

WEBVTT

NOTE duration:"00:47:53"

NOTE recognizability:0.869

NOTE language:en-us

NOTE Confidence: 0.878123498518519

00:00:00.000 --> 00:00:01.398 Doctor Brown served for 9 years

NOTE Confidence: 0.878123498518519

00:00:01.398 --> 00:00:03.478 as the chair of the Department of

NOTE Confidence: 0.878123498518519

00:00:03.478 --> 00:00:05.293 Medicine at Vanderbilt Development of

NOTE Confidence: 0.878123498518519

00:00:05.293 --> 00:00:07.158 infrastructure to promote the career

NOTE Confidence: 0.878123498518519

00:00:07.158 --> 00:00:08.606 success of physician scientists.

NOTE Confidence: 0.878123498518519

00:00:08.610 --> 00:00:11.081 She founded the Vanderbilt Master of Science

NOTE Confidence: 0.878123498518519

00:00:11.081 --> 00:00:12.989 and Clinical Investigation program in 2000,

NOTE Confidence: 0.878123498518519

00:00:12.990 --> 00:00:15.480 served as associate Dean for clinical

NOTE Confidence: 0.878123498518519

00:00:15.480 --> 00:00:17.140 and Translational Scientist development

NOTE Confidence: 0.878123498518519

00:00:17.199 --> 00:00:19.028 at Vanderbilt from 2006 to 2010,

NOTE Confidence: 0.878123498518519

00:00:19.028 --> 00:00:21.518 and is the director of the Division of

NOTE Confidence: 0.878123498518519

00:00:21.518 --> 00:00:23.957 Clinical Pharmacology from 2009 to 2010.

NOTE Confidence: 0.878123498518519

00:00:23.957 --> 00:00:25.902 Doctor Brown's NIH funded research

NOTE Confidence: 0.878123498518519

00:00:25.902 --> 00:00:27.887 focuses on cardiovascular pharmacology

NOTE Confidence: 0.878123498518519

00:00:27.887 --> 00:00:30.717 and vascular biology and humans.

NOTE Confidence: 0.878123498518519

00:00:30.720 --> 00:00:32.352 She's particularly interested in

NOTE Confidence: 0.878123498518519

00:00:32.352 --> 00:00:33.984 understanding the mechanisms of

NOTE Confidence: 0.878123498518519

00:00:33.984 --> 00:00:35.240 antihypertensive and antidiabetic

NOTE Confidence: 0.878123498518519

00:00:35.240 --> 00:00:37.200 drugs that are peptidase inhibitors,

NOTE Confidence: 0.878123498518519

00:00:37.200 --> 00:00:39.332 including the angiotensin converting

NOTE Confidence: 0.878123498518519

00:00:39.332 --> 00:00:40.398 enzyme inhibitors,

NOTE Confidence: 0.878123498518519

00:00:40.400 --> 00:00:42.884 dipeptidyl peptidase 4 inhibitors,

NOTE Confidence: 0.878123498518519

00:00:42.884 --> 00:00:44.747 and neprilysin inhibitors.

NOTE Confidence: 0.878123498518519

00:00:44.750 --> 00:00:46.470 Our group has a loose stated not only

NOTE Confidence: 0.878123498518519

00:00:46.470 --> 00:00:48.229 how these drugs decrease inflammation,

NOTE Confidence: 0.878123498518519

00:00:48.230 --> 00:00:48.994 enhance fibrinolysis,

NOTE Confidence: 0.878123498518519

00:00:48.994 --> 00:00:50.904 the breakdown of blood clots,

NOTE Confidence: 0.878123498518519

00:00:50.910 --> 00:00:52.150 and improve glucose homeostasis,

NOTE Confidence: 0.878123498518519

00:00:52.150 --> 00:00:54.377 but also how they interact with one

NOTE Confidence: 0.878123498518519
00:00:54.377 --> 00:00:56.249 another and sometimes cause side effects.
NOTE Confidence: 0.878123498518519
00:00:56.250 --> 00:00:57.902 This understanding leads to
NOTE Confidence: 0.878123498518519
00:00:57.902 --> 00:00:59.554 optimizing outcomes in patients
NOTE Confidence: 0.878123498518519
00:00:59.554 --> 00:01:01.139 with hypertension and diabetes.
NOTE Confidence: 0.878123498518519
00:01:01.140 --> 00:01:03.604 Doctor Brown received her AB in molecular
NOTE Confidence: 0.878123498518519
00:01:03.604 --> 00:01:05.272 biophysics and biochemistry from Yale
NOTE Confidence: 0.878123498518519
00:01:05.272 --> 00:01:07.218 and her MD from Harvard Medical School.
NOTE Confidence: 0.878123498518519
00:01:07.220 --> 00:01:08.760 She completed her clinical training
NOTE Confidence: 0.878123498518519
00:01:08.760 --> 00:01:10.300 at a fellowship in clinical
NOTE Confidence: 0.878123498518519
00:01:10.357 --> 00:01:12.217 pharmacology at Vanderbilt University.
NOTE Confidence: 0.878123498518519
00:01:12.220 --> 00:01:14.236 Doctor Brown is a fellow of the American
NOTE Confidence: 0.878123498518519
00:01:14.236 --> 00:01:15.528 Association for the Advancement of
NOTE Confidence: 0.878123498518519
00:01:15.528 --> 00:01:17.257 Science and a member of the American
NOTE Confidence: 0.878123498518519
00:01:17.309 --> 00:01:18.837 Society of Clinical Investigation,
NOTE Confidence: 0.878123498518519
00:01:18.840 --> 00:01:20.860 the Association of American Physicians,
NOTE Confidence: 0.878123498518519

00:01:20.860 --> 00:01:22.560 the National Academy of Medicine,
NOTE Confidence: 0.878123498518519

00:01:22.560 --> 00:01:24.045 and the American Academy of
NOTE Confidence: 0.878123498518519

00:01:24.045 --> 00:01:24.936 Arts and Sciences.
NOTE Confidence: 0.878123498518519

00:01:24.940 --> 00:01:26.508 She is a master of the American
NOTE Confidence: 0.878123498518519

00:01:26.508 --> 00:01:27.902 College of Physicians and a Fellow
NOTE Confidence: 0.878123498518519

00:01:27.902 --> 00:01:29.252 of the Royal College of Physicians.
NOTE Confidence: 0.878123498518519

00:01:29.260 --> 00:01:30.590 She has served on the
NOTE Confidence: 0.878123498518519

00:01:30.590 --> 00:01:31.388 National advisory Research.
NOTE Confidence: 0.878123498518519

00:01:31.390 --> 00:01:33.076 Resources Council and the National Heart,
NOTE Confidence: 0.878123498518519

00:01:33.080 --> 00:01:34.820 lung and Blood Advisory Council of
NOTE Confidence: 0.878123498518519

00:01:34.820 --> 00:01:36.360 the National Institutes of Health.
NOTE Confidence: 0.878123498518519

00:01:36.360 --> 00:01:38.184 Doctor Brown currently serves on the
NOTE Confidence: 0.878123498518519

00:01:38.184 --> 00:01:39.728 Visiting committee for Harvard Medical
NOTE Confidence: 0.878123498518519

00:01:39.728 --> 00:01:41.133 School and the External Advisory
NOTE Confidence: 0.878123498518519

00:01:41.133 --> 00:01:42.958 Board for the Harvard MIT Health
NOTE Confidence: 0.878123498518519

00:01:42.958 --> 00:01:44.258 Sciences and Technology program.

NOTE Confidence: 0.878123498518519
00:01:44.260 --> 00:01:44.639 Finally,
NOTE Confidence: 0.878123498518519
00:01:44.639 --> 00:01:47.292 she's a member of the Scientific Advisory
NOTE Confidence: 0.878123498518519
00:01:47.292 --> 00:01:49.639 Board for Alnylam Pharmaceuticals.
NOTE Confidence: 0.878123498518519
00:01:49.640 --> 00:01:50.858 Thank you very much, Dean Brown,
NOTE Confidence: 0.878123498518519
00:01:50.860 --> 00:01:52.330 and cheers to take away.
NOTE Confidence: 0.776611345
00:01:52.840 --> 00:01:54.286 Thank you. Ariel and I will
NOTE Confidence: 0.776611345
00:01:54.286 --> 00:01:55.250 share some slides here.
NOTE Confidence: 0.866126308
00:02:02.920 --> 00:02:05.423 Can you all see those? Great.
NOTE Confidence: 0.866126308
00:02:05.423 --> 00:02:07.404 So thank you for the invitation to
NOTE Confidence: 0.866126308
00:02:07.404 --> 00:02:09.505 speak and and for those of you who
NOTE Confidence: 0.866126308
00:02:09.505 --> 00:02:11.318 have seen the state of the school,
NOTE Confidence: 0.866126308
00:02:11.320 --> 00:02:13.120 there will be some repetition,
NOTE Confidence: 0.866126308
00:02:13.120 --> 00:02:16.090 but some some updates as well.
NOTE Confidence: 0.866126308
00:02:16.090 --> 00:02:18.442 And the title of this is really
NOTE Confidence: 0.866126308
00:02:18.442 --> 00:02:20.857 to think with you about how we
NOTE Confidence: 0.866126308

00:02:20.857 --> 00:02:24.299 become all that we can, we can be.

NOTE Confidence: 0.866126308

00:02:24.299 --> 00:02:27.857 And I will start by reminding

NOTE Confidence: 0.866126308

00:02:27.860 --> 00:02:30.245 of our mission statement because

NOTE Confidence: 0.866126308

00:02:30.245 --> 00:02:33.175 everything that I'm going to talk

NOTE Confidence: 0.866126308

00:02:33.175 --> 00:02:35.460 to about today really derives.

NOTE Confidence: 0.866126308

00:02:35.460 --> 00:02:37.052 From this Commission first,

NOTE Confidence: 0.866126308

00:02:37.052 --> 00:02:39.440 that we educate and nurture creative

NOTE Confidence: 0.866126308

00:02:39.506 --> 00:02:42.008 leaders in medicine and science by

NOTE Confidence: 0.866126308

00:02:42.008 --> 00:02:43.676 promoting curiosity and critical

NOTE Confidence: 0.866126308

00:02:43.739 --> 00:02:45.824 inquiry in an inclusive environment

NOTE Confidence: 0.866126308

00:02:45.824 --> 00:02:47.909 which is enriched by diversity.

NOTE Confidence: 0.866126308

00:02:47.910 --> 00:02:49.815 Also that we advanced discovery

NOTE Confidence: 0.866126308

00:02:49.815 --> 00:02:51.339 and innovation fostered by

NOTE Confidence: 0.866126308

00:02:51.339 --> 00:02:52.686 partnerships across the university

NOTE Confidence: 0.866126308

00:02:52.686 --> 00:02:54.793 and our local community as well as

NOTE Confidence: 0.866126308

00:02:54.849 --> 00:02:56.569 other institutions in the world.

NOTE Confidence: 0.866126308

00:02:56.570 --> 00:02:58.620 And that we care for

NOTE Confidence: 0.866126308

00:02:58.620 --> 00:02:59.850 patients with compassion,

NOTE Confidence: 0.866126308

00:02:59.850 --> 00:03:01.520 but also commit to improving

NOTE Confidence: 0.866126308

00:03:01.520 --> 00:03:03.190 the health of all people.

NOTE Confidence: 0.866126308

00:03:03.190 --> 00:03:06.054 So as I think about the strategic planning.

NOTE Confidence: 0.866126308

00:03:06.060 --> 00:03:08.949 That we've done over the last 2 1/2 years,

NOTE Confidence: 0.866126308

00:03:08.950 --> 00:03:11.704 often in specific areas like education

NOTE Confidence: 0.866126308

00:03:11.704 --> 00:03:14.430 or research or clinical enterprise.

NOTE Confidence: 0.866126308

00:03:14.430 --> 00:03:16.210 There are several cross cutting

NOTE Confidence: 0.866126308

00:03:16.210 --> 00:03:18.419 themes that I'd like to highlight

NOTE Confidence: 0.866126308

00:03:18.419 --> 00:03:20.800 as we talked today and the first

NOTE Confidence: 0.866126308

00:03:20.800 --> 00:03:22.660 is this creation of an environment

NOTE Confidence: 0.866126308

00:03:22.660 --> 00:03:25.004 of inclusive excellence where every

NOTE Confidence: 0.866126308

00:03:25.004 --> 00:03:27.266 member of our Community can thrive.

NOTE Confidence: 0.866126308

00:03:27.270 --> 00:03:29.366 And to which we can continue to

NOTE Confidence: 0.866126308

00:03:29.366 --> 00:03:31.382 recruit the best talent in the world.
NOTE Confidence: 0.866126308

00:03:31.390 --> 00:03:34.186 We have amazing people at Yale,
NOTE Confidence: 0.866126308

00:03:34.190 --> 00:03:36.620 and much of our investments over
NOTE Confidence: 0.866126308

00:03:36.620 --> 00:03:39.573 the last few years is creating a
NOTE Confidence: 0.866126308

00:03:39.573 --> 00:03:41.778 culture that enables people to
NOTE Confidence: 0.866126308

00:03:41.778 --> 00:03:43.566 reach their full potential.
NOTE Confidence: 0.866126308

00:03:43.570 --> 00:03:45.922 And I'll talk a lot about how we
NOTE Confidence: 0.866126308

00:03:45.922 --> 00:03:48.260 are working on climate and how we're
NOTE Confidence: 0.866126308

00:03:48.260 --> 00:03:51.220 working on career development.
NOTE Confidence: 0.866126308

00:03:51.220 --> 00:03:53.922 A second cross cutting theme is the
NOTE Confidence: 0.866126308

00:03:53.922 --> 00:03:56.460 notion of breaking down silos across
NOTE Confidence: 0.866126308

00:03:56.460 --> 00:03:58.640 departments between the school and
NOTE Confidence: 0.866126308

00:03:58.640 --> 00:04:01.300 our Yale New Haven Health system,
NOTE Confidence: 0.866126308

00:04:01.300 --> 00:04:04.348 between the school and our other
NOTE Confidence: 0.866126308

00:04:04.348 --> 00:04:06.320 collaborators and the institution
NOTE Confidence: 0.866126308

00:04:06.320 --> 00:04:07.640 in the university.

NOTE Confidence: 0.866126308
00:04:07.640 --> 00:04:09.400 And by doing this,
NOTE Confidence: 0.866126308
00:04:09.400 --> 00:04:11.290 how we promote interdisciplinary research
NOTE Confidence: 0.866126308
00:04:11.290 --> 00:04:13.920 to increase the impact of our science.
NOTE Confidence: 0.866126308
00:04:13.920 --> 00:04:16.170 Our science has always been excellent.
NOTE Confidence: 0.866126308
00:04:16.170 --> 00:04:18.558 But we can do higher impact
NOTE Confidence: 0.866126308
00:04:18.558 --> 00:04:20.150 science through doing this.
NOTE Confidence: 0.866126308
00:04:20.150 --> 00:04:23.942 Related to that is building resources
NOTE Confidence: 0.866126308
00:04:23.942 --> 00:04:26.470 that serve biomedical discovery.
NOTE Confidence: 0.866126308
00:04:26.470 --> 00:04:28.465 So as a a School of Medicine,
NOTE Confidence: 0.866126308
00:04:28.470 --> 00:04:30.680 we are always thinking about
NOTE Confidence: 0.866126308
00:04:30.680 --> 00:04:31.564 recruiting talent,
NOTE Confidence: 0.866126308
00:04:31.570 --> 00:04:34.514 but we also need to build the cross
NOTE Confidence: 0.866126308
00:04:34.514 --> 00:04:36.438 cutting resources that enable discoveries.
NOTE Confidence: 0.866126308
00:04:36.438 --> 00:04:39.210 And so we'll talk about some of
NOTE Confidence: 0.866126308
00:04:39.285 --> 00:04:41.480 our investments in those areas.
NOTE Confidence: 0.866126308

00:04:41.480 --> 00:04:42.899 And then lastly,
NOTE Confidence: 0.866126308

00:04:42.899 --> 00:04:45.264 you know our clinical mission
NOTE Confidence: 0.866126308

00:04:45.264 --> 00:04:47.100 is extremely important.
NOTE Confidence: 0.866126308

00:04:47.100 --> 00:04:49.320 We provide care often for underserved
NOTE Confidence: 0.866126308

00:04:49.320 --> 00:04:51.811 in our community and we do that
NOTE Confidence: 0.866126308

00:04:51.811 --> 00:04:53.689 in our partnership with the owner
NOTE Confidence: 0.866126308

00:04:53.689 --> 00:04:55.633 even health system and we are
NOTE Confidence: 0.866126308

00:04:55.633 --> 00:04:57.198 working a great deal on,
NOTE Confidence: 0.866126308

00:04:57.200 --> 00:04:59.894 on aligning to become the premier
NOTE Confidence: 0.866126308

00:04:59.894 --> 00:05:02.508 academic health system that we can be.
NOTE Confidence: 0.866126308

00:05:02.510 --> 00:05:04.190 So we'll talk a little bit about leadership.
NOTE Confidence: 0.866126308

00:05:04.190 --> 00:05:06.584 As I say we we are in the business
NOTE Confidence: 0.866126308

00:05:06.584 --> 00:05:08.835 of recruiting talent and that
NOTE Confidence: 0.866126308

00:05:08.835 --> 00:05:10.810 means both excellence in research,
NOTE Confidence: 0.866126308

00:05:10.810 --> 00:05:12.398 education and clinical work,
NOTE Confidence: 0.866126308

00:05:12.398 --> 00:05:15.208 but also people who share the values

NOTE Confidence: 0.866126308

00:05:15.208 --> 00:05:17.665 of our school and who are leaders.

NOTE Confidence: 0.866126308

00:05:17.670 --> 00:05:19.430 This highlights some recent

NOTE Confidence: 0.866126308

00:05:19.430 --> 00:05:22.070 recruitments over the last few years,

NOTE Confidence: 0.844637143333334

00:05:22.070 --> 00:05:24.527 most recently for example Eric Weiner and

NOTE Confidence: 0.844637143333334

00:05:24.527 --> 00:05:27.105 joined us in February as the director

NOTE Confidence: 0.844637143333334

00:05:27.105 --> 00:05:28.982 of our Cancer Center investments

NOTE Confidence: 0.844637143333334

00:05:28.982 --> 00:05:31.816 in some of our research centers.

NOTE Confidence: 0.844637143333334

00:05:31.816 --> 00:05:34.188 Leadership Anton Bennett in

NOTE Confidence: 0.844637143333334

00:05:34.188 --> 00:05:36.560 molecular and systems metabolism,

NOTE Confidence: 0.844637143333334

00:05:36.560 --> 00:05:38.308 Carlos Fernandez Hernando in

NOTE Confidence: 0.844637143333334

00:05:38.308 --> 00:05:40.056 vascular biology and Therapeutics,

NOTE Confidence: 0.844637143333334

00:05:40.060 --> 00:05:42.694 and Akiko Osaki leading a new

NOTE Confidence: 0.844637143333334

00:05:42.694 --> 00:05:45.270 Center for infection and immunity.

NOTE Confidence: 0.844637143333334

00:05:45.270 --> 00:05:48.375 We've also recruited leaders both

NOTE Confidence: 0.844637143333334

00:05:48.375 --> 00:05:51.480 internally and externally into deputy

NOTE Confidence: 0.844637143333334

00:05:51.568 --> 00:05:53.926 Deans roles and I would highlight
NOTE Confidence: 0.844637143333334

00:05:53.926 --> 00:05:56.598 these three Bob Rorbach who is leading
NOTE Confidence: 0.844637143333334

00:05:56.598 --> 00:05:59.148 our efforts in professionalism and
NOTE Confidence: 0.844637143333334

00:05:59.148 --> 00:06:01.188 leadership development and really
NOTE Confidence: 0.844637143333334

00:06:01.257 --> 00:06:03.201 establishing an infrastructure where
NOTE Confidence: 0.844637143333334

00:06:03.201 --> 00:06:05.702 we can recognize when a faculty
NOTE Confidence: 0.844637143333334

00:06:05.702 --> 00:06:07.634 member or a staff member or even
NOTE Confidence: 0.844637143333334

00:06:07.634 --> 00:06:10.057 a student are struggling with
NOTE Confidence: 0.844637143333334

00:06:10.057 --> 00:06:11.617 issues around professionalism.
NOTE Confidence: 0.844637143333334

00:06:11.620 --> 00:06:14.000 We can recognize that early
NOTE Confidence: 0.844637143333334

00:06:14.000 --> 00:06:15.428 make early interventions.
NOTE Confidence: 0.844637143333334

00:06:15.430 --> 00:06:20.986 To really change our culture overall.
NOTE Confidence: 0.844637143333334

00:06:20.990 --> 00:06:23.846 Dante's joined us a little over a
NOTE Confidence: 0.844637143333334

00:06:23.846 --> 00:06:27.389 year ago from UT Southwestern and is
NOTE Confidence: 0.844637143333334

00:06:27.389 --> 00:06:30.169 bringing new processes and analytics
NOTE Confidence: 0.844637143333334

00:06:30.169 --> 00:06:32.753 that enable efficiencies and less,

NOTE Confidence: 0.844637143333334

00:06:32.753 --> 00:06:34.166 I would say.

NOTE Confidence: 0.90751085125

00:06:36.480 --> 00:06:39.342 Bureaucracy for our faculty and then

NOTE Confidence: 0.90751085125

00:06:39.342 --> 00:06:41.299 most recently, doctor Peggy McGovern

NOTE Confidence: 0.90751085125

00:06:41.299 --> 00:06:44.100 has joined us as CEO of Yale Medicine

NOTE Confidence: 0.90751085125

00:06:44.100 --> 00:06:46.900 and is our Deputy for Clinical Affairs.

NOTE Confidence: 0.90751085125

00:06:46.900 --> 00:06:49.224 And we'll talk about what that has

NOTE Confidence: 0.90751085125

00:06:49.224 --> 00:06:51.140 enabled in terms of alignment.

NOTE Confidence: 0.90751085125

00:06:51.140 --> 00:06:52.660 In education, of course.

NOTE Confidence: 0.90751085125

00:06:52.660 --> 00:06:54.560 John Francis joined us about

NOTE Confidence: 0.90751085125

00:06:54.560 --> 00:06:56.957 November a year ago as our associate

NOTE Confidence: 0.90751085125

00:06:56.957 --> 00:06:58.257 Dean for Student Affairs.

NOTE Confidence: 0.90751085125

00:06:58.260 --> 00:07:00.170 Veronica Chang assumed the position

NOTE Confidence: 0.90751085125

00:07:00.170 --> 00:07:02.080 of assistant Dean for admissions,

NOTE Confidence: 0.90751085125

00:07:02.080 --> 00:07:04.585 and Marietta Vasquez became associate

NOTE Confidence: 0.90751085125

00:07:04.585 --> 00:07:07.090 Dean for medical student diversity.

NOTE Confidence: 0.90751085125

00:07:07.090 --> 00:07:09.130 There are other things going on in the
NOTE Confidence: 0.90751085125

00:07:09.130 --> 00:07:10.671 campus outside the School of Medicine
NOTE Confidence: 0.90751085125

00:07:10.671 --> 00:07:12.630 that impact on the School of Medicine.
NOTE Confidence: 0.90751085125

00:07:12.630 --> 00:07:16.958 And one is the creation of a freestanding
NOTE Confidence: 0.90751085125

00:07:16.960 --> 00:07:18.675 school of engineering and applied
NOTE Confidence: 0.90751085125

00:07:18.675 --> 00:07:20.810 science led by Dean Jeff Brock,
NOTE Confidence: 0.90751085125

00:07:20.810 --> 00:07:22.466 who has been a tremendous partner,
NOTE Confidence: 0.90751085125

00:07:22.470 --> 00:07:24.558 and I'll talk about that as I talk
NOTE Confidence: 0.90751085125

00:07:24.558 --> 00:07:25.750 about biomedical informatics.
NOTE Confidence: 0.90751085125

00:07:25.750 --> 00:07:29.244 And the other is the full separation
NOTE Confidence: 0.90751085125

00:07:29.244 --> 00:07:31.463 of the Yale School of Public Health,
NOTE Confidence: 0.90751085125

00:07:31.470 --> 00:07:33.278 anticipated after the recruitment
NOTE Confidence: 0.90751085125

00:07:33.278 --> 00:07:36.470 of the new Dean to become a self
NOTE Confidence: 0.90751085125

00:07:36.470 --> 00:07:37.505 supporting and independent.
NOTE Confidence: 0.90751085125

00:07:37.510 --> 00:07:39.550 Right now the School of Public
NOTE Confidence: 0.90751085125

00:07:39.550 --> 00:07:41.866 Health is something in an in between

NOTE Confidence: 0.90751085125

00:07:41.866 --> 00:07:43.931 situation where it is has a Dean

NOTE Confidence: 0.90751085125

00:07:44.002 --> 00:07:45.637 appointed by the President and

NOTE Confidence: 0.90751085125

00:07:45.637 --> 00:07:47.693 sets many of its own policies.

NOTE Confidence: 0.90751085125

00:07:47.693 --> 00:07:50.584 But financially is acts as a department

NOTE Confidence: 0.90751085125

00:07:50.584 --> 00:07:53.700 in the School of Medicine and Melinda

NOTE Confidence: 0.90751085125

00:07:53.700 --> 00:07:56.340 Irwin has recently chaired a search

NOTE Confidence: 0.90751085125

00:07:56.340 --> 00:07:59.780 and and there are finalists for that

NOTE Confidence: 0.90751085125

00:07:59.780 --> 00:08:02.260 permanent Dean's position and our

NOTE Confidence: 0.90751085125

00:08:02.340 --> 00:08:05.060 interim Dean is Melinda Pettigrew.

NOTE Confidence: 0.90751085125

00:08:05.060 --> 00:08:08.404 So one of the ways that we create

NOTE Confidence: 0.90751085125

00:08:08.404 --> 00:08:10.620 an environment that is inclusive is

NOTE Confidence: 0.90751085125

00:08:10.620 --> 00:08:12.000 by celebrating the accomplishments

NOTE Confidence: 0.90751085125

00:08:12.000 --> 00:08:13.200 of our faculty.

NOTE Confidence: 0.90751085125

00:08:13.200 --> 00:08:15.790 And we often do this with traditional

NOTE Confidence: 0.90751085125

00:08:15.790 --> 00:08:17.376 academic accomplishments as shown

NOTE Confidence: 0.90751085125

00:08:17.376 --> 00:08:19.451 here election into the American
NOTE Confidence: 0.90751085125

00:08:19.451 --> 00:08:21.111 Society for Clinical Investigation,
NOTE Confidence: 0.90751085125

00:08:21.120 --> 00:08:23.028 National Academy, etcetera.
NOTE Confidence: 0.90751085125

00:08:23.028 --> 00:08:26.844 Or large awards like the awards
NOTE Confidence: 0.90751085125

00:08:26.844 --> 00:08:30.102 garnered by Doctor de Camilli and
NOTE Confidence: 0.90751085125

00:08:30.102 --> 00:08:33.660 Doctor Ruttle and Doctor Cruz last year.
NOTE Confidence: 0.90751085125

00:08:33.660 --> 00:08:34.731 But it but.
NOTE Confidence: 0.90751085125

00:08:34.731 --> 00:08:37.230 Also in the recognition by our peers
NOTE Confidence: 0.90751085125

00:08:37.305 --> 00:08:40.063 and so I would highlight our faculty
NOTE Confidence: 0.90751085125

00:08:40.063 --> 00:08:42.362 who were honored with distinguished
NOTE Confidence: 0.90751085125

00:08:42.362 --> 00:08:44.962 Political career awards and Mike
NOTE Confidence: 0.90751085125

00:08:44.962 --> 00:08:48.165 Katie who received the David Leffell
NOTE Confidence: 0.90751085125

00:08:48.165 --> 00:08:50.345 Prize for Clinical Excellence.
NOTE Confidence: 0.90751085125

00:08:50.350 --> 00:08:54.238 We are making an effort to be more
NOTE Confidence: 0.90751085125

00:08:54.238 --> 00:08:57.065 intentional about recognizing our staff
NOTE Confidence: 0.90751085125

00:08:57.065 --> 00:09:00.604 who enable that mission that we started with.

NOTE Confidence: 0.90751085125

00:09:00.610 --> 00:09:02.941 So we had some who received the

NOTE Confidence: 0.90751085125

00:09:02.941 --> 00:09:05.094 Linda Lorimer award last year in

NOTE Confidence: 0.90751085125

00:09:05.094 --> 00:09:06.894 the Department of Psychiatry and

NOTE Confidence: 0.90751085125

00:09:06.894 --> 00:09:09.584 we've had three members of our staff

NOTE Confidence: 0.90751085125

00:09:09.584 --> 00:09:11.782 recently complete the Emerge program,

NOTE Confidence: 0.90751085125

00:09:11.782 --> 00:09:14.500 which is a leadership development program,

NOTE Confidence: 0.90751085125

00:09:14.500 --> 00:09:18.148 again emphasizing career development.

NOTE Confidence: 0.90751085125

00:09:18.150 --> 00:09:20.570 And we further communicate about

NOTE Confidence: 0.90751085125

00:09:20.570 --> 00:09:22.990 the accomplishments of our faculty,

NOTE Confidence: 0.90751085125

00:09:22.990 --> 00:09:25.300 staff and students through our

NOTE Confidence: 0.90751085125

00:09:25.300 --> 00:09:27.148 weekly news and recognition.

NOTE Confidence: 0.90751085125

00:09:27.150 --> 00:09:28.470 This goes out to our school,

NOTE Confidence: 0.90751085125

00:09:28.470 --> 00:09:30.846 but we also now send it

NOTE Confidence: 0.90751085125

00:09:30.846 --> 00:09:32.430 to our peer institutions,

NOTE Confidence: 0.90751085125

00:09:32.430 --> 00:09:32.970 the Deans,

NOTE Confidence: 0.90751085125

00:09:32.970 --> 00:09:35.623 and to our alumni as a way of of
NOTE Confidence: 0.90751085125

00:09:35.623 --> 00:09:36.883 really highlighting everything
NOTE Confidence: 0.90751085125

00:09:36.883 --> 00:09:38.983 that is going on here,
NOTE Confidence: 0.90751085125

00:09:38.990 --> 00:09:41.504 because I think we've often been
NOTE Confidence: 0.90751085125

00:09:41.504 --> 00:09:44.208 a little bit shy to do that.
NOTE Confidence: 0.90751085125

00:09:44.210 --> 00:09:46.195 We actually track our communications
NOTE Confidence: 0.90751085125

00:09:46.195 --> 00:09:49.429 to to know are we getting the word
NOTE Confidence: 0.90751085125

00:09:49.429 --> 00:09:52.159 out about the impact of our faculty.
NOTE Confidence: 0.90751085125

00:09:52.160 --> 00:09:54.552 And so for example,
NOTE Confidence: 0.90751085125

00:09:54.552 --> 00:09:58.140 if you Googled Ms and inflammation,
NOTE Confidence: 0.90751085125

00:09:58.140 --> 00:10:01.090 we had the top hit based on our one of
NOTE Confidence: 0.850598109285714

00:10:01.173 --> 00:10:03.037 the sometime second hit.
NOTE Confidence: 0.850598109285714

00:10:03.040 --> 00:10:05.140 Our stories that related to COVID
NOTE Confidence: 0.850598109285714

00:10:05.140 --> 00:10:07.458 have brought many people to the to
NOTE Confidence: 0.850598109285714

00:10:07.458 --> 00:10:09.162 our websites who are patients who
NOTE Confidence: 0.850598109285714

00:10:09.162 --> 00:10:11.200 can benefit from our healthcare.

NOTE Confidence: 0.850598109285714
00:10:11.200 --> 00:10:13.856 And so these are some examples of efforts.
NOTE Confidence: 0.850598109285714
00:10:13.860 --> 00:10:18.398 Not area. Let me turn it now to
NOTE Confidence: 0.850598109285714
00:10:18.398 --> 00:10:20.729 education and this will look familiar.
NOTE Confidence: 0.850598109285714
00:10:20.730 --> 00:10:23.078 It's our incoming class,
NOTE Confidence: 0.850598109285714
00:10:23.078 --> 00:10:25.426 which is just outstanding.
NOTE Confidence: 0.850598109285714
00:10:25.430 --> 00:10:28.650 And we continue to recruit a diverse
NOTE Confidence: 0.850598109285714
00:10:28.650 --> 00:10:31.451 group of students with about 24%
NOTE Confidence: 0.850598109285714
00:10:31.451 --> 00:10:33.856 this year from groups traditionally
NOTE Confidence: 0.850598109285714
00:10:33.856 --> 00:10:35.780 underrepresented in medicine and
NOTE Confidence: 0.850598109285714
00:10:35.854 --> 00:10:38.325 slightly more women than men and with
NOTE Confidence: 0.850598109285714
00:10:38.330 --> 00:10:40.563 many of our students having been born
NOTE Confidence: 0.850598109285714
00:10:40.563 --> 00:10:42.607 outside the United States and roughly
NOTE Confidence: 0.850598109285714
00:10:42.607 --> 00:10:44.990 about 14% of our students being first
NOTE Confidence: 0.850598109285714
00:10:44.990 --> 00:10:46.830 generation first in their family.
NOTE Confidence: 0.850598109285714
00:10:46.830 --> 00:10:49.398 Complete a college education and as
NOTE Confidence: 0.850598109285714

00:10:49.398 --> 00:10:52.118 you can see outstanding stores scores
NOTE Confidence: 0.850598109285714

00:10:52.118 --> 00:10:54.896 and coming from the top institutions.
NOTE Confidence: 0.850598109285714

00:10:54.900 --> 00:10:57.355 I'm particularly pleased that our
NOTE Confidence: 0.850598109285714

00:10:57.355 --> 00:10:59.860 students also when they leave here,
NOTE Confidence: 0.850598109285714

00:10:59.860 --> 00:11:01.380 if they leave here,
NOTE Confidence: 0.850598109285714

00:11:01.380 --> 00:11:04.376 go to the top institutions as well.
NOTE Confidence: 0.850598109285714

00:11:04.380 --> 00:11:07.544 And this is the example of where
NOTE Confidence: 0.850598109285714

00:11:07.544 --> 00:11:10.439 our students went after this year.
NOTE Confidence: 0.850598109285714

00:11:10.440 --> 00:11:11.772 In the education room,
NOTE Confidence: 0.850598109285714

00:11:11.772 --> 00:11:14.153 we are leading in in some particular
NOTE Confidence: 0.850598109285714

00:11:14.153 --> 00:11:16.961 areas and and one is in the use of
NOTE Confidence: 0.850598109285714

00:11:17.033 --> 00:11:19.563 technology received again and annotation
NOTE Confidence: 0.850598109285714

00:11:19.563 --> 00:11:22.420 as an Apple distinguished school for
NOTE Confidence: 0.850598109285714

00:11:22.420 --> 00:11:25.048 the the period of 2021 and 2024 and
NOTE Confidence: 0.850598109285714

00:11:25.048 --> 00:11:27.070 you could see Mike Schwartz there.
NOTE Confidence: 0.850598109285714

00:11:27.070 --> 00:11:29.960 He's often led these efforts.

NOTE Confidence: 0.850598109285714
00:11:29.960 --> 00:11:30.566 Umm.
NOTE Confidence: 0.850598109285714
00:11:30.566 --> 00:11:32.990 Since Jessica Illuzzi came
NOTE Confidence: 0.850598109285714
00:11:32.990 --> 00:11:35.526 in January of 2021,
NOTE Confidence: 0.850598109285714
00:11:35.526 --> 00:11:39.998 we've had she's engaged in taking a
NOTE Confidence: 0.850598109285714
00:11:39.998 --> 00:11:42.662 look at our medical education programs
NOTE Confidence: 0.850598109285714
00:11:42.662 --> 00:11:45.926 and has recently led strategic planning
NOTE Confidence: 0.850598109285714
00:11:45.926 --> 00:11:49.364 that identified 3 cross cutting themes.
NOTE Confidence: 0.850598109285714
00:11:49.370 --> 00:11:51.606 The first is the.
NOTE Confidence: 0.850598109285714
00:11:51.606 --> 00:11:54.960 Engagement of our students in attaining
NOTE Confidence: 0.850598109285714
00:11:55.059 --> 00:11:57.648 competency and and by that we mean,
NOTE Confidence: 0.850598109285714
00:11:57.650 --> 00:11:58.912 you know,
NOTE Confidence: 0.850598109285714
00:11:58.912 --> 00:12:02.698 our medical students benefit from the
NOTE Confidence: 0.850598109285714
00:12:02.698 --> 00:12:06.860 Yale system in having a great deal of.
NOTE Confidence: 0.850598109285714
00:12:06.860 --> 00:12:10.646 Choice and the ability to tailor
NOTE Confidence: 0.850598109285714
00:12:10.646 --> 00:12:11.908 your education.
NOTE Confidence: 0.850598109285714

00:12:11.910 --> 00:12:12.740 And.
NOTE Confidence: 0.919426752352941

00:12:15.000 --> 00:12:16.962 How you think about whether you're
NOTE Confidence: 0.919426752352941

00:12:16.962 --> 00:12:18.619 achieving your goals is something
NOTE Confidence: 0.919426752352941

00:12:18.619 --> 00:12:20.359 that we'd like to work on.
NOTE Confidence: 0.919426752352941

00:12:20.360 --> 00:12:21.660 We don't have grades.
NOTE Confidence: 0.919426752352941

00:12:21.660 --> 00:12:23.610 We believe that you are adults
NOTE Confidence: 0.919426752352941

00:12:23.679 --> 00:12:25.366 and you need to be able to.
NOTE Confidence: 0.8495241375

00:12:27.750 --> 00:12:28.962 Do self evaluation.
NOTE Confidence: 0.8495241375

00:12:28.962 --> 00:12:30.982 It's part of lifelong learning
NOTE Confidence: 0.8495241375

00:12:30.982 --> 00:12:33.209 and so developing systems,
NOTE Confidence: 0.8495241375

00:12:33.210 --> 00:12:34.464 including coaching systems
NOTE Confidence: 0.8495241375

00:12:34.464 --> 00:12:37.390 that allow you to do that is
NOTE Confidence: 0.8495241375

00:12:37.474 --> 00:12:39.529 one of the strategic goals.
NOTE Confidence: 0.8495241375

00:12:39.530 --> 00:12:41.306 Included in that, as I mentioned,
NOTE Confidence: 0.8495241375

00:12:41.310 --> 00:12:45.078 our coaches and so a little more hands-on.
NOTE Confidence: 0.905493047857143

00:12:48.090 --> 00:12:50.715 Ability to to get input beyond what

NOTE Confidence: 0.905493047857143
00:12:50.715 --> 00:12:53.880 you have now with the advisor program.
NOTE Confidence: 0.905493047857143
00:12:53.880 --> 00:12:55.806 The second domain is enhancing faculty
NOTE Confidence: 0.905493047857143
00:12:55.806 --> 00:12:57.520 engagement in the educational mission.
NOTE Confidence: 0.905493047857143
00:12:57.520 --> 00:12:59.712 And Jessica and others have done a lot
NOTE Confidence: 0.905493047857143
00:12:59.712 --> 00:13:02.463 of work in the last year making sure
NOTE Confidence: 0.905493047857143
00:13:02.463 --> 00:13:04.374 that we're adequately rewarding our
NOTE Confidence: 0.905493047857143
00:13:04.374 --> 00:13:06.459 faculty for their educational efforts,
NOTE Confidence: 0.905493047857143
00:13:06.460 --> 00:13:09.874 including changing how we fund effort
NOTE Confidence: 0.905493047857143
00:13:09.874 --> 00:13:13.100 for education and most recently,
NOTE Confidence: 0.905493047857143
00:13:13.100 --> 00:13:16.010 changing our definitions of our promotion
NOTE Confidence: 0.905493047857143
00:13:16.010 --> 00:13:19.158 tracks in the faculty handbook that still
NOTE Confidence: 0.905493047857143
00:13:19.158 --> 00:13:22.800 has yet to be approved by the corporation,
NOTE Confidence: 0.905493047857143
00:13:22.800 --> 00:13:24.453 but to acknowledge.
NOTE Confidence: 0.905493047857143
00:13:24.453 --> 00:13:27.446 Work that is innovative in
NOTE Confidence: 0.905493047857143
00:13:27.446 --> 00:13:29.450 leading educational programs,
NOTE Confidence: 0.905493047857143

00:13:29.450 --> 00:13:32.426 even when that work does not
NOTE Confidence: 0.905493047857143

00:13:32.430 --> 00:13:35.610 result in a scholarly production,
NOTE Confidence: 0.905493047857143

00:13:35.610 --> 00:13:37.605 although I think we can do much
NOTE Confidence: 0.905493047857143

00:13:37.605 --> 00:13:39.887 better again in getting the word out
NOTE Confidence: 0.905493047857143

00:13:39.887 --> 00:13:41.927 about the innovation going on here.
NOTE Confidence: 0.905493047857143

00:13:41.930 --> 00:13:45.176 And then building an environment that
NOTE Confidence: 0.905493047857143

00:13:45.176 --> 00:13:48.620 is more inclusive and by doing things
NOTE Confidence: 0.905493047857143

00:13:48.620 --> 00:13:51.350 like creating colleges for the students.
NOTE Confidence: 0.905493047857143

00:13:51.350 --> 00:13:53.654 I know many of you have been engaged
NOTE Confidence: 0.905493047857143

00:13:53.654 --> 00:13:55.767 in this work and others of you
NOTE Confidence: 0.905493047857143

00:13:55.767 --> 00:13:58.030 will be engaged in the next phase.
NOTE Confidence: 0.905493047857143

00:13:58.030 --> 00:14:01.340 We are coming up just a year away on a
NOTE Confidence: 0.905493047857143

00:14:01.437 --> 00:14:04.656 visit from LCME and I'm very grateful to
NOTE Confidence: 0.905493047857143

00:14:04.656 --> 00:14:08.057 our students who have completed a self study.
NOTE Confidence: 0.905493047857143

00:14:08.060 --> 00:14:09.865 We've been working on our
NOTE Confidence: 0.905493047857143

00:14:09.865 --> 00:14:12.060 DCI and now of course the.

NOTE Confidence: 0.905493047857143
00:14:12.060 --> 00:14:14.484 The Self Study group is reviewing
NOTE Confidence: 0.905493047857143
00:14:14.484 --> 00:14:15.696 all those materials.
NOTE Confidence: 0.905493047857143
00:14:15.700 --> 00:14:18.358 This is a lot of work.
NOTE Confidence: 0.905493047857143
00:14:18.360 --> 00:14:20.403 I hope that it is a labor of love
NOTE Confidence: 0.905493047857143
00:14:20.403 --> 00:14:22.717 for those of you who are involved it.
NOTE Confidence: 0.905493047857143
00:14:22.720 --> 00:14:23.680 It is,
NOTE Confidence: 0.905493047857143
00:14:23.680 --> 00:14:24.640 you know,
NOTE Confidence: 0.905493047857143
00:14:24.640 --> 00:14:27.040 obviously important to be accredited,
NOTE Confidence: 0.905493047857143
00:14:27.040 --> 00:14:29.856 but it's more important in that it gives
NOTE Confidence: 0.905493047857143
00:14:29.856 --> 00:14:32.503 us time to reflect and think about
NOTE Confidence: 0.905493047857143
00:14:32.503 --> 00:14:35.399 where we can continue to innovate and
NOTE Confidence: 0.905493047857143
00:14:35.399 --> 00:14:38.255 and provide the best medical education.
NOTE Confidence: 0.905493047857143
00:14:38.260 --> 00:14:40.960 Turning to culture and climate,
NOTE Confidence: 0.905493047857143
00:14:40.960 --> 00:14:44.984 one of the hallmarks of our
NOTE Confidence: 0.905493047857143
00:14:44.984 --> 00:14:47.000 efforts to develop faculty,
NOTE Confidence: 0.905493047857143

00:14:47.000 --> 00:14:49.387 but also to develop in particular those
NOTE Confidence: 0.905493047857143

00:14:49.387 --> 00:14:52.340 who have been underrepresented in medicine,
NOTE Confidence: 0.905493047857143

00:14:52.340 --> 00:14:54.881 is to make sure that we are
NOTE Confidence: 0.905493047857143

00:14:54.881 --> 00:14:57.039 meeting with faculty early enough,
NOTE Confidence: 0.905493047857143

00:14:57.040 --> 00:14:59.149 identifying their needs,
NOTE Confidence: 0.905493047857143

00:14:59.149 --> 00:15:01.258 helping reduce barriers.
NOTE Confidence: 0.905493047857143

00:15:01.260 --> 00:15:03.241 One of the things that I've heard
NOTE Confidence: 0.905493047857143

00:15:03.241 --> 00:15:05.260 most often when I've had listening
NOTE Confidence: 0.905493047857143

00:15:05.260 --> 00:15:07.374 meetings with faculty is they.
NOTE Confidence: 0.905493047857143

00:15:07.374 --> 00:15:10.122 They feel like they don't always
NOTE Confidence: 0.905493047857143

00:15:10.122 --> 00:15:12.995 get as much input as they need.
NOTE Confidence: 0.905493047857143

00:15:13.000 --> 00:15:16.059 Many of our departments have annual reviews,
NOTE Confidence: 0.905493047857143

00:15:16.060 --> 00:15:18.853 but when you look at whether they're
NOTE Confidence: 0.905493047857143

00:15:18.853 --> 00:15:20.852 really happening and whether they're
NOTE Confidence: 0.905493047857143

00:15:20.852 --> 00:15:22.476 as useful as they need to be,
NOTE Confidence: 0.905493047857143

00:15:22.480 --> 00:15:24.316 in some cases they have not.

NOTE Confidence: 0.905493047857143
00:15:24.320 --> 00:15:26.360 So we've worked to standardize this.
NOTE Confidence: 0.905493047857143
00:15:26.360 --> 00:15:28.664 The group that's on the right
NOTE Confidence: 0.905493047857143
00:15:28.664 --> 00:15:31.106 there has been involved in an
NOTE Confidence: 0.905493047857143
00:15:31.106 --> 00:15:33.176 iterative process with input from.
NOTE Confidence: 0.905493047857143
00:15:33.180 --> 00:15:35.605 Departments that that piloted a
NOTE Confidence: 0.905493047857143
00:15:35.605 --> 00:15:39.451 form that can be used as part of
NOTE Confidence: 0.905493047857143
00:15:39.451 --> 00:15:41.803 the annual meeting and this we've
NOTE Confidence: 0.905493047857143
00:15:41.803 --> 00:15:43.508 had very positive feedback and
NOTE Confidence: 0.905493047857143
00:15:43.508 --> 00:15:45.592 that people really felt that they
NOTE Confidence: 0.905493047857143
00:15:45.592 --> 00:15:47.267 received input that was helpful
NOTE Confidence: 0.905493047857143
00:15:47.267 --> 00:15:49.158 in their career development.
NOTE Confidence: 0.905493047857143
00:15:49.160 --> 00:15:51.552 So we are going live with this as
NOTE Confidence: 0.905493047857143
00:15:51.552 --> 00:15:54.417 of this month for this this academic
NOTE Confidence: 0.905493047857143
00:15:54.417 --> 00:15:57.088 year and asking our departments to
NOTE Confidence: 0.905493047857143
00:15:57.088 --> 00:15:59.524 reach some goals in completing this.
NOTE Confidence: 0.905493047857143

00:15:59.530 --> 00:16:03.350 The formal diversity and inclusion
NOTE Confidence: 0.905493047857143

00:16:03.350 --> 00:16:07.529 strategic plans are online at the office
NOTE Confidence: 0.905493047857143

00:16:07.529 --> 00:16:10.930 of EI and they include many features,
NOTE Confidence: 0.905493047857143

00:16:10.930 --> 00:16:13.240 again focused on active retention
NOTE Confidence: 0.905493047857143

00:16:13.240 --> 00:16:16.709 of our faculty as well as recruiting
NOTE Confidence: 0.854840801818182

00:16:16.710 --> 00:16:19.150 retention of our students into
NOTE Confidence: 0.854840801818182

00:16:19.150 --> 00:16:22.310 trainees and our trainees into faculty.
NOTE Confidence: 0.854840801818182

00:16:22.310 --> 00:16:23.780 One of the things that we've wanted
NOTE Confidence: 0.854840801818182

00:16:23.780 --> 00:16:25.612 to do is have some discipline around
NOTE Confidence: 0.854840801818182

00:16:25.612 --> 00:16:27.334 this work so that everyone isn't
NOTE Confidence: 0.854840801818182

00:16:27.383 --> 00:16:29.245 reinventing the wheel and part of that.
NOTE Confidence: 0.854840801818182

00:16:29.250 --> 00:16:31.262 Is sharing best practices,
NOTE Confidence: 0.854840801818182

00:16:31.262 --> 00:16:36.420 and so we've gathered a committee of.
NOTE Confidence: 0.854840801818182

00:16:36.420 --> 00:16:38.300 University vice chairs and champions.
NOTE Confidence: 0.854840801818182

00:16:38.300 --> 00:16:40.974 It's led by Darren Matamore and the
NOTE Confidence: 0.854840801818182

00:16:40.974 --> 00:16:44.040 goals there are to collect data that we

NOTE Confidence: 0.854840801818182
00:16:44.040 --> 00:16:46.860 can use to make continual improvement.
NOTE Confidence: 0.854840801818182
00:16:46.860 --> 00:16:49.434 I present data at our state of the school
NOTE Confidence: 0.854840801818182
00:16:49.434 --> 00:16:51.656 such as this that I'm showing here.
NOTE Confidence: 0.854840801818182
00:16:51.660 --> 00:16:53.868 This just shows the growth in
NOTE Confidence: 0.854840801818182
00:16:53.868 --> 00:16:55.340 representation of those groups
NOTE Confidence: 0.854840801818182
00:16:55.408 --> 00:16:57.152 traditionally underrepresented in medicine
NOTE Confidence: 0.854840801818182
00:16:57.152 --> 00:17:00.140 in the school over year over year.
NOTE Confidence: 0.854840801818182
00:17:00.140 --> 00:17:01.743 It was at 5 year intervals in
NOTE Confidence: 0.854840801818182
00:17:01.743 --> 00:17:02.760 the first few bars,
NOTE Confidence: 0.854840801818182
00:17:02.760 --> 00:17:05.480 but now year over year showing that we
NOTE Confidence: 0.854840801818182
00:17:05.480 --> 00:17:08.555 are seeing progress in recruiting and in
NOTE Confidence: 0.854840801818182
00:17:08.555 --> 00:17:10.880 promoting to the associate professor.
NOTE Confidence: 0.854840801818182
00:17:10.880 --> 00:17:13.407 Now we have to work on promoting
NOTE Confidence: 0.854840801818182
00:17:13.407 --> 00:17:15.731 to the professor level and similar
NOTE Confidence: 0.854840801818182
00:17:15.731 --> 00:17:18.366 data for our women. In medicine.
NOTE Confidence: 0.854840801818182

00:17:18.366 --> 00:17:22.132 And starting to show new data that
NOTE Confidence: 0.854840801818182

00:17:22.140 --> 00:17:24.303 to to look at other things other
NOTE Confidence: 0.854840801818182

00:17:24.303 --> 00:17:25.979 than just numbers of faculty,
NOTE Confidence: 0.854840801818182

00:17:25.980 --> 00:17:30.439 but including things like among our faculty,
NOTE Confidence: 0.854840801818182

00:17:30.440 --> 00:17:31.811 among our professors,
NOTE Confidence: 0.854840801818182

00:17:31.811 --> 00:17:34.096 what proportion of our professorships
NOTE Confidence: 0.854840801818182

00:17:34.096 --> 00:17:36.672 are endowed shares are held by
NOTE Confidence: 0.854840801818182

00:17:36.672 --> 00:17:38.268 women or those underrepresented
NOTE Confidence: 0.854840801818182

00:17:38.268 --> 00:17:39.969 in minority and medicine.
NOTE Confidence: 0.854840801818182

00:17:39.970 --> 00:17:42.556 And you can see that for the
NOTE Confidence: 0.854840801818182

00:17:42.556 --> 00:17:43.422 underrepresented medicine,
NOTE Confidence: 0.854840801818182

00:17:43.422 --> 00:17:46.020 it's actually a higher portion than
NOTE Confidence: 0.854840801818182

00:17:46.089 --> 00:17:48.315 the than the denominator about the
NOTE Confidence: 0.854840801818182

00:17:48.315 --> 00:17:50.518 same for about equivalent to the
NOTE Confidence: 0.854840801818182

00:17:50.518 --> 00:17:52.468 number of women who are professors.
NOTE Confidence: 0.854840801818182

00:17:52.470 --> 00:17:54.182 So we're consciously looking

NOTE Confidence: 0.854840801818182
00:17:54.182 --> 00:17:56.322 at those sorts of things.
NOTE Confidence: 0.854840801818182
00:17:56.330 --> 00:17:58.498 We are also doing a lot of work,
NOTE Confidence: 0.854840801818182
00:17:58.500 --> 00:18:01.100 or as I said around.
NOTE Confidence: 0.854840801818182
00:18:01.100 --> 00:18:04.136 Our environment and how do we
NOTE Confidence: 0.854840801818182
00:18:04.136 --> 00:18:07.790 respond if someone is noted to have
NOTE Confidence: 0.854840801818182
00:18:07.790 --> 00:18:09.850 struggling with with behavioral
NOTE Confidence: 0.854840801818182
00:18:09.850 --> 00:18:12.840 issues or those kinds of things.
NOTE Confidence: 0.854840801818182
00:18:12.840 --> 00:18:16.800 Those of you haven't go to the LAPD
NOTE Confidence: 0.854840801818182
00:18:16.800 --> 00:18:19.532 website and and read the processes
NOTE Confidence: 0.854840801818182
00:18:19.532 --> 00:18:21.908 that we use were very dedicated
NOTE Confidence: 0.854840801818182
00:18:21.908 --> 00:18:24.388 to making it feasible for somebody
NOTE Confidence: 0.854840801818182
00:18:24.388 --> 00:18:26.806 to come forward without fear of
NOTE Confidence: 0.854840801818182
00:18:26.885 --> 00:18:29.202 retaliation and to follow up and to
NOTE Confidence: 0.854840801818182
00:18:29.202 --> 00:18:31.580 try to get follow up to those who have.
NOTE Confidence: 0.854840801818182
00:18:31.580 --> 00:18:32.340 Move forward,
NOTE Confidence: 0.854840801818182

00:18:32.340 --> 00:18:34.620 we're also tracking what kinds of
NOTE Confidence: 0.854840801818182

00:18:34.620 --> 00:18:37.130 things we're seeing and these are data
NOTE Confidence: 0.854840801818182

00:18:37.130 --> 00:18:39.510 from Bob Rohrbaugh over the last year.
NOTE Confidence: 0.854840801818182

00:18:39.510 --> 00:18:42.422 And you can see the pie chart there
NOTE Confidence: 0.854840801818182

00:18:42.422 --> 00:18:45.196 that 77% of the concerns that are
NOTE Confidence: 0.854840801818182

00:18:45.196 --> 00:18:46.800 expressed are around professionalism.
NOTE Confidence: 0.854840801818182

00:18:46.800 --> 00:18:48.306 And I'll go into more detail,
NOTE Confidence: 0.854840801818182

00:18:48.310 --> 00:18:51.467 about 13% are around what I would
NOTE Confidence: 0.854840801818182

00:18:51.467 --> 00:18:54.268 call climate within a within a unit.
NOTE Confidence: 0.854840801818182

00:18:54.270 --> 00:18:56.310 About 3% are related to sexual
NOTE Confidence: 0.854840801818182

00:18:56.310 --> 00:18:57.670 harassment or Title 9,
NOTE Confidence: 0.854840801818182

00:18:57.670 --> 00:19:00.016 I should say Title 9 issues
NOTE Confidence: 0.854840801818182

00:19:00.020 --> 00:19:01.815 and those sorts of things, so.
NOTE Confidence: 0.854840801818182

00:19:01.815 --> 00:19:04.490 Looking drilling down in the
NOTE Confidence: 0.854840801818182

00:19:04.490 --> 00:19:05.958 professionalism categories disruptive
NOTE Confidence: 0.854840801818182

00:19:05.958 --> 00:19:07.948 or inappropriate behavior is by

NOTE Confidence: 0.854840801818182

00:19:07.948 --> 00:19:10.793 far the that the farthest the most

NOTE Confidence: 0.854840801818182

00:19:10.793 --> 00:19:13.145 prevalent and this is sometimes you

NOTE Confidence: 0.854840801818182

00:19:13.145 --> 00:19:15.916 know things in the category of anger

NOTE Confidence: 0.854840801818182

00:19:15.916 --> 00:19:19.538 management those sorts of things and.

NOTE Confidence: 0.854840801818182

00:19:19.538 --> 00:19:22.766 Recognizing this early and and finding

NOTE Confidence: 0.854840801818182

00:19:22.766 --> 00:19:26.239 often that there are underlying issues

NOTE Confidence: 0.854840801818182

00:19:26.239 --> 00:19:29.179 either in somebody's personal life

NOTE Confidence: 0.854840801818182

00:19:29.179 --> 00:19:32.078 or frustrations that are ongoing

NOTE Confidence: 0.854840801818182

00:19:32.078 --> 00:19:33.809 in the environment.

NOTE Confidence: 0.854840801818182

00:19:33.810 --> 00:19:35.778 So correcting those things,

NOTE Confidence: 0.854840801818182

00:19:35.778 --> 00:19:38.238 but then also giving faculty

NOTE Confidence: 0.854840801818182

00:19:38.238 --> 00:19:41.114 coaching to help them improve and

NOTE Confidence: 0.854840801818182

00:19:41.114 --> 00:19:43.419 change before something more serious

NOTE Confidence: 0.889621498095238

00:19:43.504 --> 00:19:46.162 happens. Some of these happen in the

NOTE Confidence: 0.889621498095238

00:19:46.162 --> 00:19:47.530 student and training environment.

NOTE Confidence: 0.889621498095238

00:19:47.530 --> 00:19:49.415 Some of them are related
NOTE Confidence: 0.889621498095238

00:19:49.415 --> 00:19:50.908 to compliance issues. Few.
NOTE Confidence: 0.889621498095238

00:19:50.908 --> 00:19:52.698 Related to harassment or bullying,
NOTE Confidence: 0.889621498095238

00:19:52.700 --> 00:19:55.100 so you can see the categorization.
NOTE Confidence: 0.889621498095238

00:19:55.100 --> 00:19:56.913 I'll point out that there are some
NOTE Confidence: 0.889621498095238

00:19:56.913 --> 00:19:58.608 that are sexual misconduct and
NOTE Confidence: 0.889621498095238

00:19:58.608 --> 00:20:00.580 harassment that we're seeing but that
NOTE Confidence: 0.889621498095238

00:20:00.580 --> 00:20:02.910 are not in the Title 9 category.
NOTE Confidence: 0.889621498095238

00:20:02.910 --> 00:20:04.968 In other words, where the Title 9
NOTE Confidence: 0.889621498095238

00:20:04.968 --> 00:20:06.907 Office has said this is not has
NOTE Confidence: 0.889621498095238

00:20:06.907 --> 00:20:09.196 not reached a level for our office.
NOTE Confidence: 0.889621498095238

00:20:09.200 --> 00:20:13.043 So we will make efforts to start to to
NOTE Confidence: 0.889621498095238

00:20:13.043 --> 00:20:17.535 get this information out a little bit more.
NOTE Confidence: 0.889621498095238

00:20:17.540 --> 00:20:20.000 Again, creating an inclusive environment,
NOTE Confidence: 0.889621498095238

00:20:20.000 --> 00:20:22.320 paying attention to the needs of our faculty.
NOTE Confidence: 0.889621498095238

00:20:22.320 --> 00:20:24.588 A common need for our faculty

NOTE Confidence: 0.889621498095238
00:20:24.588 --> 00:20:26.780 is support for child rearing,
NOTE Confidence: 0.889621498095238
00:20:26.780 --> 00:20:30.092 and in the past year we have increased
NOTE Confidence: 0.889621498095238
00:20:30.092 --> 00:20:33.240 extended our time for a paid leave for
NOTE Confidence: 0.889621498095238
00:20:33.240 --> 00:20:36.278 child rearing from 8 weeks to 12 weeks,
NOTE Confidence: 0.889621498095238
00:20:36.280 --> 00:20:40.480 in part leveraging a new Connecticut law.
NOTE Confidence: 0.889621498095238
00:20:40.480 --> 00:20:43.196 This is not easy because it creates
NOTE Confidence: 0.889621498095238
00:20:43.196 --> 00:20:45.240 other stresses in the system,
NOTE Confidence: 0.889621498095238
00:20:45.240 --> 00:20:46.830 for example, making sure that.
NOTE Confidence: 0.889621498095238
00:20:46.830 --> 00:20:50.520 We can provide adequate clinical
NOTE Confidence: 0.889621498095238
00:20:50.520 --> 00:20:52.844 coverage when we have small units that
NOTE Confidence: 0.889621498095238
00:20:52.844 --> 00:20:54.979 have just a small number of faculty.
NOTE Confidence: 0.889621498095238
00:20:54.980 --> 00:20:57.941 So we are recently convening a committee
NOTE Confidence: 0.889621498095238
00:20:57.941 --> 00:21:00.982 of members of FAC and administrators to
NOTE Confidence: 0.889621498095238
00:21:00.982 --> 00:21:04.540 think through how do we have consistency,
NOTE Confidence: 0.889621498095238
00:21:04.540 --> 00:21:07.544 consistent policies around such
NOTE Confidence: 0.889621498095238

00:21:07.544 --> 00:21:09.797 issues across departments.
NOTE Confidence: 0.889621498095238

00:21:09.800 --> 00:21:14.138 And then we have for many years now since
NOTE Confidence: 0.889621498095238

00:21:14.138 --> 00:21:17.979 2014 tracked gaps in salary between.
NOTE Confidence: 0.889621498095238

00:21:17.980 --> 00:21:20.434 Between our male and female faculty
NOTE Confidence: 0.889621498095238

00:21:20.434 --> 00:21:23.975 members and where we see this is in our
NOTE Confidence: 0.889621498095238

00:21:23.975 --> 00:21:26.540 clinical departments as you can see here,
NOTE Confidence: 0.889621498095238

00:21:26.540 --> 00:21:27.868 perhaps the closing gap,
NOTE Confidence: 0.889621498095238

00:21:27.868 --> 00:21:29.860 but we also changed our methodology
NOTE Confidence: 0.889621498095238

00:21:29.918 --> 00:21:30.858 in the last year.
NOTE Confidence: 0.889621498095238

00:21:30.860 --> 00:21:32.974 And you can see the variance variables
NOTE Confidence: 0.889621498095238

00:21:32.974 --> 00:21:35.152 that go into this multivariate regression
NOTE Confidence: 0.889621498095238

00:21:35.152 --> 00:21:37.570 analysis and see those things that
NOTE Confidence: 0.889621498095238

00:21:37.570 --> 00:21:39.775 have the biggest impact on salary by
NOTE Confidence: 0.889621498095238

00:21:39.775 --> 00:21:41.906 far and away it's your subspecialty.
NOTE Confidence: 0.889621498095238

00:21:41.906 --> 00:21:45.287 So what is the double AMC median
NOTE Confidence: 0.889621498095238

00:21:45.287 --> 00:21:46.859 salary for someone,

NOTE Confidence: 0.889621498095238

00:21:46.860 --> 00:21:49.050 but there are other things that.

NOTE Confidence: 0.889621498095238

00:21:49.050 --> 00:21:50.778 Obviously it you know how much

NOTE Confidence: 0.889621498095238

00:21:50.778 --> 00:21:52.876 political work you do have an impact

NOTE Confidence: 0.889621498095238

00:21:52.876 --> 00:21:54.934 and so these things are all controlled

NOTE Confidence: 0.889621498095238

00:21:54.993 --> 00:21:56.769 for and yet we still have a gap.

NOTE Confidence: 0.889621498095238

00:21:56.770 --> 00:21:59.322 What we do with these data are look

NOTE Confidence: 0.889621498095238

00:21:59.322 --> 00:22:01.002 department by department and what

NOTE Confidence: 0.889621498095238

00:22:01.002 --> 00:22:03.610 we've found is that when we do that

NOTE Confidence: 0.889621498095238

00:22:03.610 --> 00:22:06.602 we are able to bring a department that

NOTE Confidence: 0.889621498095238

00:22:06.602 --> 00:22:09.631 may have gotten out of line back into

NOTE Confidence: 0.889621498095238

00:22:09.631 --> 00:22:12.940 line back to zero and and we in the

NOTE Confidence: 0.889621498095238

00:22:12.940 --> 00:22:15.585 process often identify systemic issues

NOTE Confidence: 0.889621498095238

00:22:15.585 --> 00:22:19.455 that we can address across departments.

NOTE Confidence: 0.889621498095238

00:22:19.460 --> 00:22:22.060 And this is just the the example of

NOTE Confidence: 0.889621498095238

00:22:22.060 --> 00:22:24.594 how we look at this by department

NOTE Confidence: 0.889621498095238

00:22:24.594 --> 00:22:27.138 and you can see this department was
NOTE Confidence: 0.889621498095238

00:22:27.138 --> 00:22:29.700 one that we focused on this year.
NOTE Confidence: 0.889621498095238

00:22:29.700 --> 00:22:32.548 I would point out that one of these
NOTE Confidence: 0.889621498095238

00:22:32.548 --> 00:22:34.084 departments that is at around zero
NOTE Confidence: 0.889621498095238

00:22:34.084 --> 00:22:35.941 was one that had a very large gap
NOTE Confidence: 0.889621498095238

00:22:35.941 --> 00:22:37.460 in salary just a few years ago.
NOTE Confidence: 0.9421421375

00:22:39.910 --> 00:22:42.638 Let me turn now to our research mission.
NOTE Confidence: 0.9421421375

00:22:42.640 --> 00:22:45.268 You know one of the questions is how do
NOTE Confidence: 0.9421421375

00:22:45.268 --> 00:22:47.964 you track your success in research and
NOTE Confidence: 0.9421421375

00:22:47.964 --> 00:22:50.469 ultimately you want to track impact.
NOTE Confidence: 0.9421421375

00:22:50.470 --> 00:22:53.908 It's the number of drugs that you bring to,
NOTE Confidence: 0.9421421375

00:22:53.910 --> 00:22:57.190 to patients or the number
NOTE Confidence: 0.9421421375

00:22:57.190 --> 00:22:59.118 of deaths that you prevent.
NOTE Confidence: 0.9421421375

00:22:59.118 --> 00:23:01.330 Those are very long-term things to track
NOTE Confidence: 0.9421421375

00:23:01.330 --> 00:23:03.346 and you know we are now have drugs
NOTE Confidence: 0.9421421375

00:23:03.346 --> 00:23:05.726 coming to market that are based on basic

NOTE Confidence: 0.9421421375

00:23:05.726 --> 00:23:08.560 science research that was done 30 years ago.

NOTE Confidence: 0.9421421375

00:23:08.560 --> 00:23:11.062 So we often track leading indicators

NOTE Confidence: 0.9421421375

00:23:11.062 --> 00:23:13.113 like NIH funding shown here

NOTE Confidence: 0.9421421375

00:23:13.113 --> 00:23:15.276 and you can see we're in that,

NOTE Confidence: 0.9421421375

00:23:15.280 --> 00:23:16.570 you know, tightly.

NOTE Confidence: 0.779322168928571

00:23:19.220 --> 00:23:21.548 Clustered group in the four to 8 range

NOTE Confidence: 0.779322168928571

00:23:21.548 --> 00:23:24.020 and we bounce around between there.

NOTE Confidence: 0.779322168928571

00:23:24.020 --> 00:23:27.098 I would say we tend to be very high

NOTE Confidence: 0.779322168928571

00:23:27.098 --> 00:23:30.140 in the number of single investigator

NOTE Confidence: 0.779322168928571

00:23:30.140 --> 00:23:33.470 grants and that's a hard way to.

NOTE Confidence: 0.779322168928571

00:23:33.470 --> 00:23:36.683 Have large, have as big an NIH budget as

NOTE Confidence: 0.779322168928571

00:23:36.683 --> 00:23:40.039 we have and so we've been emphasizing.

NOTE Confidence: 0.779322168928571

00:23:40.040 --> 00:23:41.652 Again, interdisciplinary large grants

NOTE Confidence: 0.779322168928571

00:23:41.652 --> 00:23:44.423 and then this just shows the data

NOTE Confidence: 0.779322168928571

00:23:44.423 --> 00:23:46.432 by department and I think you know

NOTE Confidence: 0.779322168928571

00:23:46.432 --> 00:23:48.752 you can see that about half of our
NOTE Confidence: 0.779322168928571

00:23:48.752 --> 00:23:50.889 departments are in the top ten in
NOTE Confidence: 0.779322168928571

00:23:50.889 --> 00:23:52.884 NIH funding and you know many are
NOTE Confidence: 0.779322168928571

00:23:52.884 --> 00:23:55.477 year over year in the top one or two
NOTE Confidence: 0.779322168928571

00:23:55.477 --> 00:23:57.170 such as psychiatry and medicine.
NOTE Confidence: 0.779322168928571

00:23:57.170 --> 00:24:00.145 Our faculty of course also do research
NOTE Confidence: 0.779322168928571

00:24:00.145 --> 00:24:03.750 at the VA and it's a it's not an
NOTE Confidence: 0.779322168928571

00:24:03.750 --> 00:24:05.733 insignificant amount and the VA
NOTE Confidence: 0.779322168928571

00:24:05.733 --> 00:24:09.770 research program is a really wonderful.
NOTE Confidence: 0.779322168928571

00:24:09.770 --> 00:24:10.342 Resource,
NOTE Confidence: 0.779322168928571

00:24:10.342 --> 00:24:13.202 particularly for new investigators to
NOTE Confidence: 0.779322168928571

00:24:13.202 --> 00:24:17.009 to maximize their chance of getting funded.
NOTE Confidence: 0.779322168928571

00:24:17.010 --> 00:24:20.272 There are pressures on our research program
NOTE Confidence: 0.779322168928571

00:24:20.272 --> 00:24:22.350 beyond just getting funding support.
NOTE Confidence: 0.779322168928571

00:24:22.350 --> 00:24:25.070 One of those has been a decline in
NOTE Confidence: 0.779322168928571

00:24:25.146 --> 00:24:27.708 the number of graduate students and

NOTE Confidence: 0.779322168928571
00:24:27.708 --> 00:24:29.852 and postdoctoral fellows who of
NOTE Confidence: 0.779322168928571
00:24:29.852 --> 00:24:32.024 course are the future of discovery.
NOTE Confidence: 0.779322168928571
00:24:32.030 --> 00:24:33.730 And there are several factors
NOTE Confidence: 0.779322168928571
00:24:33.730 --> 00:24:35.430 that have come to bear.
NOTE Confidence: 0.779322168928571
00:24:35.430 --> 00:24:40.772 One is the influence of recent
NOTE Confidence: 0.779322168928571
00:24:40.772 --> 00:24:43.982 governmental policies around certain visa
NOTE Confidence: 0.779322168928571
00:24:43.982 --> 00:24:47.130 holders and particularly from China.
NOTE Confidence: 0.779322168928571
00:24:47.130 --> 00:24:49.296 The other is that we had,
NOTE Confidence: 0.779322168928571
00:24:49.300 --> 00:24:51.729 we had a number of training grants
NOTE Confidence: 0.779322168928571
00:24:51.729 --> 00:24:54.553 going through an NIH institute that is
NOTE Confidence: 0.779322168928571
00:24:54.553 --> 00:24:57.121 decreasing the number of training grants.
NOTE Confidence: 0.779322168928571
00:24:57.130 --> 00:24:59.140 So as an interim solution,
NOTE Confidence: 0.779322168928571
00:24:59.140 --> 00:25:01.120 the School of Medicine along with
NOTE Confidence: 0.779322168928571
00:25:01.120 --> 00:25:03.269 the Graduate School is funding slots
NOTE Confidence: 0.779322168928571
00:25:03.270 --> 00:25:06.348 to maintain our ability to train
NOTE Confidence: 0.779322168928571

00:25:06.348 --> 00:25:08.400 graduate students and postdoctoral
NOTE Confidence: 0.779322168928571

00:25:08.476 --> 00:25:10.906 fellows while we come up with
NOTE Confidence: 0.779322168928571

00:25:10.906 --> 00:25:13.070 other solutions to fund slots,
NOTE Confidence: 0.779322168928571

00:25:13.070 --> 00:25:15.486 such as through endowment
NOTE Confidence: 0.779322168928571

00:25:15.486 --> 00:25:17.298 or through collaborations.
NOTE Confidence: 0.779322168928571

00:25:17.300 --> 00:25:20.527 With industry and those sorts of things.
NOTE Confidence: 0.779322168928571

00:25:20.530 --> 00:25:23.827 We are working to increase the diversity
NOTE Confidence: 0.779322168928571

00:25:23.827 --> 00:25:26.154 of our postdoctoral fellows as well.
NOTE Confidence: 0.779322168928571

00:25:26.154 --> 00:25:28.616 And one of the things that we
NOTE Confidence: 0.779322168928571

00:25:28.616 --> 00:25:30.721 appreciate is that often the best
NOTE Confidence: 0.779322168928571

00:25:30.721 --> 00:25:33.360 way to grow talent is to invest
NOTE Confidence: 0.779322168928571

00:25:33.449 --> 00:25:36.239 early and then retain that talent.
NOTE Confidence: 0.779322168928571

00:25:36.240 --> 00:25:37.155 And so you,
NOTE Confidence: 0.779322168928571

00:25:37.155 --> 00:25:38.985 fat Levy and Kristen Brennan are
NOTE Confidence: 0.779322168928571

00:25:38.985 --> 00:25:40.788 leading a new program called
NOTE Confidence: 0.779322168928571

00:25:40.788 --> 00:25:42.224 the Science Fellows Program,

NOTE Confidence: 0.779322168928571
00:25:42.230 --> 00:25:45.809 which creates the ability to recruit
NOTE Confidence: 0.779322168928571
00:25:45.809 --> 00:25:47.805 those superb postdoctoral fellows
NOTE Confidence: 0.779322168928571
00:25:47.805 --> 00:25:50.862 and groom them for transition to
NOTE Confidence: 0.779322168928571
00:25:50.862 --> 00:25:52.830 independence as faculty members.
NOTE Confidence: 0.779322168928571
00:25:52.830 --> 00:25:55.147 This is envisioned to be cluster hires,
NOTE Confidence: 0.779322168928571
00:25:55.150 --> 00:25:57.537 so that you're bringing in two or
NOTE Confidence: 0.779322168928571
00:25:57.537 --> 00:26:00.125 three or four fellows at the same
NOTE Confidence: 0.779322168928571
00:26:00.125 --> 00:26:02.860 time who are working in related areas.
NOTE Confidence: 0.779322168928571
00:26:02.860 --> 00:26:06.004 We are also spending a lot of effort
NOTE Confidence: 0.779322168928571
00:26:06.004 --> 00:26:08.919 on enabling our physician scientists.
NOTE Confidence: 0.779322168928571
00:26:08.920 --> 00:26:12.016 This effort has been led by Keith Tote,
NOTE Confidence: 0.779322168928571
00:26:12.020 --> 00:26:15.604 but also Nee Addy and Nick Click
NOTE Confidence: 0.779322168928571
00:26:15.604 --> 00:26:19.240 Light who have created huge resources,
NOTE Confidence: 0.779322168928571
00:26:19.240 --> 00:26:21.990 both salary support for people
NOTE Confidence: 0.779322168928571
00:26:21.990 --> 00:26:23.640 beginning their careers,
NOTE Confidence: 0.779322168928571

00:26:23.640 --> 00:26:25.692 mechanisms to make sure that mentorship

NOTE Confidence: 0.779322168928571

00:26:25.692 --> 00:26:26.376 is working,

NOTE Confidence: 0.779322168928571

00:26:26.380 --> 00:26:28.620 access to grant writing resources,

NOTE Confidence: 0.779322168928571

00:26:28.620 --> 00:26:30.489 and the creation of the Janeway Society,

NOTE Confidence: 0.779322168928571

00:26:30.490 --> 00:26:33.352 which brings together all of our

NOTE Confidence: 0.779322168928571

00:26:33.352 --> 00:26:34.306 junior faculty.

NOTE Confidence: 0.779322168928571

00:26:34.310 --> 00:26:37.846 To talk about how one starts a research

NOTE Confidence: 0.779322168928571

00:26:37.846 --> 00:26:39.362 program. What are the barriers?

NOTE Confidence: 0.779322168928571

00:26:39.362 --> 00:26:40.177 What? How?

NOTE Confidence: 0.779322168928571

00:26:40.177 --> 00:26:43.459 How does one navigate those barriers?

NOTE Confidence: 0.779322168928571

00:26:43.460 --> 00:26:45.230 We've created a successful grant

NOTE Confidence: 0.779322168928571

00:26:45.230 --> 00:26:47.402 library so that those who are

NOTE Confidence: 0.779322168928571

00:26:47.402 --> 00:26:49.107 submitting grants can can learn

NOTE Confidence: 0.779322168928571

00:26:49.107 --> 00:26:50.471 from others who have

NOTE Confidence: 0.888262390869565

00:26:50.541 --> 00:26:52.248 submitted successful grants.

NOTE Confidence: 0.888262390869565

00:26:52.250 --> 00:26:54.218 And this is just the types of grants

NOTE Confidence: 0.888262390869565

00:26:54.218 --> 00:26:56.138 that are included in that library.

NOTE Confidence: 0.888262390869565

00:26:56.140 --> 00:26:58.051 And it it could not happen without

NOTE Confidence: 0.888262390869565

00:26:58.051 --> 00:26:59.797 the generosity of our faculty who

NOTE Confidence: 0.888262390869565

00:26:59.797 --> 00:27:01.543 are willing to share their grants,

NOTE Confidence: 0.888262390869565

00:27:01.550 --> 00:27:03.962 including those that were not initially

NOTE Confidence: 0.888262390869565

00:27:03.962 --> 00:27:06.592 funded and then got funded so we

NOTE Confidence: 0.888262390869565

00:27:06.592 --> 00:27:09.291 can see how they responded to it,

NOTE Confidence: 0.888262390869565

00:27:09.291 --> 00:27:13.246 to the comments from reviewers.

NOTE Confidence: 0.888262390869565

00:27:13.250 --> 00:27:15.554 They have also developed mock study

NOTE Confidence: 0.888262390869565

00:27:15.554 --> 00:27:17.547 sections and again the generosity

NOTE Confidence: 0.888262390869565

00:27:17.547 --> 00:27:19.887 of many faculty who who participate

NOTE Confidence: 0.888262390869565

00:27:19.887 --> 00:27:22.359 in those and review grants together.

NOTE Confidence: 0.888262390869565

00:27:22.359 --> 00:27:24.573 And that ensures that when someone

NOTE Confidence: 0.888262390869565

00:27:24.573 --> 00:27:26.739 then finally submits the grant to

NOTE Confidence: 0.888262390869565

00:27:26.739 --> 00:27:28.404 the National Institutes of Health,

NOTE Confidence: 0.888262390869565

00:27:28.410 --> 00:27:29.838 it is the best possible grant
NOTE Confidence: 0.888262390869565

00:27:29.838 --> 00:27:31.300 that could go out the door.
NOTE Confidence: 0.888262390869565

00:27:31.300 --> 00:27:35.262 And that enables them to get be more
NOTE Confidence: 0.888262390869565

00:27:35.262 --> 00:27:37.614 likely to be funded the first time
NOTE Confidence: 0.888262390869565

00:27:37.614 --> 00:27:40.240 through and shorten that time to funding.
NOTE Confidence: 0.888262390869565

00:27:40.240 --> 00:27:42.536 Linda Bockenstedt has led an an effort
NOTE Confidence: 0.888262390869565

00:27:42.536 --> 00:27:44.999 to look at our research faculty.
NOTE Confidence: 0.888262390869565

00:27:45.000 --> 00:27:47.450 This is a track that is fundamental
NOTE Confidence: 0.888262390869565

00:27:47.450 --> 00:27:49.180 to many research programs.
NOTE Confidence: 0.888262390869565

00:27:49.180 --> 00:27:51.762 These are our faculty who have
NOTE Confidence: 0.888262390869565

00:27:51.762 --> 00:27:53.530 particular expertise in methods
NOTE Confidence: 0.888262390869565

00:27:53.530 --> 00:27:56.702 but perhaps don't desire to have an
NOTE Confidence: 0.888262390869565

00:27:56.702 --> 00:27:58.470 independent research program and
NOTE Confidence: 0.888262390869565

00:27:58.470 --> 00:28:00.800 the stresses of writing grants.
NOTE Confidence: 0.888262390869565

00:28:00.800 --> 00:28:02.789 And but the issue that we have with this
NOTE Confidence: 0.888262390869565

00:28:02.789 --> 00:28:04.788 track is that it's used in different ways,

NOTE Confidence: 0.888262390869565

00:28:04.790 --> 00:28:06.605 and there's often a disconnect

NOTE Confidence: 0.888262390869565

00:28:06.605 --> 00:28:08.874 between the expectations of a faculty

NOTE Confidence: 0.888262390869565

00:28:08.874 --> 00:28:10.839 member and the expectations of.

NOTE Confidence: 0.888262390869565

00:28:10.840 --> 00:28:11.971 Their principal investigator.

NOTE Confidence: 0.888262390869565

00:28:11.971 --> 00:28:13.856 So that committee has made

NOTE Confidence: 0.888262390869565

00:28:13.856 --> 00:28:15.770 a number of recommendations.

NOTE Confidence: 0.888262390869565

00:28:15.770 --> 00:28:17.858 One is to clarify those expectations,

NOTE Confidence: 0.888262390869565

00:28:17.860 --> 00:28:20.752 expectations at the outset of the

NOTE Confidence: 0.888262390869565

00:28:20.752 --> 00:28:23.379 standard offer letter to create

NOTE Confidence: 0.888262390869565

00:28:23.379 --> 00:28:26.429 individual pathways within this track

NOTE Confidence: 0.888262390869565

00:28:26.430 --> 00:28:28.075 to do a better job of mentoring

NOTE Confidence: 0.888262390869565

00:28:28.075 --> 00:28:29.260 this group of faculty,

NOTE Confidence: 0.888262390869565

00:28:29.260 --> 00:28:32.172 including using a form like the F

NOTE Confidence: 0.888262390869565

00:28:32.172 --> 00:28:34.944 DAC that we've developed and so

NOTE Confidence: 0.888262390869565

00:28:34.944 --> 00:28:36.906 that we're in the process of

NOTE Confidence: 0.888262390869565

00:28:36.906 --> 00:28:38.598 implementing those sorts of things.
NOTE Confidence: 0.888262390869565

00:28:38.600 --> 00:28:38.931 Again,
NOTE Confidence: 0.888262390869565

00:28:38.931 --> 00:28:41.248 as a way to increase the types
NOTE Confidence: 0.888262390869565

00:28:41.248 --> 00:28:43.159 of faculty we're developing,
NOTE Confidence: 0.888262390869565

00:28:43.160 --> 00:28:45.456 we have had an effort in biomedical
NOTE Confidence: 0.888262390869565

00:28:45.456 --> 00:28:46.112 data science.
NOTE Confidence: 0.888262390869565

00:28:46.120 --> 00:28:48.058 There's a real shortage of people
NOTE Confidence: 0.888262390869565

00:28:48.058 --> 00:28:50.000 who have expertise in this area.
NOTE Confidence: 0.888262390869565

00:28:50.000 --> 00:28:51.596 The students who are interested in this,
NOTE Confidence: 0.888262390869565

00:28:51.600 --> 00:28:53.922 I would encourage you to pursue
NOTE Confidence: 0.888262390869565

00:28:53.922 --> 00:28:54.696 those interests.
NOTE Confidence: 0.888262390869565

00:28:54.700 --> 00:28:57.164 But this is a program in collaboration
NOTE Confidence: 0.888262390869565

00:28:57.164 --> 00:28:59.484 with Burner Ingelheim where we have
NOTE Confidence: 0.888262390869565

00:28:59.484 --> 00:29:02.196 grown it actually more rapidly than
NOTE Confidence: 0.888262390869565

00:29:02.196 --> 00:29:04.404 anticipated because it's been so
NOTE Confidence: 0.888262390869565

00:29:04.404 --> 00:29:06.449 successful and each student has

NOTE Confidence: 0.888262390869565
00:29:06.449 --> 00:29:07.630 reach fellow has.
NOTE Confidence: 0.888262390869565
00:29:07.630 --> 00:29:09.830 Mentor within the university and
NOTE Confidence: 0.888262390869565
00:29:09.830 --> 00:29:12.030 a mentor within Barringer Anaheim,
NOTE Confidence: 0.888262390869565
00:29:12.030 --> 00:29:15.550 allowing them to cross fertilize.
NOTE Confidence: 0.888262390869565
00:29:15.550 --> 00:29:17.910 We have also recently recruited
NOTE Confidence: 0.888262390869565
00:29:17.910 --> 00:29:19.326 Lucilla Ana Machado,
NOTE Confidence: 0.888262390869565
00:29:19.330 --> 00:29:20.992 a member of the National Academy
NOTE Confidence: 0.888262390869565
00:29:20.992 --> 00:29:23.228 of Medicine to lead what will start
NOTE Confidence: 0.888262390869565
00:29:23.228 --> 00:29:25.013 as a freestanding section of
NOTE Confidence: 0.888262390869565
00:29:25.013 --> 00:29:26.689 biomedical informatics and data science,
NOTE Confidence: 0.888262390869565
00:29:26.690 --> 00:29:30.488 but evolve into a new department.
NOTE Confidence: 0.888262390869565
00:29:30.490 --> 00:29:34.009 And Lucilla has been on campus quite a bit,
NOTE Confidence: 0.888262390869565
00:29:34.010 --> 00:29:36.590 will be here today and tomorrow
NOTE Confidence: 0.888262390869565
00:29:36.590 --> 00:29:37.504 really working.
NOTE Confidence: 0.888262390869565
00:29:37.504 --> 00:29:40.703 And how we build better support for
NOTE Confidence: 0.888262390869565

00:29:40.703 --> 00:29:42.806 our faculty, our students,
NOTE Confidence: 0.888262390869565

00:29:42.806 --> 00:29:45.046 in terms of biomedical informatics.
NOTE Confidence: 0.888262390869565

00:29:45.050 --> 00:29:47.430 And I'm aware that our students are
NOTE Confidence: 0.888262390869565

00:29:47.430 --> 00:29:49.030 frustrated about access to J DAT,
NOTE Confidence: 0.888262390869565

00:29:49.030 --> 00:29:51.557 and this is something that we still
NOTE Confidence: 0.888262390869565

00:29:51.557 --> 00:29:53.699 will be able to help with.
NOTE Confidence: 0.888262390869565

00:29:53.700 --> 00:29:57.780 We are in in the realm of cross
NOTE Confidence: 0.888262390869565

00:29:57.780 --> 00:29:58.800 cutting research.
NOTE Confidence: 0.888262390869565

00:29:58.800 --> 00:30:00.935 We recently stood up a Yale Center
NOTE Confidence: 0.888262390869565

00:30:00.935 --> 00:30:02.679 for Brain and Mind Health.
NOTE Confidence: 0.880998875555556

00:30:02.680 --> 00:30:04.690 As you know, we have very
NOTE Confidence: 0.880998875555556

00:30:04.690 --> 00:30:05.695 strong neuroscience here.
NOTE Confidence: 0.880998875555556

00:30:05.700 --> 00:30:08.275 The Woosah Institute was created
NOTE Confidence: 0.880998875555556

00:30:08.275 --> 00:30:10.335 to study human cognition.
NOTE Confidence: 0.880998875555556

00:30:10.340 --> 00:30:12.595 Yale New Haven Health System
NOTE Confidence: 0.880998875555556

00:30:12.595 --> 00:30:14.850 is building a new neuroscience

NOTE Confidence: 0.880998875555556
00:30:14.931 --> 00:30:17.379 tower for clinical neuroscience.
NOTE Confidence: 0.880998875555556
00:30:17.380 --> 00:30:21.900 And there was a real need to create.
NOTE Confidence: 0.880998875555556
00:30:21.900 --> 00:30:23.696 Mechanisms to bring discovery
NOTE Confidence: 0.880998875555556
00:30:23.696 --> 00:30:25.941 into trials for our patients
NOTE Confidence: 0.880998875555556
00:30:25.941 --> 00:30:28.419 and to learn from our patients.
NOTE Confidence: 0.880998875555556
00:30:28.420 --> 00:30:32.046 And so this group of five faculty
NOTE Confidence: 0.880998875555556
00:30:32.046 --> 00:30:33.600 members representing neurosurgery,
NOTE Confidence: 0.880998875555556
00:30:33.600 --> 00:30:36.300 the Child Study Center,
NOTE Confidence: 0.880998875555556
00:30:36.300 --> 00:30:38.325 psychiatry and neurology.
NOTE Confidence: 0.880998875555556
00:30:38.330 --> 00:30:39.870 Interviewed all of the stakeholders,
NOTE Confidence: 0.880998875555556
00:30:39.870 --> 00:30:42.096 convened a retreat,
NOTE Confidence: 0.880998875555556
00:30:42.096 --> 00:30:45.064 strategic retreat and conceived
NOTE Confidence: 0.880998875555556
00:30:45.064 --> 00:30:47.290 of this center,
NOTE Confidence: 0.880998875555556
00:30:47.290 --> 00:30:50.422 which will create resources and bring
NOTE Confidence: 0.880998875555556
00:30:50.422 --> 00:30:53.114 people here to translate discovery
NOTE Confidence: 0.880998875555556

00:30:53.114 --> 00:30:56.216 into our into the clinical realm.
NOTE Confidence: 0.880998875555556

00:30:56.220 --> 00:30:58.180 We have some roadblocks in that area.
NOTE Confidence: 0.880998875555556

00:30:58.180 --> 00:31:01.372 One is that our our contracting
NOTE Confidence: 0.880998875555556

00:31:01.372 --> 00:31:04.123 and our time to initiation
NOTE Confidence: 0.880998875555556

00:31:04.123 --> 00:31:06.928 of clinical trials is slow.
NOTE Confidence: 0.880998875555556

00:31:06.930 --> 00:31:08.280 Just the goal is that this
NOTE Confidence: 0.880998875555556

00:31:08.280 --> 00:31:09.460 would happen within 90 days.
NOTE Confidence: 0.880998875555556

00:31:09.460 --> 00:31:11.329 You can see over this two year
NOTE Confidence: 0.880998875555556

00:31:11.329 --> 00:31:13.385 period that the vast majority of
NOTE Confidence: 0.880998875555556

00:31:13.385 --> 00:31:15.380 contracts and initiations took longer.
NOTE Confidence: 0.880998875555556

00:31:15.380 --> 00:31:17.020 We have a group that's working on this.
NOTE Confidence: 0.880998875555556

00:31:17.020 --> 00:31:19.668 We have some things that we need to
NOTE Confidence: 0.880998875555556

00:31:19.668 --> 00:31:21.862 tweak within the School of Medicine
NOTE Confidence: 0.880998875555556

00:31:21.862 --> 00:31:24.052 before we can really fix this.
NOTE Confidence: 0.880998875555556

00:31:24.060 --> 00:31:27.096 We're investing in, as I said,
NOTE Confidence: 0.880998875555556

00:31:27.100 --> 00:31:30.360 resources to enable everybody's research.

NOTE Confidence: 0.880998875555556

00:31:30.360 --> 00:31:32.200 One is a biorepository,

NOTE Confidence: 0.880998875555556

00:31:32.200 --> 00:31:34.040 where we're collecting samples

NOTE Confidence: 0.880998875555556

00:31:34.040 --> 00:31:36.571 from patients and keeping them

NOTE Confidence: 0.880998875555556

00:31:36.571 --> 00:31:37.599 stored appropriately,

NOTE Confidence: 0.880998875555556

00:31:37.600 --> 00:31:40.020 processed and stored appropriately so

NOTE Confidence: 0.880998875555556

00:31:40.020 --> 00:31:42.440 that investigators can access them.

NOTE Confidence: 0.880998875555556

00:31:42.440 --> 00:31:44.615 Two of the higher technology

NOTE Confidence: 0.880998875555556

00:31:44.615 --> 00:31:47.282 cores that we are just standing

NOTE Confidence: 0.880998875555556

00:31:47.282 --> 00:31:50.208 up is first A-fib SEM core,

NOTE Confidence: 0.880998875555556

00:31:50.208 --> 00:31:53.400 being led by Shanzu and song.

NOTE Confidence: 0.880998875555556

00:31:53.400 --> 00:31:55.842 Saying who we were very fortunate

NOTE Confidence: 0.880998875555556

00:31:55.842 --> 00:31:58.466 to recruit from Janelia Farm and

NOTE Confidence: 0.880998875555556

00:31:58.466 --> 00:32:01.010 who have developed mechanisms

NOTE Confidence: 0.880998875555556

00:32:01.010 --> 00:32:05.210 using fibs them to image cells down

NOTE Confidence: 0.880998875555556

00:32:05.210 --> 00:32:08.780 to the to the for Micron level

NOTE Confidence: 0.880998875555556

00:32:08.780 --> 00:32:10.560 incredible resolution leading them
NOTE Confidence: 0.8809988755555556

00:32:10.560 --> 00:32:13.735 to be able to publish for example
NOTE Confidence: 0.8809988755555556

00:32:13.735 --> 00:32:16.315 in a collaborative group the the
NOTE Confidence: 0.8809988755555556

00:32:16.315 --> 00:32:18.630 connectome of the dress Drosophila
NOTE Confidence: 0.8809988755555556

00:32:18.630 --> 00:32:21.000 brain so really impressive work
NOTE Confidence: 0.8809988755555556

00:32:21.000 --> 00:32:23.634 and similarly a new Murphy.
NOTE Confidence: 0.8809988755555556

00:32:23.634 --> 00:32:26.644 Multiplexed fish for transcriptome imaging,
NOTE Confidence: 0.8809988755555556

00:32:26.650 --> 00:32:28.730 led by money dekmar that's
NOTE Confidence: 0.8809988755555556

00:32:28.730 --> 00:32:31.730 available to all of our resources.
NOTE Confidence: 0.9318676766666667

00:32:33.770 --> 00:32:36.584 Ironically, at this point our research
NOTE Confidence: 0.9318676766666667

00:32:36.584 --> 00:32:39.149 enterprise is not constrained by money,
NOTE Confidence: 0.9318676766666667

00:32:39.150 --> 00:32:44.166 but by space. We have a space plan.
NOTE Confidence: 0.9318676766666667

00:32:44.170 --> 00:32:48.340 In in place, and I would say we have it.
NOTE Confidence: 0.9318676766666667

00:32:48.340 --> 00:32:50.905 It's been somewhat frustrating because
NOTE Confidence: 0.9318676766666667

00:32:50.905 --> 00:32:53.470 we are already behind schedule
NOTE Confidence: 0.9318676766666667

00:32:53.547 --> 00:32:56.313 largely due to labor shortages and

NOTE Confidence: 0.931867676666667
00:32:56.313 --> 00:32:58.680 supply chain shortages post COVID.
NOTE Confidence: 0.931867676666667
00:32:58.680 --> 00:33:01.160 We just had a walk through of 300,
NOTE Confidence: 0.931867676666667
00:33:01.160 --> 00:33:03.687 George again this morning to think about
NOTE Confidence: 0.931867676666667
00:33:03.687 --> 00:33:06.957 what we need to do to improve this building.
NOTE Confidence: 0.931867676666667
00:33:06.960 --> 00:33:09.810 But you can see that after we
NOTE Confidence: 0.931867676666667
00:33:09.810 --> 00:33:11.735 complete renovations in this building
NOTE Confidence: 0.931867676666667
00:33:11.735 --> 00:33:14.325 and build out four floors and 100.
NOTE Confidence: 0.931867676666667
00:33:14.325 --> 00:33:16.350 College we will be building
NOTE Confidence: 0.931867676666667
00:33:16.350 --> 00:33:18.710 out floors in 101 college,
NOTE Confidence: 0.931867676666667
00:33:18.710 --> 00:33:21.860 the School of Public Health will
NOTE Confidence: 0.931867676666667
00:33:21.860 --> 00:33:24.430 be consolidating some of its.
NOTE Confidence: 0.931867676666667
00:33:24.430 --> 00:33:25.342 Classroom space.
NOTE Confidence: 0.931867676666667
00:33:25.342 --> 00:33:28.534 We will have backfill space related to
NOTE Confidence: 0.931867676666667
00:33:28.534 --> 00:33:31.429 this work that we can then renovate.
NOTE Confidence: 0.931867676666667
00:33:31.430 --> 00:33:34.378 This is the the.
NOTE Confidence: 0.931867676666667

00:33:34.380 --> 00:33:36.292 Preparation for another building,
NOTE Confidence: 0.931867676666667

00:33:36.292 --> 00:33:39.400 which is to move the School of
NOTE Confidence: 0.931867676666667

00:33:39.400 --> 00:33:42.420 public health classrooms into 300
NOTE Confidence: 0.931867676666667

00:33:42.420 --> 00:33:45.920 George temporarily so that we can.
NOTE Confidence: 0.931867676666667

00:33:45.920 --> 00:33:49.756 Plan for a new building in this
NOTE Confidence: 0.931867676666667

00:33:49.760 --> 00:33:51.670 strip mall area that's that's
NOTE Confidence: 0.931867676666667

00:33:51.670 --> 00:33:53.198 now used for classrooms.
NOTE Confidence: 0.931867676666667

00:33:53.200 --> 00:33:54.370 That will be very exciting.
NOTE Confidence: 0.931867676666667

00:33:54.370 --> 00:33:56.757 It will allow us to cross bridges
NOTE Confidence: 0.931867676666667

00:33:56.757 --> 00:33:58.990 here and what the students might
NOTE Confidence: 0.931867676666667

00:33:58.990 --> 00:34:02.095 observe is that then you start to see
NOTE Confidence: 0.931867676666667

00:34:02.095 --> 00:34:04.399 lines here over at Harkness Hall.
NOTE Confidence: 0.931867676666667

00:34:04.400 --> 00:34:06.896 I think all of us know that Harkness
NOTE Confidence: 0.931867676666667

00:34:06.896 --> 00:34:09.645 Hall is outlived its useful life and we
NOTE Confidence: 0.931867676666667

00:34:09.645 --> 00:34:12.859 have plans to to renovate that eventually.
NOTE Confidence: 0.931867676666667

00:34:12.860 --> 00:34:15.839 But you can see by the timeline that that's.

NOTE Confidence: 0.931867676666667
00:34:15.840 --> 00:34:20.089 Getting passed when you guys are here.
NOTE Confidence: 0.931867676666667
00:34:20.090 --> 00:34:21.368 Even I hope for the MD,
NOTE Confidence: 0.931867676666667
00:34:21.370 --> 00:34:23.449 PhD students who are on the call.
NOTE Confidence: 0.931867676666667
00:34:23.450 --> 00:34:23.982 So.
NOTE Confidence: 0.931867676666667
00:34:23.982 --> 00:34:27.174 We also this December will convene
NOTE Confidence: 0.931867676666667
00:34:27.174 --> 00:34:30.897 for the first time a scientific
NOTE Confidence: 0.931867676666667
00:34:30.897 --> 00:34:33.589 Advisory Board comprised of,
NOTE Confidence: 0.931867676666667
00:34:33.590 --> 00:34:35.954 you know, Nobel laureate,
NOTE Confidence: 0.931867676666667
00:34:35.954 --> 00:34:37.727 several Lasker winners,
NOTE Confidence: 0.931867676666667
00:34:37.730 --> 00:34:40.532 leaders in industry and interestingly I
NOTE Confidence: 0.931867676666667
00:34:40.532 --> 00:34:44.447 think all but one have a Yale association,
NOTE Confidence: 0.931867676666667
00:34:44.450 --> 00:34:46.010 maybe all of them do,
NOTE Confidence: 0.931867676666667
00:34:46.010 --> 00:34:47.810 which was not something we know.
NOTE Confidence: 0.931867676666667
00:34:47.810 --> 00:34:49.924 Charles Sawyers, I believe this is not,
NOTE Confidence: 0.931867676666667
00:34:49.930 --> 00:34:51.526 not something we intended to do,
NOTE Confidence: 0.931867676666667

00:34:51.530 --> 00:34:53.714 but happened by chance and and so we're
NOTE Confidence: 0.931867676666667

00:34:53.714 --> 00:34:55.508 looking forward to seeking their advice.
NOTE Confidence: 0.931867676666667

00:34:55.510 --> 00:34:59.800 On how we can do things a little bit better.
NOTE Confidence: 0.931867676666667

00:34:59.800 --> 00:35:02.596 Lastly, looking at the clinical mission,
NOTE Confidence: 0.931867676666667

00:35:02.600 --> 00:35:05.235 you know what academic health
NOTE Confidence: 0.931867676666667

00:35:05.235 --> 00:35:07.343 systems have traditionally done.
NOTE Confidence: 0.931867676666667

00:35:07.350 --> 00:35:10.584 Is offer access to cutting edge care,
NOTE Confidence: 0.931867676666667

00:35:10.590 --> 00:35:13.566 whether that's chemotherapy or at Yale,
NOTE Confidence: 0.931867676666667

00:35:13.570 --> 00:35:15.132 you know.
NOTE Confidence: 0.931867676666667

00:35:15.132 --> 00:35:18.256 Closed loop insulin pumps,
NOTE Confidence: 0.931867676666667

00:35:18.260 --> 00:35:19.616 transplant imaging,
NOTE Confidence: 0.931867676666667

00:35:19.616 --> 00:35:20.294 etcetera.
NOTE Confidence: 0.931867676666667

00:35:20.294 --> 00:35:23.684 But what increasingly academic health
NOTE Confidence: 0.931867676666667

00:35:23.684 --> 00:35:28.066 systems are able to do is also offer
NOTE Confidence: 0.931867676666667

00:35:28.066 --> 00:35:30.022 population health that increases
NOTE Confidence: 0.931867676666667

00:35:30.114 --> 00:35:33.120 the health of our entire community.

NOTE Confidence: 0.931867676666667

00:35:33.120 --> 00:35:36.900 And we have amazing physician nurses

NOTE Confidence: 0.931867676666667

00:35:36.900 --> 00:35:41.059 staff in our academic health system.

NOTE Confidence: 0.931867676666667

00:35:41.060 --> 00:35:44.140 One piece of evidence for that is that

NOTE Confidence: 0.931867676666667

00:35:44.140 --> 00:35:46.820 we were among all of the hospitals in

NOTE Confidence: 0.931867676666667

00:35:46.820 --> 00:35:49.613 the country in the top 24 for having

NOTE Confidence: 0.931867676666667

00:35:49.613 --> 00:35:51.857 the lowest mortality rate during COVID.

NOTE Confidence: 0.931867676666667

00:35:51.857 --> 00:35:56.283 And so I hold this out as an example of what

NOTE Confidence: 0.931867676666667

00:35:56.283 --> 00:36:00.240 we can do when we are all working together.

NOTE Confidence: 0.931867676666667

00:36:00.240 --> 00:36:01.425 It is not,

NOTE Confidence: 0.931867676666667

00:36:01.425 --> 00:36:01.820 however,

NOTE Confidence: 0.931867676666667

00:36:01.820 --> 00:36:03.400 always what we do,

NOTE Confidence: 0.931867676666667

00:36:03.400 --> 00:36:07.276 and although we offer excellent care,

NOTE Confidence: 0.931867676666667

00:36:07.280 --> 00:36:08.996 we often offer it in silos

NOTE Confidence: 0.931867676666667

00:36:08.996 --> 00:36:11.399 and not in a coordinated way,

NOTE Confidence: 0.931867676666667

00:36:11.400 --> 00:36:13.590 and we also often don't

NOTE Confidence: 0.931867676666667

00:36:13.590 --> 00:36:15.780 measure what we're doing so
NOTE Confidence: 0.802530335206896

00:36:15.780 --> 00:36:19.108 this. Slide which shows where we are in
NOTE Confidence: 0.802530335206896

00:36:19.108 --> 00:36:22.375 NIH ranking and has a number of NR not
NOTE Confidence: 0.802530335206896

00:36:22.375 --> 00:36:25.233 ranked and has a number of levels below
NOTE Confidence: 0.802530335206896

00:36:25.233 --> 00:36:29.621 10 is not what Yale School of Medicine
NOTE Confidence: 0.802530335206896

00:36:29.621 --> 00:36:32.540 or you only Haven Health should aspire
NOTE Confidence: 0.802530335206896

00:36:32.617 --> 00:36:35.177 to and the reason for this is that.
NOTE Confidence: 0.802530335206896

00:36:35.180 --> 00:36:37.396 As I say, we are not working together.
NOTE Confidence: 0.802530335206896

00:36:37.400 --> 00:36:39.520 We're still working in silos.
NOTE Confidence: 0.802530335206896

00:36:39.520 --> 00:36:42.095 We have tremendous opportunity when
NOTE Confidence: 0.802530335206896

00:36:42.095 --> 00:36:45.411 you look at where we are represented
NOTE Confidence: 0.802530335206896

00:36:45.411 --> 00:36:47.496 across the state of Connecticut.
NOTE Confidence: 0.802530335206896

00:36:47.500 --> 00:36:50.200 The state of Connecticut has demographics
NOTE Confidence: 0.802530335206896

00:36:50.200 --> 00:36:53.008 that mirror the rest of the country
NOTE Confidence: 0.802530335206896

00:36:53.008 --> 00:36:55.701 and we have both some of the wealthiest
NOTE Confidence: 0.802530335206896

00:36:55.701 --> 00:36:59.181 communities in the country as well as the

NOTE Confidence: 0.802530335206896
00:36:59.181 --> 00:37:03.118 largest disparities in income in the country.
NOTE Confidence: 0.802530335206896
00:37:03.120 --> 00:37:04.434 So as a.
NOTE Confidence: 0.802530335206896
00:37:04.434 --> 00:37:07.062 Place where we can have impact
NOTE Confidence: 0.802530335206896
00:37:07.070 --> 00:37:10.430 across a diverse set of communities.
NOTE Confidence: 0.802530335206896
00:37:10.430 --> 00:37:13.174 This is a wonderful place to be.
NOTE Confidence: 0.802530335206896
00:37:13.180 --> 00:37:16.078 And so we need to realize that ability to
NOTE Confidence: 0.802530335206896
00:37:16.078 --> 00:37:18.897 improve health across all of our communities.
NOTE Confidence: 0.802530335206896
00:37:18.900 --> 00:37:21.048 We also have a financial relationship
NOTE Confidence: 0.802530335206896
00:37:21.048 --> 00:37:22.480 with our clinical enterprise.
NOTE Confidence: 0.802530335206896
00:37:22.480 --> 00:37:25.595 We we support our research and our
NOTE Confidence: 0.802530335206896
00:37:25.595 --> 00:37:28.513 educational mission in part through our
NOTE Confidence: 0.802530335206896
00:37:28.513 --> 00:37:31.013 revenues from the clinical enterprise
NOTE Confidence: 0.802530335206896
00:37:31.013 --> 00:37:34.042 and those have been growing and we
NOTE Confidence: 0.802530335206896
00:37:34.042 --> 00:37:36.247 expect that they will not continue
NOTE Confidence: 0.802530335206896
00:37:36.247 --> 00:37:37.976 to grow at that same rate rate.
NOTE Confidence: 0.802530335206896

00:37:37.980 --> 00:37:39.978 So we have to work smarter.
NOTE Confidence: 0.802530335206896

00:37:39.980 --> 00:37:42.356 One of the reasons is that we have an
NOTE Confidence: 0.802530335206896

00:37:42.356 --> 00:37:45.610 aging population and and more of our
NOTE Confidence: 0.802530335206896

00:37:45.610 --> 00:37:48.990 older patients are shifting from commercial.
NOTE Confidence: 0.802530335206896

00:37:48.990 --> 00:37:51.468 Insurance tends to pay better to Medicare,
NOTE Confidence: 0.802530335206896

00:37:51.470 --> 00:37:54.270 where hospitals often lose money
NOTE Confidence: 0.802530335206896

00:37:54.270 --> 00:37:56.480 on the care of patients.
NOTE Confidence: 0.802530335206896

00:37:56.480 --> 00:37:59.000 We also have lost some patients that
NOTE Confidence: 0.802530335206896

00:37:59.000 --> 00:38:01.621 we think are the patients we should
NOTE Confidence: 0.802530335206896

00:38:01.621 --> 00:38:04.120 see that is the patients in in.
NOTE Confidence: 0.802530335206896

00:38:04.120 --> 00:38:05.748 Requiring tertiary and quaternary
NOTE Confidence: 0.802530335206896

00:38:05.748 --> 00:38:08.572 care to hospitals that we feel are
NOTE Confidence: 0.802530335206896

00:38:08.572 --> 00:38:10.480 less equipped to care for them,
NOTE Confidence: 0.802530335206896

00:38:10.480 --> 00:38:12.965 and so we need to reverse that.
NOTE Confidence: 0.802530335206896

00:38:12.970 --> 00:38:16.282 So we are engaging in a significant
NOTE Confidence: 0.802530335206896

00:38:16.282 --> 00:38:18.266 effort around realigning this,

NOTE Confidence: 0.802530335206896

00:38:18.270 --> 00:38:21.526 the School of Medicine and Neal New Haven

NOTE Confidence: 0.802530335206896

00:38:21.526 --> 00:38:24.566 Health system as an academic health system.

NOTE Confidence: 0.802530335206896

00:38:24.570 --> 00:38:27.020 Very grateful to have the

NOTE Confidence: 0.802530335206896

00:38:27.020 --> 00:38:28.980 partnership of Chris O'Connor,

NOTE Confidence: 0.802530335206896

00:38:28.980 --> 00:38:32.380 the CEO for Yale New Haven Health System.

NOTE Confidence: 0.802530335206896

00:38:32.380 --> 00:38:36.187 And a number of people have been working on

NOTE Confidence: 0.802530335206896

00:38:36.187 --> 00:38:39.772 this for the first time in memorable history.

NOTE Confidence: 0.802530335206896

00:38:39.772 --> 00:38:44.014 We are developing a shared strategic plan.

NOTE Confidence: 0.802530335206896

00:38:44.020 --> 00:38:46.348 And one of the things that I would

NOTE Confidence: 0.802530335206896

00:38:46.348 --> 00:38:48.365 highlight is these are the pillars

NOTE Confidence: 0.802530335206896

00:38:48.365 --> 00:38:50.817 that the group has identified and in

NOTE Confidence: 0.802530335206896

00:38:50.817 --> 00:38:52.839 the highest ranking both among our,

NOTE Confidence: 0.802530335206896

00:38:52.840 --> 00:38:53.264 our.

NOTE Confidence: 0.802530335206896

00:38:53.264 --> 00:38:55.808 With medicine colleagues on this committee,

NOTE Confidence: 0.802530335206896

00:38:55.810 --> 00:38:58.594 but also among our hospital members

NOTE Confidence: 0.802530335206896

00:38:58.594 --> 00:38:59.986 of this committee,
NOTE Confidence: 0.802530335206896

00:38:59.990 --> 00:39:02.430 leading Edge research was important
NOTE Confidence: 0.802530335206896

00:39:02.430 --> 00:39:05.829 and and and actually came out on top.
NOTE Confidence: 0.802530335206896

00:39:05.830 --> 00:39:08.620 But providing access to our patients,
NOTE Confidence: 0.802530335206896

00:39:08.620 --> 00:39:09.146 you know,
NOTE Confidence: 0.802530335206896

00:39:09.146 --> 00:39:10.987 you can provide the best possible care,
NOTE Confidence: 0.802530335206896

00:39:10.990 --> 00:39:12.705 but if a patient can't access it,
NOTE Confidence: 0.802530335206896

00:39:12.710 --> 00:39:15.668 it doesn't do them any good.
NOTE Confidence: 0.802530335206896

00:39:15.670 --> 00:39:18.178 Providing exceptional value that
NOTE Confidence: 0.802530335206896

00:39:18.178 --> 00:39:21.940 that allows all in the community
NOTE Confidence: 0.802530335206896

00:39:22.037 --> 00:39:25.913 to benefit and then of course
NOTE Confidence: 0.802530335206896

00:39:25.913 --> 00:39:28.497 cultivating our educational missions.
NOTE Confidence: 0.802530335206896

00:39:28.500 --> 00:39:31.724 And so you'll see some of the cross
NOTE Confidence: 0.802530335206896

00:39:31.724 --> 00:39:33.620 cutting foundational elements here.
NOTE Confidence: 0.802530335206896

00:39:33.620 --> 00:39:36.080 We also are doing some work,
NOTE Confidence: 0.802530335206896

00:39:36.080 --> 00:39:38.334 although I think this is an area

NOTE Confidence: 0.802530335206896

00:39:38.334 --> 00:39:41.469 that we have much more work to do to

NOTE Confidence: 0.802530335206896

00:39:41.469 --> 00:39:44.980 coordinate our operations where we have.

NOTE Confidence: 0.88834508

00:39:44.980 --> 00:39:46.560 We're not working in parallel,

NOTE Confidence: 0.88834508

00:39:46.560 --> 00:39:47.796 but we're working together.

NOTE Confidence: 0.88834508

00:39:47.796 --> 00:39:49.980 So once we have that strategic plan,

NOTE Confidence: 0.88834508

00:39:49.980 --> 00:39:51.748 we're following the same

NOTE Confidence: 0.88834508

00:39:51.748 --> 00:39:53.074 data we're following.

NOTE Confidence: 0.88834508

00:39:53.080 --> 00:39:55.235 We're not having duplication of

NOTE Confidence: 0.88834508

00:39:55.235 --> 00:39:58.242 things that will allow us to provide

NOTE Confidence: 0.88834508

00:39:58.242 --> 00:40:00.564 better service and also to be.

NOTE Confidence: 0.88085484

00:40:02.790 --> 00:40:04.788 To lower expenses, frankly and and

NOTE Confidence: 0.88085484

00:40:04.788 --> 00:40:07.170 these are some of the people that

NOTE Confidence: 0.88085484

00:40:07.170 --> 00:40:09.132 will be involved in that work.

NOTE Confidence: 0.88085484

00:40:09.140 --> 00:40:11.674 And then we're thinking about how we

NOTE Confidence: 0.88085484

00:40:11.674 --> 00:40:14.675 align the physician practice plan beyond

NOTE Confidence: 0.88085484

00:40:14.675 --> 00:40:17.310 medicine with the employed practice
NOTE Confidence: 0.88085484

00:40:17.385 --> 00:40:20.577 plan NE Medical Group so that we are
NOTE Confidence: 0.88085484

00:40:20.577 --> 00:40:22.983 working together and that a patient
NOTE Confidence: 0.88085484

00:40:22.983 --> 00:40:25.670 is getting care that is seamless and
NOTE Confidence: 0.88085484

00:40:25.670 --> 00:40:28.330 not fragmented and we have some very.
NOTE Confidence: 0.876654262222222

00:40:30.340 --> 00:40:32.280 Significant work that you'll hear
NOTE Confidence: 0.876654262222222

00:40:32.280 --> 00:40:34.540 about within the next two months
NOTE Confidence: 0.876654262222222

00:40:34.540 --> 00:40:37.340 or so in which we're going to do
NOTE Confidence: 0.876654262222222

00:40:37.429 --> 00:40:40.117 this and and stay tuned for that.
NOTE Confidence: 0.876654262222222

00:40:40.120 --> 00:40:43.300 Lastly, we have to.
NOTE Confidence: 0.876654262222222

00:40:43.300 --> 00:40:45.624 Make our funds flow between the hospital
NOTE Confidence: 0.876654262222222

00:40:45.624 --> 00:40:47.958 and the School of Medicine rational.
NOTE Confidence: 0.876654262222222

00:40:47.960 --> 00:40:50.760 This is a cartoon of the many,
NOTE Confidence: 0.876654262222222

00:40:50.760 --> 00:40:54.015 many agreements we have back and forth,
NOTE Confidence: 0.876654262222222

00:40:54.020 --> 00:40:55.193 which is crazy.
NOTE Confidence: 0.876654262222222

00:40:55.193 --> 00:40:58.372 And so we're thinking about how do we

NOTE Confidence: 0.876654262222222

00:40:58.372 --> 00:41:00.899 create a fund flow model that aligns

NOTE Confidence: 0.876654262222222

00:41:00.899 --> 00:41:03.173 incentives and where people get paid

NOTE Confidence: 0.876654262222222

00:41:03.173 --> 00:41:06.297 for their work and and it's not a one

NOTE Confidence: 0.876654262222222

00:41:06.297 --> 00:41:08.004 off negotiation where it's fairly

NOTE Confidence: 0.876654262222222

00:41:08.004 --> 00:41:10.158 formulaic and those things have a

NOTE Confidence: 0.876654262222222

00:41:10.158 --> 00:41:13.128 huge impact on our ability to fund.

NOTE Confidence: 0.876654262222222

00:41:13.128 --> 00:41:15.488 An educational system for example,

NOTE Confidence: 0.876654262222222

00:41:15.490 --> 00:41:17.490 and and fund our research,

NOTE Confidence: 0.876654262222222

00:41:17.490 --> 00:41:20.444 just say a little bit about finance.

NOTE Confidence: 0.876654262222222

00:41:20.450 --> 00:41:23.979 I mentioned that Arnie Donton joined

NOTE Confidence: 0.876654262222222

00:41:23.979 --> 00:41:29.370 in July of 2021 and discovered

NOTE Confidence: 0.876654262222222

00:41:29.370 --> 00:41:31.690 why we recruited him,

NOTE Confidence: 0.876654262222222

00:41:31.690 --> 00:41:33.754 which is that we have a lot of

NOTE Confidence: 0.876654262222222

00:41:33.754 --> 00:41:36.120 work to do around getting seamless

NOTE Confidence: 0.876654262222222

00:41:36.120 --> 00:41:38.345 processes in place and analytics

NOTE Confidence: 0.876654262222222

00:41:38.350 --> 00:41:39.930 to enable our core missions.

NOTE Confidence: 0.876654262222222

00:41:39.930 --> 00:41:42.912 And so this is his mission

NOTE Confidence: 0.876654262222222

00:41:42.912 --> 00:41:44.403 statement and vision.

NOTE Confidence: 0.876654262222222

00:41:44.410 --> 00:41:46.330 But when there's been

NOTE Confidence: 0.876654262222222

00:41:46.330 --> 00:41:48.250 failure of those processes,

NOTE Confidence: 0.876654262222222

00:41:48.250 --> 00:41:51.690 it has pretty dramatic consequences.

NOTE Confidence: 0.876654262222222

00:41:51.690 --> 00:41:53.834 And so some of you are aware that

NOTE Confidence: 0.876654262222222

00:41:53.834 --> 00:41:56.245 we had a \$40 million theft over a

NOTE Confidence: 0.876654262222222

00:41:56.245 --> 00:41:58.567 period of about 10 years dating back

NOTE Confidence: 0.876654262222222

00:41:58.567 --> 00:42:01.003 to 2012 in one of our departments.

NOTE Confidence: 0.876654262222222

00:42:01.010 --> 00:42:03.836 That cannot happen unless you have

NOTE Confidence: 0.876654262222222

00:42:03.836 --> 00:42:07.098 failure in many places in the system.

NOTE Confidence: 0.876654262222222

00:42:07.098 --> 00:42:09.408 It's it's not unlike this,

NOTE Confidence: 0.876654262222222

00:42:09.410 --> 00:42:11.727 the safety analysis we do in the

NOTE Confidence: 0.876654262222222

00:42:11.727 --> 00:42:14.137 hospital when there's been an adverse event.

NOTE Confidence: 0.876654262222222

00:42:14.140 --> 00:42:16.642 And so it was everything from

NOTE Confidence: 0.876654262222222

00:42:16.642 --> 00:42:19.101 oversight of individuals to how we

NOTE Confidence: 0.876654262222222

00:42:19.101 --> 00:42:21.607 train people to how the controls work

NOTE Confidence: 0.876654262222222

00:42:21.607 --> 00:42:23.834 that some of which are centralized

NOTE Confidence: 0.876654262222222

00:42:23.834 --> 00:42:26.370 to how we could see the data.

NOTE Confidence: 0.876654262222222

00:42:26.370 --> 00:42:29.944 And one of the things that our work in

NOTE Confidence: 0.876654262222222

00:42:29.944 --> 00:42:32.554 correcting these has has highlighted

NOTE Confidence: 0.876654262222222

00:42:32.554 --> 00:42:35.636 is around climate and the fact that

NOTE Confidence: 0.876654262222222

00:42:35.636 --> 00:42:38.694 many of us don't feel like it's our

NOTE Confidence: 0.876654262222222

00:42:38.694 --> 00:42:40.916 job to to pay attention to these things.

NOTE Confidence: 0.876654262222222

00:42:40.920 --> 00:42:44.166 And it does seem mundane and.

NOTE Confidence: 0.876654262222222

00:42:44.170 --> 00:42:45.665 It doesn't seem like it's

NOTE Confidence: 0.876654262222222

00:42:45.665 --> 00:42:47.390 directly related to what you do,

NOTE Confidence: 0.876654262222222

00:42:47.390 --> 00:42:49.127 but I will tell you that it is.

NOTE Confidence: 0.876654262222222

00:42:49.130 --> 00:42:50.314 And so you know,

NOTE Confidence: 0.876654262222222

00:42:50.314 --> 00:42:52.090 these are some of the things

NOTE Confidence: 0.876654262222222

00:42:52.157 --> 00:42:55.350 that we've heard from.
NOTE Confidence: 0.8766542622222222

00:42:55.350 --> 00:42:56.586 Senior faculty sometimes.
NOTE Confidence: 0.8766542622222222

00:42:56.586 --> 00:43:00.210 And my favorite is do you know who I am?
NOTE Confidence: 0.8766542622222222

00:43:00.210 --> 00:43:00.966 And you know,
NOTE Confidence: 0.8766542622222222

00:43:00.966 --> 00:43:01.974 there's an arrogance associated
NOTE Confidence: 0.8766542622222222

00:43:01.974 --> 00:43:03.445 with that that should never be
NOTE Confidence: 0.8766542622222222

00:43:03.445 --> 00:43:04.789 part of Yale School of Medicine.
NOTE Confidence: 0.8766542622222222

00:43:04.790 --> 00:43:06.886 And it goes back to what we were
NOTE Confidence: 0.8766542622222222

00:43:06.886 --> 00:43:08.779 talking about around professionalism.
NOTE Confidence: 0.8766542622222222

00:43:08.780 --> 00:43:10.190 While we're talking about money,
NOTE Confidence: 0.8766542622222222

00:43:10.190 --> 00:43:12.654 I will mention that we are in
NOTE Confidence: 0.8766542622222222

00:43:12.654 --> 00:43:15.389 the midst of a capital campaign.
NOTE Confidence: 0.8766542622222222

00:43:15.390 --> 00:43:18.334 One of the goals of that campaign is
NOTE Confidence: 0.8766542622222222

00:43:18.334 --> 00:43:21.358 to raise money for financial aid to
NOTE Confidence: 0.8766542622222222

00:43:21.358 --> 00:43:25.322 make our School of Medicine truly debt free.
NOTE Confidence: 0.8766542622222222

00:43:25.322 --> 00:43:29.410 We have had a decline in our.

NOTE Confidence: 0.876654262222222

00:43:29.410 --> 00:43:32.458 That of our students are median

NOTE Confidence: 0.876654262222222

00:43:32.458 --> 00:43:35.469 debt of our students is around

NOTE Confidence: 0.876654262222222

00:43:35.469 --> 00:43:38.126 in this past year 79,000 compared

NOTE Confidence: 0.876654262222222

00:43:38.126 --> 00:43:40.366 to a much higher number.

NOTE Confidence: 0.876654262222222

00:43:40.370 --> 00:43:43.560 Average is more like 110,000 I believe

NOTE Confidence: 0.876654262222222

00:43:43.560 --> 00:43:46.700 compared to a national average of about 204.

NOTE Confidence: 0.876654262222222

00:43:46.700 --> 00:43:49.160 That should get the median should

NOTE Confidence: 0.876654262222222

00:43:49.160 --> 00:43:51.968 get closer to 60 as we start

NOTE Confidence: 0.876654262222222

00:43:51.968 --> 00:43:53.464 to realize the capping,

NOTE Confidence: 0.845571401428571

00:43:53.470 --> 00:43:55.486 the benefit of capping the unit loan.

NOTE Confidence: 0.845571401428571

00:43:55.490 --> 00:43:57.996 But of course we'd like to get

NOTE Confidence: 0.845571401428571

00:43:57.996 --> 00:44:00.287 that number down to zero and so.

NOTE Confidence: 0.845571401428571

00:44:00.290 --> 00:44:03.395 We we also have an opportunity to match funds

NOTE Confidence: 0.845571401428571

00:44:03.395 --> 00:44:06.360 and create a quasi endowment to do that.

NOTE Confidence: 0.845571401428571

00:44:06.360 --> 00:44:08.936 This takes time, but but it's a high

NOTE Confidence: 0.845571401428571

00:44:08.936 --> 00:44:11.060 priority in our capital campaign.

NOTE Confidence: 0.845571401428571

00:44:11.060 --> 00:44:13.571 And just to show you that we are starting

NOTE Confidence: 0.845571401428571

00:44:13.571 --> 00:44:16.149 to reap the benefits of that campaign.

NOTE Confidence: 0.845571401428571

00:44:16.150 --> 00:44:18.856 With an increase in in funding

NOTE Confidence: 0.845571401428571

00:44:18.856 --> 00:44:21.300 over the last three years.

NOTE Confidence: 0.845571401428571

00:44:21.300 --> 00:44:24.120 So I've talked about a lot of specific

NOTE Confidence: 0.845571401428571

00:44:24.120 --> 00:44:26.820 elements around the three missions.

NOTE Confidence: 0.845571401428571

00:44:26.820 --> 00:44:28.140 I would add the 4th mission,

NOTE Confidence: 0.845571401428571

00:44:28.140 --> 00:44:30.336 which is how we develop people,

NOTE Confidence: 0.845571401428571

00:44:30.340 --> 00:44:31.740 whether it's our students

NOTE Confidence: 0.845571401428571

00:44:31.740 --> 00:44:33.490 or trainees or our faculty.

NOTE Confidence: 0.845571401428571

00:44:33.490 --> 00:44:35.422 And I've shared with you some cross

NOTE Confidence: 0.845571401428571

00:44:35.422 --> 00:44:36.995 cutting themes about how we will

NOTE Confidence: 0.845571401428571

00:44:36.995 --> 00:44:38.375 do that to realize our vision.

NOTE Confidence: 0.845571401428571

00:44:38.380 --> 00:44:40.375 I think we've allowed plenty of time

NOTE Confidence: 0.845571401428571

00:44:40.375 --> 00:44:42.347 for questions and I will stop sharing.

NOTE Confidence: 0.952542216

00:44:46.430 --> 00:44:48.244 Thank you so very much, Dean Brown.

NOTE Confidence: 0.952542216

00:44:48.244 --> 00:44:50.660 If anyone has any questions, it's viewing.

NOTE Confidence: 0.952542216

00:44:50.660 --> 00:44:52.496 I haven't seen any so far, but there

NOTE Confidence: 0.952542216

00:44:52.496 --> 00:44:55.090 is an in the bottom part in the chat.

NOTE Confidence: 0.952542216

00:44:55.090 --> 00:44:57.400 There should be a question and answer

NOTE Confidence: 0.952542216

00:44:57.400 --> 00:44:59.696 area and people can put in their

NOTE Confidence: 0.952542216

00:44:59.696 --> 00:45:03.500 questions and we can try to answer them.

NOTE Confidence: 0.952542216

00:45:03.500 --> 00:45:05.006 Not seeing anything so far you.

NOTE Confidence: 0.823486682

00:45:06.730 --> 00:45:08.954 People may may want to take a a

NOTE Confidence: 0.823486682

00:45:08.954 --> 00:45:11.060 lunch break, so that's OK too.

NOTE Confidence: 0.87899498

00:45:21.900 --> 00:45:23.106 While we're waiting to see if

NOTE Confidence: 0.87899498

00:45:23.106 --> 00:45:24.200 anyone does have some questions

NOTE Confidence: 0.87899498

00:45:24.200 --> 00:45:25.415 that they'd like to submit,

NOTE Confidence: 0.87899498

00:45:25.420 --> 00:45:26.680 I'd just like to take the time

NOTE Confidence: 0.87899498

00:45:26.680 --> 00:45:27.808 to thank you, Dean Brown,

NOTE Confidence: 0.87899498

00:45:27.808 --> 00:45:29.278 again for coming and speaking.

NOTE Confidence: 0.87899498

00:45:29.280 --> 00:45:31.032 It's always a pleasure to get to work

NOTE Confidence: 0.87899498

00:45:31.032 --> 00:45:33.018 with you and to get to see all the

NOTE Confidence: 0.87899498

00:45:33.018 --> 00:45:34.396 fantastic work that you and everyone

NOTE Confidence: 0.87899498

00:45:34.396 --> 00:45:36.254 here is doing to try to further the

NOTE Confidence: 0.87899498

00:45:36.254 --> 00:45:37.524 training and the opportunities and

NOTE Confidence: 0.87899498

00:45:37.524 --> 00:45:39.119 the culture here at the schools.

NOTE Confidence: 0.87899498

00:45:39.120 --> 00:45:39.622 Very inspiring.

NOTE Confidence: 0.87899498

00:45:39.622 --> 00:45:40.877 So thank you very much.

NOTE Confidence: 0.767497572

00:45:40.890 --> 00:45:43.860 You have a great team. So.

NOTE Confidence: 0.767497572

00:45:43.860 --> 00:45:46.614 And and I and again thank you as you

NOTE Confidence: 0.767497572

00:45:46.614 --> 00:45:49.017 know because we meet in the MSC,

NOTE Confidence: 0.767497572

00:45:49.020 --> 00:45:52.496 but I I think that. You know,

NOTE Confidence: 0.767497572

00:45:52.496 --> 00:45:54.404 one of the philosophies of the

NOTE Confidence: 0.767497572

00:45:54.404 --> 00:45:56.540 old system is that you are future,

NOTE Confidence: 0.767497572

00:45:56.540 --> 00:45:58.358 future colleagues and you very much,

NOTE Confidence: 0.767497572

00:45:58.360 --> 00:45:59.710 the students are very much

NOTE Confidence: 0.767497572

00:45:59.710 --> 00:46:01.310 been part of this effort. So.

NOTE Confidence: 0.8402384

00:46:02.170 --> 00:46:04.178 Yes, that is. I very much felt that

NOTE Confidence: 0.8402384

00:46:04.178 --> 00:46:05.989 and experience that myself and I know

NOTE Confidence: 0.8402384

00:46:05.989 --> 00:46:07.550 many of my other classmates have,

NOTE Confidence: 0.8402384

00:46:07.550 --> 00:46:09.840 so we're very excited about.

NOTE Confidence: 0.816836038666667

00:46:11.370 --> 00:46:12.250 Question in the chat,

NOTE Confidence: 0.816836038666667

00:46:12.250 --> 00:46:13.570 do you have any thoughts on

NOTE Confidence: 0.816836038666667

00:46:13.623 --> 00:46:14.838 the future Yale Health CEO?

NOTE Confidence: 0.816836038666667

00:46:14.840 --> 00:46:17.104 So many of you may have seen the

NOTE Confidence: 0.816836038666667

00:46:17.104 --> 00:46:18.700 announcement that Paul Jennison is

NOTE Confidence: 0.816836038666667

00:46:18.700 --> 00:46:20.638 stepping down and there's now a

NOTE Confidence: 0.816836038666667

00:46:20.638 --> 00:46:23.940 national search for that position.

NOTE Confidence: 0.816836038666667

00:46:23.940 --> 00:46:27.500 I I and Peg McGovern, our CEO of your

NOTE Confidence: 0.816836038666667

00:46:27.500 --> 00:46:29.270 medicine is on that search committee.

NOTE Confidence: 0.816836038666667

00:46:29.270 --> 00:46:31.376 I think we have tremendous opportunity.

NOTE Confidence: 0.816836038666667

00:46:31.380 --> 00:46:33.672 It's a, it's a little bit

NOTE Confidence: 0.816836038666667

00:46:33.672 --> 00:46:36.100 unusual to have a separate.

NOTE Confidence: 0.816836038666667

00:46:36.100 --> 00:46:39.876 To have the the health plan for the

NOTE Confidence: 0.816836038666667

00:46:39.876 --> 00:46:42.300 university separate from the faculty

NOTE Confidence: 0.816836038666667

00:46:42.300 --> 00:46:45.980 practice plan to the extent that they are,

NOTE Confidence: 0.816836038666667

00:46:45.980 --> 00:46:48.270 and I think we can.

NOTE Confidence: 0.816836038666667

00:46:48.270 --> 00:46:50.923 We can work when the new leader

NOTE Confidence: 0.816836038666667

00:46:50.923 --> 00:46:54.196 is in place in ways that will

NOTE Confidence: 0.816836038666667

00:46:54.196 --> 00:46:56.240 increase efficiency and access

NOTE Confidence: 0.816836038666667

00:46:56.240 --> 00:46:58.416 again for our university community,

NOTE Confidence: 0.816836038666667

00:46:58.416 --> 00:47:01.090 at the same time making sure that

NOTE Confidence: 0.816836038666667

00:47:01.163 --> 00:47:03.008 we're providing the best value

NOTE Confidence: 0.816836038666667

00:47:03.008 --> 00:47:05.380 care about based care that we can.

NOTE Confidence: 0.898731578181818

00:47:24.300 --> 00:47:25.794 You don't see any more questions

NOTE Confidence: 0.898731578181818

00:47:25.794 --> 00:47:27.200 coming in at the moment,

NOTE Confidence: 0.898731578181818

00:47:27.200 --> 00:47:29.000 but for the MSC perspectives,

NOTE Confidence: 0.898731578181818

00:47:29.000 --> 00:47:31.024 our theme this year is equity and access

NOTE Confidence: 0.898731578181818

00:47:31.024 --> 00:47:33.140 and it's fantastic just how much of

NOTE Confidence: 0.898731578181818

00:47:33.140 --> 00:47:35.035 the schools principals align with that

NOTE Confidence: 0.898731578181818

00:47:35.035 --> 00:47:37.023 based on what you've been speaking about

NOTE Confidence: 0.898731578181818

00:47:37.023 --> 00:47:38.760 today and what our experiences have been.

NOTE Confidence: 0.898731578181818

00:47:38.760 --> 00:47:41.352 So would like to tune in in the future.

NOTE Confidence: 0.898731578181818

00:47:41.360 --> 00:47:42.890 We will be trying to continue on that theme

NOTE Confidence: 0.586695354285714

00:47:43.520 --> 00:47:45.110 and look forward to the future

NOTE Confidence: 0.586695354285714

00:47:45.110 --> 00:47:46.139 conversations. Thank you everybody.

NOTE Confidence: 0.8899604075

00:47:46.460 --> 00:47:47.188 Thank you so much.