58:22.079 this department in mind in the future.  
NOTE Confidence: 0.87979711

00:58:22.080 --> 00:58:22.788 In mind,  
NOTE Confidence: 0.87979711

00:58:22.788 --> 00:58:24.912 for a thriving and strong and  
NOTE Confidence: 0.87979711

00:58:24.912 --> 00:58:26.385 excellent place that people  
NOTE Confidence: 0.87979711

00:58:26.385 --> 00:58:28.120 will really want to work.  
NOTE Confidence: 0.87979711

00:58:28.120 --> 00:58:30.668 And once they stay for their lifetime.  
NOTE Confidence: 0.87979711

00:58:30.670 --> 00:58:32.010 So thank you so much.  
NOTE Confidence: 0.78374267

00:58:38.880 --> 00:58:40.305 Now, I believe we're going to  
NOTE Confidence: 0.78374267

00:58:40.305 --> 00:58:41.490 try questions on zoom although.  
NOTE Confidence: 0.78935671625

00:58:43.660 --> 00:58:45.508 And I'm going to unstop stop the share.  
NOTE Confidence: 0.853997461

00:58:45.550 --> 00:58:48.850 You can stuff to share and we're going to try  
NOTE Confidence: 0.833559683636364

00:58:48.880 --> 00:58:50.250 realize how many. How many



NOTE Confidence: 0.833559683636364  
00:58:50.250 --> 00:58:52.190 phrases are now in our lexicons?  
NOTE Confidence: 0.833559683636364  
00:58:52.190 --> 00:58:53.890 Stop the share your muted.  
NOTE Confidence: 0.92649174  
00:58:57.570 --> 00:59:00.310 Yeah, trying to figure it out, yeah?  
NOTE Confidence: 0.73062945  
00:59:04.560 --> 00:59:08.220 Yes, so Larry will question their enemies.  
NOTE Confidence: 0.73062945  
00:59:08.220 --> 00:59:10.220 Assume that wants to raise their hand.  
NOTE Confidence: 0.73062945  
00:59:10.220 --> 00:59:12.860 We lemme ask you to raise your hand  
NOTE Confidence: 0.73062945  
00:59:12.860 --> 00:59:15.058 and we'll we'll call on you to  
NOTE Confidence: 0.73062945  
00:59:15.060 --> 00:59:18.060 say state your question. The first  
NOTE Confidence: 0.871554664444445  
00:59:20.190 --> 00:59:22.092 I mean, this makes us all  
NOTE Confidence: 0.871554664444445  
00:59:22.092 --> 00:59:24.049 proud to be an apartment video.  
NOTE Confidence: 0.871554664444445  
00:59:24.050 --> 00:59:27.020 That's just. It just feels like.  
NOTE Confidence: 0.871554664444445  
00:59:27.020 --> 00:59:30.476 Yeah, but you know it's really somewhere  
NOTE Confidence: 0.871554664444445  
00:59:30.476 --> 00:59:33.280 for us to go and something you said  
NOTE Confidence: 0.871554664444445  
00:59:33.280 --> 00:59:34.840 that I just really want to size and  
NOTE Confidence: 0.871554664444445  
00:59:34.840 --> 00:59:36.060 that is around the diversification.  
NOTE Confidence: 0.871554664444445

00:59:36.060 --> 00:59:38.976 I feel like we've all needed to survive.  
NOTE Confidence: 0.871554664444445

00:59:38.976 --> 00:59:40.190 Yes, it's not. It's  
NOTE Confidence: 0.894744344285714

00:59:40.200 --> 00:59:43.560 not just for the benefit of university  
NOTE Confidence: 0.8122286575

00:59:43.570 --> 00:59:45.873 as a whole, but really individually write  
NOTE Confidence: 0.8122286575

00:59:45.873 --> 00:59:48.028 this apartment to survive and that you  
NOTE Confidence: 0.8122286575

00:59:48.028 --> 00:59:50.954 know when we were in the olden days,  
NOTE Confidence: 0.8122286575

00:59:50.954 --> 00:59:54.979 our little silos. Wasn't so great.  
NOTE Confidence: 0.8122286575

00:59:54.980 --> 00:59:58.619 Burnout existed, right?  
NOTE Confidence: 0.8122286575

00:59:58.620 --> 01:00:00.932 Seeing so many cases for researchers,  
NOTE Confidence: 0.8122286575

01:00:00.932 --> 01:00:03.169 you know going crazy.  
NOTE Confidence: 0.8122286575

01:00:03.170 --> 01:00:05.520 With their next grant funding,  
NOTE Confidence: 0.8122286575

01:00:05.520 --> 01:00:07.320 it doesn't work, and so I just want to  
NOTE Confidence: 0.875486694285714

01:00:07.330 --> 01:00:10.414 say that we've given us the  
NOTE Confidence: 0.875486694285714

01:00:10.414 --> 01:00:11.698 opportunity. Lots of people.  
NOTE Confidence: 0.859796543333333

01:00:14.490 --> 01:00:15.900 And I just think that's great. That's really  
NOTE Confidence: 0.77996681

01:00:15.910 --> 01:00:17.138 helpful. Thank you, Larry.

NOTE Confidence: 0.838240915  
01:00:21.090 --> 01:00:22.390 Got anything on Zune?  
NOTE Confidence: 0.720611904  
01:00:25.930 --> 01:00:27.530 Encourage again the zoom people.  
NOTE Confidence: 0.720611904  
01:00:27.530 --> 01:00:29.770 Yeah if you want on questions we really  
NOTE Confidence: 0.720611904  
01:00:29.770 --> 01:00:32.915 are open on zoom and let me just see  
NOTE Confidence: 0.720611904  
01:00:32.915 --> 01:00:36.409 I think I see something in chat here.  
NOTE Confidence: 0.720611904  
01:00:36.410 --> 01:00:38.040 Those were earlier messaging OK.  
NOTE Confidence: 0.913718014  
01:00:40.680 --> 01:00:41.990 Did I hear something Ding?  
NOTE Confidence: 0.8626055375  
01:00:44.330 --> 01:00:45.278 That's over there, OK?  
NOTE Confidence: 0.905123915  
01:00:50.710 --> 01:00:51.320 Yes, Jim.  
NOTE Confidence: 0.96912367  
01:00:55.740 --> 01:00:56.190 Thank you.  
NOTE Confidence: 0.830550606  
01:01:01.470 --> 01:01:03.240 Thank you John, thank you.  
NOTE Confidence: 0.901573362142857  
01:01:06.890 --> 01:01:09.249 We will post these slides and I  
NOTE Confidence: 0.901573362142857  
01:01:09.249 --> 01:01:11.638 think we and I'm very open for  
NOTE Confidence: 0.901573362142857  
01:01:11.640 --> 01:01:13.100 questions submitted by email.  
NOTE Confidence: 0.901573362142857  
01:01:13.100 --> 01:01:16.520 I'm open for any kind of dialogue, obviously.  
NOTE Confidence: 0.773991298333333

01:01:19.010 --> 01:01:22.000 We have a shy zoom craft well

NOTE Confidence: 0.773991298333333

01:01:22.000 --> 01:01:24.310 right well? Through the.

NOTE Confidence: 0.896812600909091

01:01:27.380 --> 01:01:29.005 Well, I understand I actually

NOTE Confidence: 0.896812600909091

01:01:29.005 --> 01:01:30.980 understand those of you on zoom.

NOTE Confidence: 0.896812600909091

01:01:30.980 --> 01:01:32.779 I understand 'cause this is our first

NOTE Confidence: 0.896812600909091

01:01:32.779 --> 01:01:35.133 time to do it this way and we've got

NOTE Confidence: 0.896812600909091

01:01:35.133 --> 01:01:37.312 people here in person and I think it.

NOTE Confidence: 0.896812600909091

01:01:37.312 --> 01:01:39.109 We've got to learn how to do it.

NOTE Confidence: 0.945826706666667

01:01:43.210 --> 01:01:45.680 OK, well thank you so much, I appreciate it.