

WEBVTT

NOTE duration:"00:59:05.4720000"

NOTE language:en-us

NOTE Confidence: 0.8557308

00:00:00.000 --> 00:00:01.965 And welcome to grand rounds.

NOTE Confidence: 0.8557308

00:00:01.965 --> 00:00:03.144 I'm Cindy Crusoe.

NOTE Confidence: 0.8557308

00:00:03.150 --> 00:00:05.080 Deputy Chair for Diversity equity,

NOTE Confidence: 0.8557308

00:00:05.080 --> 00:00:07.450 inclusion in the Department of Psychiatry

NOTE Confidence: 0.8557308

00:00:07.450 --> 00:00:09.832 and today's grand rounds will focus

NOTE Confidence: 0.8557308

00:00:09.832 --> 00:00:11.687 on professionalism and one important

NOTE Confidence: 0.8557308

00:00:11.687 --> 00:00:14.009 aspect of this talk will describe

NOTE Confidence: 0.8557308

00:00:14.009 --> 00:00:15.924 a reporting mechanism for harmful

NOTE Confidence: 0.8557308

00:00:15.924 --> 00:00:18.350 behavior in the School of Medicine,

NOTE Confidence: 0.8557308

00:00:18.350 --> 00:00:21.516 and I just want to stress that that

NOTE Confidence: 0.8557308

00:00:21.516 --> 00:00:23.268 is a necessary but insufficient

NOTE Confidence: 0.8557308

00:00:23.270 --> 00:00:25.447 part of the work that we continue

NOTE Confidence: 0.8557308

00:00:25.447 --> 00:00:27.530 to do around professionalism.

NOTE Confidence: 0.8557308

00:00:27.530 --> 00:00:29.370 An addressing harmful behavior.

NOTE Confidence: 0.8557308

00:00:29.370 --> 00:00:31.670 So I really want to.

NOTE Confidence: 0.8557308

00:00:31.670 --> 00:00:33.818 Encourage us to tipping in those

NOTE Confidence: 0.8557308

00:00:33.818 --> 00:00:36.295 terms and the work that we really

NOTE Confidence: 0.8557308

00:00:36.295 --> 00:00:38.556 need to do to continue to build

NOTE Confidence: 0.8557308

00:00:38.630 --> 00:00:40.880 community and trust within our

NOTE Confidence: 0.8557308

00:00:40.880 --> 00:00:43.130 community so our presenters today

NOTE Confidence: 0.8557308

00:00:43.130 --> 00:00:45.846 are Doctor Linda Mays who is the

NOTE Confidence: 0.8557308

00:00:45.846 --> 00:00:47.709 Arnold Gesell professor of Child,

NOTE Confidence: 0.8557308

00:00:47.710 --> 00:00:48.092 psychiatry,

NOTE Confidence: 0.8557308

00:00:48.092 --> 00:00:49.620 Pediatrics and psychology at

NOTE Confidence: 0.8557308

00:00:49.620 --> 00:00:51.530 the Yale Child Study Center.

NOTE Confidence: 0.8557308

00:00:51.530 --> 00:00:53.889 She's also chair of the Yale Child

NOTE Confidence: 0.8557308

00:00:53.889 --> 00:00:56.338 Study Center and director of the

NOTE Confidence: 0.8557308

00:00:56.338 --> 00:00:58.162 Office of Academic Professionalism

NOTE Confidence: 0.8557308

00:00:58.162 --> 00:01:00.636 and Development at Yale School of

NOTE Confidence: 0.8557308

00:01:00.636 --> 00:01:02.706 Medicine and also joining us is.
NOTE Confidence: 0.8557308

00:01:02.710 --> 00:01:04.866 Andrea Terrell on who is the director
NOTE Confidence: 0.8557308

00:01:04.866 --> 00:01:06.244 of professionalism and Leadership
NOTE Confidence: 0.8557308

00:01:06.244 --> 00:01:08.620 Development here in the Office of
NOTE Confidence: 0.8557308

00:01:08.620 --> 00:01:09.808 Professionalism and Development.
NOTE Confidence: 0.8557308

00:01:09.810 --> 00:01:13.005 So thank you all so much for being here.
NOTE Confidence: 0.8557308

00:01:13.010 --> 00:01:15.302 I really appreciate your time and
NOTE Confidence: 0.8557308

00:01:15.302 --> 00:01:18.326 I'm going to turn it over to you all.
NOTE Confidence: 0.86650807

00:01:19.350 --> 00:01:21.604 Cindy, thank you so much and it's
NOTE Confidence: 0.86650807

00:01:21.604 --> 00:01:23.740 really lovely to be with everyone.
NOTE Confidence: 0.86650807

00:01:23.740 --> 00:01:26.057 Andrea and I have been going around
NOTE Confidence: 0.86650807

00:01:26.057 --> 00:01:28.134 the medical school and speaking to
NOTE Confidence: 0.86650807

00:01:28.134 --> 00:01:30.162 many groups and we're just grateful
NOTE Confidence: 0.86650807

00:01:30.162 --> 00:01:32.547 for the opportunity to tell you what
NOTE Confidence: 0.86650807

00:01:32.547 --> 00:01:35.392 we're trying to think about in terms of
NOTE Confidence: 0.86650807

00:01:35.392 --> 00:01:37.282 professionalism and leadership in what

NOTE Confidence: 0.86650807

00:01:37.282 --> 00:01:40.860 is now becoming VOA PD or the Office of

NOTE Confidence: 0.86650807

00:01:40.860 --> 00:01:42.739 Academic Professionalism and Development.

NOTE Confidence: 0.86650807

00:01:42.740 --> 00:01:45.001 What we'll do is bring you into

NOTE Confidence: 0.86650807

00:01:45.001 --> 00:01:47.703 some of the activities of the office

NOTE Confidence: 0.86650807

00:01:47.703 --> 00:01:50.181 and what we're trying to grow.

NOTE Confidence: 0.86650807

00:01:50.190 --> 00:01:52.454 One of the things that it's been most

NOTE Confidence: 0.86650807

00:01:52.454 --> 00:01:54.594 gratifying about are going around in these

NOTE Confidence: 0.86650807

00:01:54.594 --> 00:01:56.640 meetings is actually hearing for everyone.

NOTE Confidence: 0.86650807

00:01:56.640 --> 00:01:57.738 Hearing your suggestions,

NOTE Confidence: 0.86650807

00:01:57.738 --> 00:02:00.666 hearing the things that are on your mind

NOTE Confidence: 0.86650807

00:02:00.666 --> 00:02:02.766 that you would like to see changed.

NOTE Confidence: 0.86650807

00:02:02.770 --> 00:02:05.602 And that helps us then know the directions

NOTE Confidence: 0.86650807

00:02:05.602 --> 00:02:08.520 and refine the directions that we're going.

NOTE Confidence: 0.86650807

00:02:08.520 --> 00:02:10.440 Let me just before we go

NOTE Confidence: 0.86650807

00:02:10.440 --> 00:02:12.250 to the first slide slide,

NOTE Confidence: 0.86650807

00:02:12.250 --> 00:02:14.462 let me just give a very brief
NOTE Confidence: 0.86650807
00:02:14.462 --> 00:02:15.980 history of this office.
NOTE Confidence: 0.86650807
00:02:15.980 --> 00:02:18.486 When Dean Brown joined are now a
NOTE Confidence: 0.86650807
00:02:18.486 --> 00:02:21.396 year and one month ago to to become
NOTE Confidence: 0.86650807
00:02:21.396 --> 00:02:23.950 Dean of the School of Medicine.
NOTE Confidence: 0.86650807
00:02:23.950 --> 00:02:26.446 Nancy brought with her her experience
NOTE Confidence: 0.86650807
00:02:26.446 --> 00:02:29.315 at Vanderbilt an A great sensibility
NOTE Confidence: 0.86650807
00:02:29.315 --> 00:02:32.130 about how we bring professionalism.
NOTE Confidence: 0.86650807
00:02:32.130 --> 00:02:33.138 Into our culture,
NOTE Confidence: 0.86650807
00:02:33.138 --> 00:02:35.933 but also how we we work to change
NOTE Confidence: 0.86650807
00:02:35.933 --> 00:02:38.861 that culture and we work to be very
NOTE Confidence: 0.86650807
00:02:38.861 --> 00:02:41.056 clear about how professionalism
NOTE Confidence: 0.86650807
00:02:41.056 --> 00:02:43.966 and leadership are coming together.
NOTE Confidence: 0.86650807
00:02:43.970 --> 00:02:46.154 We also brought together the Office
NOTE Confidence: 0.86650807
00:02:46.154 --> 00:02:48.404 of Faculty Affairs and what was
NOTE Confidence: 0.86650807
00:02:48.404 --> 00:02:50.588 previously the Special Advisor to the

NOTE Confidence: 0.86650807

00:02:50.588 --> 00:02:53.327 Dean office around this broader definition.

NOTE Confidence: 0.86650807

00:02:53.330 --> 00:02:54.902 In this broader perspective,

NOTE Confidence: 0.86650807

00:02:54.902 --> 00:02:56.867 on faculty and the development

NOTE Confidence: 0.86650807

00:02:56.867 --> 00:02:58.790 of faculty in all aspects,

NOTE Confidence: 0.86650807

00:02:58.790 --> 00:03:00.740 not just their academic careers,

NOTE Confidence: 0.86650807

00:03:00.740 --> 00:03:04.044 but in their development as a professional.

NOTE Confidence: 0.86650807

00:03:04.050 --> 00:03:06.678 So our area of the Office of the LAPD,

NOTE Confidence: 0.86650807

00:03:06.680 --> 00:03:10.946 Andrea, if you can go to the next line.

NOTE Confidence: 0.86650807

00:03:10.950 --> 00:03:13.046 Or are we? Can I move the slides?

NOTE Confidence: 0.80830514

00:03:16.160 --> 00:03:19.076 So here are the areas that we focus on

NOTE Confidence: 0.80830514

00:03:19.076 --> 00:03:22.248 in the professionalism side of oh APD.

NOTE Confidence: 0.80830514

00:03:22.250 --> 00:03:23.034 Most importantly,

NOTE Confidence: 0.80830514

00:03:23.034 --> 00:03:25.386 we're focusing on fostering a shared

NOTE Confidence: 0.80830514

00:03:25.386 --> 00:03:27.280 community vision of professionalism.

NOTE Confidence: 0.80830514

00:03:27.280 --> 00:03:30.504 What is it to be a professional in

NOTE Confidence: 0.80830514

00:03:30.504 --> 00:03:33.150 an academic medical environment?
NOTE Confidence: 0.80830514

00:03:33.150 --> 00:03:35.579 And why we say a shared community
NOTE Confidence: 0.80830514

00:03:35.579 --> 00:03:37.030 vision is exactly that.
NOTE Confidence: 0.80830514

00:03:37.030 --> 00:03:39.494 It needs to be shared among us,
NOTE Confidence: 0.80830514

00:03:39.500 --> 00:03:41.260 but that professionalism is
NOTE Confidence: 0.80830514

00:03:41.260 --> 00:03:43.020 a responsibility of everyone.
NOTE Confidence: 0.80830514

00:03:43.020 --> 00:03:45.138 Once we have this community vision,
NOTE Confidence: 0.80830514

00:03:45.140 --> 00:03:47.499 once we have a shared sense of
NOTE Confidence: 0.80830514

00:03:47.499 --> 00:03:50.157 values then we all are responsible
NOTE Confidence: 0.80830514

00:03:50.157 --> 00:03:52.777 for creating a professional culture.
NOTE Confidence: 0.80830514

00:03:52.780 --> 00:03:54.630 And for upholding that culture.
NOTE Confidence: 0.80830514

00:03:54.630 --> 00:03:57.240 And for actually mentoring on new
NOTE Confidence: 0.80830514

00:03:57.240 --> 00:04:00.259 members to our community in that culture.
NOTE Confidence: 0.80830514

00:04:00.260 --> 00:04:02.825 So the first bullet is very much about a
NOTE Confidence: 0.80830514

00:04:02.825 --> 00:04:05.138 culture change in the School of Medicine,
NOTE Confidence: 0.80830514

00:04:05.140 --> 00:04:07.332 and when we get to talking just in

NOTE Confidence: 0.80830514

00:04:07.332 --> 00:04:09.408 the next slide about our values,

NOTE Confidence: 0.80830514

00:04:09.410 --> 00:04:12.030 you'll see more of that.

NOTE Confidence: 0.80830514

00:04:12.030 --> 00:04:13.750 But within that culture change

NOTE Confidence: 0.80830514

00:04:13.750 --> 00:04:16.628 is also serving as a resource for

NOTE Confidence: 0.80830514

00:04:16.628 --> 00:04:18.792 individuals who are experiencing

NOTE Confidence: 0.80830514

00:04:18.792 --> 00:04:20.956 unprofessional behavior from their

NOTE Confidence: 0.80830514

00:04:21.024 --> 00:04:23.120 colleagues in various settings.

NOTE Confidence: 0.80830514

00:04:23.120 --> 00:04:25.088 And we want to be a place where

NOTE Confidence: 0.80830514

00:04:25.088 --> 00:04:27.167 in the people feel that they can

NOTE Confidence: 0.80830514

00:04:27.167 --> 00:04:29.340 trust that there is a resource.

NOTE Confidence: 0.80830514

00:04:29.340 --> 00:04:31.600 If they can come to.

NOTE Confidence: 0.80830514

00:04:31.600 --> 00:04:33.966 That that those responses will be timely.

NOTE Confidence: 0.80830514

00:04:33.970 --> 00:04:35.506 They will be thoughtful,

NOTE Confidence: 0.80830514

00:04:35.506 --> 00:04:37.426 will respect confidentiality so that

NOTE Confidence: 0.80830514

00:04:37.426 --> 00:04:39.790 we are beginning to service that

NOTE Confidence: 0.80830514

00:04:39.790 --> 00:04:41.710 resource for individuals and apart
NOTE Confidence: 0.80830514

00:04:41.770 --> 00:04:43.744 then of that is the third bullet.
NOTE Confidence: 0.80830514

00:04:43.750 --> 00:04:46.810 Is to create very clear processes
NOTE Confidence: 0.80830514

00:04:46.810 --> 00:04:48.850 and mechanisms for reporting.
NOTE Confidence: 0.80830514

00:04:48.850 --> 00:04:49.836 For addressing.
NOTE Confidence: 0.80830514

00:04:49.836 --> 00:04:50.822 Resolving professionalism,
NOTE Confidence: 0.80830514

00:04:50.822 --> 00:04:53.287 concerns and then following up
NOTE Confidence: 0.80830514

00:04:53.287 --> 00:04:55.666 on whether how we address them,
NOTE Confidence: 0.80830514

00:04:55.670 --> 00:04:58.778 how we resolve them has been effective
NOTE Confidence: 0.80830514

00:04:58.778 --> 00:05:01.837 so bullets two and three really go
NOTE Confidence: 0.80830514

00:05:01.837 --> 00:05:05.310 together and we'll talk a lot about that.
NOTE Confidence: 0.80830514

00:05:05.310 --> 00:05:07.520 But on the other side.
NOTE Confidence: 0.80830514

00:05:07.520 --> 00:05:10.240 As we need to build capacity and what
NOTE Confidence: 0.80830514

00:05:10.240 --> 00:05:13.933 I mean by the other side is not just
NOTE Confidence: 0.80830514

00:05:13.933 --> 00:05:16.430 addressing when behavior is problematic,
NOTE Confidence: 0.80830514

00:05:16.430 --> 00:05:18.860 but how do we actually promote

NOTE Confidence: 0.80830514

00:05:18.860 --> 00:05:19.670 positive professionalism?

NOTE Confidence: 0.80830514

00:05:19.670 --> 00:05:21.956 How do we promote people developing

NOTE Confidence: 0.80830514

00:05:21.956 --> 00:05:23.939 in this identity as professionals

NOTE Confidence: 0.80830514

00:05:23.939 --> 00:05:26.225 and develop a capacity among all

NOTE Confidence: 0.80830514

00:05:26.225 --> 00:05:30.068 of us on how to how to address and

NOTE Confidence: 0.80830514

00:05:30.068 --> 00:05:31.379 facilitate faculty professionalism

NOTE Confidence: 0.80830514

00:05:31.379 --> 00:05:33.810 so embedded in the fourth bullet

NOTE Confidence: 0.80830514

00:05:33.810 --> 00:05:36.289 is not only increasing capacity by

NOTE Confidence: 0.80830514

00:05:36.289 --> 00:05:38.359 training leaders across the school?

NOTE Confidence: 0.80830514

00:05:38.360 --> 00:05:41.222 And how to recognize and address

NOTE Confidence: 0.80830514

00:05:41.222 --> 00:05:42.176 professionalism concerns,

NOTE Confidence: 0.80830514

00:05:42.180 --> 00:05:45.456 but also how to facilitate professionalism

NOTE Confidence: 0.80830514

00:05:45.456 --> 00:05:47.640 development in their department's?

NOTE Confidence: 0.80830514

00:05:47.640 --> 00:05:49.500 And in the final bullet,

NOTE Confidence: 0.80830514

00:05:49.500 --> 00:05:51.368 we believe that leadership,

NOTE Confidence: 0.80830514

00:05:51.368 --> 00:05:52.769 development and professionalism
NOTE Confidence: 0.80830514

00:05:52.769 --> 00:05:54.710 development go hand in hand.
NOTE Confidence: 0.80830514

00:05:54.710 --> 00:05:56.859 That there are sets of skills that
NOTE Confidence: 0.80830514

00:05:56.859 --> 00:05:59.302 one can learn and learn and practice
NOTE Confidence: 0.80830514

00:05:59.302 --> 00:06:01.486 and develop across the lifespan of
NOTE Confidence: 0.80830514

00:06:01.558 --> 00:06:04.360 being a faculty member that promote
NOTE Confidence: 0.80830514

00:06:04.360 --> 00:06:06.228 professional development that promote
NOTE Confidence: 0.80830514

00:06:06.230 --> 00:06:08.732 professionalism and to that end we're
NOTE Confidence: 0.80830514

00:06:08.732 --> 00:06:10.922 developing a number of leadership
NOTE Confidence: 0.80830514

00:06:10.922 --> 00:06:13.177 development workshops and having a
NOTE Confidence: 0.80830514

00:06:13.177 --> 00:06:16.449 cadre of coaches to support the faculty.
NOTE Confidence: 0.80830514

00:06:16.450 --> 00:06:16.675 Andrea,
NOTE Confidence: 0.80830514

00:06:16.675 --> 00:06:18.250 could we go to the next slide?
NOTE Confidence: 0.8551562

00:06:21.310 --> 00:06:22.346 So defining professionalism,
NOTE Confidence: 0.8551562

00:06:22.346 --> 00:06:24.782 I'm going to actually turn to my
NOTE Confidence: 0.8551562

00:06:24.782 --> 00:06:26.719 colleague Andrea Trillion to start that.

NOTE Confidence: 0.8551562

00:06:26.720 --> 00:06:29.079 Andrea our first task. As you could

NOTE Confidence: 0.8551562

00:06:29.080 --> 00:06:31.654 imagine, is to try to do some level setting

NOTE Confidence: 0.8551562

00:06:31.654 --> 00:06:34.487 in terms of what does professionalism mean.

NOTE Confidence: 0.8551562

00:06:34.490 --> 00:06:37.171 And of course every time you try

NOTE Confidence: 0.8551562

00:06:37.171 --> 00:06:38.942 to define professionalism you end

NOTE Confidence: 0.8551562

00:06:38.942 --> 00:06:40.918 up with a list of don'ts, right?

NOTE Confidence: 0.8551562

00:06:40.918 --> 00:06:44.286 It's always like I, I don't know what it is,

NOTE Confidence: 0.8551562

00:06:44.290 --> 00:06:46.488 but I know what. It's not that

NOTE Confidence: 0.8551562

00:06:46.488 --> 00:06:48.688 just seemed to come much easier.

NOTE Confidence: 0.8551562

00:06:48.690 --> 00:06:50.790 So we try to really start.

NOTE Confidence: 0.8551562

00:06:50.790 --> 00:06:53.868 With what do we have that exist that is

NOTE Confidence: 0.8551562

00:06:53.868 --> 00:06:56.359 existing that can help us anger anger?

NOTE Confidence: 0.8551562

00:06:56.360 --> 00:06:58.168 Our definition of professionalism

NOTE Confidence: 0.8551562

00:06:58.168 --> 00:07:00.880 here at the School of Medicine.

NOTE Confidence: 0.8551562

00:07:00.880 --> 00:07:03.394 We looked at some other organizations

NOTE Confidence: 0.8551562

00:07:03.394 --> 00:07:06.070 and their kind of definitions.
NOTE Confidence: 0.8551562

00:07:06.070 --> 00:07:08.430 Love the Mayo Clinic definition.
NOTE Confidence: 0.8551562

00:07:08.430 --> 00:07:10.318 Here's some literature in
NOTE Confidence: 0.8551562

00:07:10.318 --> 00:07:12.206 terms of academic definition,
NOTE Confidence: 0.8551562

00:07:12.210 --> 00:07:15.619 but we started with what we have
NOTE Confidence: 0.8551562

00:07:15.619 --> 00:07:17.617 throughout the University and
NOTE Confidence: 0.8551562

00:07:17.617 --> 00:07:19.842 throughout the School of Medicine
NOTE Confidence: 0.8551562

00:07:19.842 --> 00:07:23.058 and what we did is really again,
NOTE Confidence: 0.8551562

00:07:23.060 --> 00:07:26.376 look at all of the values, standards,
NOTE Confidence: 0.8551562

00:07:26.376 --> 00:07:29.232 policies that we have that really
NOTE Confidence: 0.8551562

00:07:29.232 --> 00:07:32.148 set the standard for our behaviors.
NOTE Confidence: 0.8551562

00:07:32.150 --> 00:07:33.761 Um and really.
NOTE Confidence: 0.8551562

00:07:33.761 --> 00:07:38.183 Co late that and and consolidate it into
NOTE Confidence: 0.8551562

00:07:38.183 --> 00:07:42.033 one spot because as you can imagine,
NOTE Confidence: 0.8551562

00:07:42.040 --> 00:07:44.903 these are all iaccessible somewhere on some
NOTE Confidence: 0.8551562

00:07:44.903 --> 00:07:47.419 website somewhere in some communication,

NOTE Confidence: 0.8551562

00:07:47.420 --> 00:07:50.570 but they're never really in one place,

NOTE Confidence: 0.8551562

00:07:50.570 --> 00:07:54.602 so the first thing we did on our website,

NOTE Confidence: 0.8551562

00:07:54.610 --> 00:07:57.746 which is our primary at this point,

NOTE Confidence: 0.8551562

00:07:57.750 --> 00:08:00.438 centralized point or hub for communication,

NOTE Confidence: 0.8551562

00:08:00.440 --> 00:08:02.054 is really centralized.

NOTE Confidence: 0.8551562

00:08:02.054 --> 00:08:05.282 All of these policies and standards.

NOTE Confidence: 0.8551562

00:08:05.290 --> 00:08:06.292 And there's really,

NOTE Confidence: 0.8551562

00:08:06.292 --> 00:08:06.960 you know,

NOTE Confidence: 0.8551562

00:08:06.960 --> 00:08:08.717 we put ourselves in the shoes of

NOTE Confidence: 0.8551562

00:08:08.717 --> 00:08:10.235 someone who is experiencing behavior

NOTE Confidence: 0.8551562

00:08:10.235 --> 00:08:12.353 or had witnessed something and that

NOTE Confidence: 0.8551562

00:08:12.353 --> 00:08:14.734 could be someone who was again

NOTE Confidence: 0.8551562

00:08:14.734 --> 00:08:15.949 directly experiencing behavior.

NOTE Confidence: 0.8551562

00:08:15.950 --> 00:08:18.512 Or perhaps a mentor or a faculty

NOTE Confidence: 0.8551562

00:08:18.512 --> 00:08:20.476 leader where someone came to them

NOTE Confidence: 0.8551562

00:08:20.476 --> 00:08:22.940 with a with an issue or a problem.
NOTE Confidence: 0.8551562

00:08:22.940 --> 00:08:24.938 And they're like I don't know,
NOTE Confidence: 0.8551562

00:08:24.940 --> 00:08:27.596 you know, I I don't think it's right,
NOTE Confidence: 0.8551562

00:08:27.600 --> 00:08:28.732 but but you know,
NOTE Confidence: 0.8551562

00:08:28.732 --> 00:08:30.872 how can I again level set my
NOTE Confidence: 0.8551562

00:08:30.872 --> 00:08:33.497 reaction to kind of the School of
NOTE Confidence: 0.8551562

00:08:33.497 --> 00:08:35.369 Medicine's standards on these things?
NOTE Confidence: 0.8551562

00:08:35.370 --> 00:08:38.210 And what we did is for that person
NOTE Confidence: 0.8551562

00:08:38.210 --> 00:08:41.295 who's kind of struggling. Is this OK?
NOTE Confidence: 0.8551562

00:08:41.295 --> 00:08:44.456 Is this not OK? Is it me right?
NOTE Confidence: 0.8551562

00:08:44.456 --> 00:08:46.426 What standard should I apply?
NOTE Confidence: 0.8551562

00:08:46.430 --> 00:08:48.908 We consolidate all of that information
NOTE Confidence: 0.8551562

00:08:48.908 --> 00:08:51.170 foundational to all of this is,
NOTE Confidence: 0.8551562

00:08:51.170 --> 00:08:53.540 of course the core values of
NOTE Confidence: 0.8551562

00:08:53.540 --> 00:08:55.120 the School of Medicine.
NOTE Confidence: 0.8551562

00:08:55.120 --> 00:08:57.856 And I'm going to turn it over to Linda

NOTE Confidence: 0.8551562

00:08:57.856 --> 00:09:00.685 to kind of review that because she was

NOTE Confidence: 0.8551562

00:09:00.685 --> 00:09:03.481 part of the committee that originally

NOTE Confidence: 0.8551562

00:09:03.481 --> 00:09:06.266 generated these these core values.

NOTE Confidence: 0.8551562

00:09:06.270 --> 00:09:09.203 As well as core values for twenty

NOTE Confidence: 0.8551562

00:09:09.203 --> 00:09:11.968 21st century leaders at the School of

NOTE Confidence: 0.8551562

00:09:11.968 --> 00:09:14.809 Medicine and she can give you a little

NOTE Confidence: 0.85519576

00:09:14.810 --> 00:09:16.750 history about how those work.

NOTE Confidence: 0.85519576

00:09:16.750 --> 00:09:19.459 Thank you Andrea. So in late 2018,

NOTE Confidence: 0.85519576

00:09:19.460 --> 00:09:21.400 Dean Alcorn brought together 3

NOTE Confidence: 0.85519576

00:09:21.400 --> 00:09:23.650 climate committees, one on Wellness,

NOTE Confidence: 0.85519576

00:09:23.650 --> 00:09:27.080 one on engagement and one on leadership.

NOTE Confidence: 0.85519576

00:09:27.080 --> 00:09:29.365 And then the leadership Committee

NOTE Confidence: 0.85519576

00:09:29.365 --> 00:09:31.650 was charged with defining what

NOTE Confidence: 0.85519576

00:09:31.723 --> 00:09:34.075 leadership looks like in the 21st

NOTE Confidence: 0.85519576

00:09:34.075 --> 00:09:36.579 century in the School of Medicine.

NOTE Confidence: 0.85519576

00:09:36.580 --> 00:09:37.664 The committee.
NOTE Confidence: 0.85519576

00:09:37.664 --> 00:09:41.458 Elected after much discussion and much many,
NOTE Confidence: 0.85519576

00:09:41.460 --> 00:09:45.072 many interviews elected not to focus on
NOTE Confidence: 0.85519576

00:09:45.072 --> 00:09:48.635 skills themselves but to focus on what
NOTE Confidence: 0.85519576

00:09:48.635 --> 00:09:51.527 are values that actually drive behavior.
NOTE Confidence: 0.85519576

00:09:51.530 --> 00:09:53.486 And that's very important that all
NOTE Confidence: 0.85519576

00:09:53.486 --> 00:09:55.828 of these values that you see here
NOTE Confidence: 0.85519576

00:09:55.828 --> 00:09:57.784 are the values that underlie the
NOTE Confidence: 0.85519576

00:09:57.784 --> 00:09:59.474 behaviors that on the positive
NOTE Confidence: 0.85519576

00:09:59.474 --> 00:10:01.430 side of professionalism and on the
NOTE Confidence: 0.85519576

00:10:01.430 --> 00:10:03.818 lapsing side of professionalism.
NOTE Confidence: 0.85519576

00:10:03.820 --> 00:10:06.644 I'll go into each component of the circle,
NOTE Confidence: 0.85519576

00:10:06.650 --> 00:10:08.774 but to make two points about
NOTE Confidence: 0.85519576

00:10:08.774 --> 00:10:10.190 this being a circle,
NOTE Confidence: 0.85519576

00:10:10.190 --> 00:10:12.766 it's very intentional that it's not just
NOTE Confidence: 0.85519576

00:10:12.766 --> 00:10:15.150 a conservation of space in a graphic,

NOTE Confidence: 0.85519576
00:10:15.150 --> 00:10:17.028 it's intentional in the sense that
NOTE Confidence: 0.85519576
00:10:17.028 --> 00:10:19.363 it wants that we want to emphasize
NOTE Confidence: 0.85519576
00:10:19.363 --> 00:10:21.391 that there's not a hierarchy to
NOTE Confidence: 0.85519576
00:10:21.391 --> 00:10:23.638 these values in traditional medical,
NOTE Confidence: 0.85519576
00:10:23.640 --> 00:10:24.750 medical, academic world,
NOTE Confidence: 0.85519576
00:10:24.750 --> 00:10:26.600 you might see excellence and
NOTE Confidence: 0.85519576
00:10:26.600 --> 00:10:28.599 science and discovery at the top,
NOTE Confidence: 0.85519576
00:10:28.600 --> 00:10:30.370 and then other things following.
NOTE Confidence: 0.85519576
00:10:30.370 --> 00:10:33.619 We want to emphasize here that all of these.
NOTE Confidence: 0.85519576
00:10:33.620 --> 00:10:36.347 Grown and equal value and that they relate.
NOTE Confidence: 0.85519576
00:10:36.350 --> 00:10:38.905 Then the second point by the circle
NOTE Confidence: 0.85519576
00:10:38.905 --> 00:10:41.749 is that they relate to one another.
NOTE Confidence: 0.85519576
00:10:41.750 --> 00:10:44.550 But you cannot have innovation
NOTE Confidence: 0.85519576
00:10:44.550 --> 00:10:45.670 and scholarship.
NOTE Confidence: 0.85519576
00:10:45.670 --> 00:10:48.335 Without focusing on building an
NOTE Confidence: 0.85519576

00:10:48.335 --> 00:10:50.467 engaged and productive community.
NOTE Confidence: 0.85519576

00:10:50.470 --> 00:10:52.744 And without having people feel that
NOTE Confidence: 0.85519576

00:10:52.744 --> 00:10:55.105 they are included in the mission
NOTE Confidence: 0.85519576

00:10:55.105 --> 00:10:57.439 and having diverse points of view.
NOTE Confidence: 0.85519576

00:10:57.440 --> 00:11:01.232 You can't sustain an innovative scholarship
NOTE Confidence: 0.85519576

00:11:01.232 --> 00:11:03.760 without thinking of generativity.
NOTE Confidence: 0.85519576

00:11:03.760 --> 00:11:06.525 Of the generation coming after you and
NOTE Confidence: 0.85519576

00:11:06.525 --> 00:11:09.500 the world that you will make for them.
NOTE Confidence: 0.85519576

00:11:09.500 --> 00:11:11.831 You can't do that without again building
NOTE Confidence: 0.85519576

00:11:11.831 --> 00:11:14.152 an engaged and productive community so
NOTE Confidence: 0.85519576

00:11:14.152 --> 00:11:16.660 they all interrelate with one another,
NOTE Confidence: 0.85519576

00:11:16.660 --> 00:11:18.949 and then we want to call out
NOTE Confidence: 0.85519576

00:11:18.949 --> 00:11:20.810 the value of integrity,
NOTE Confidence: 0.85519576

00:11:20.810 --> 00:11:23.180 reflection and communication.
NOTE Confidence: 0.85519576

00:11:23.180 --> 00:11:26.239 'cause it might sound like that communication
NOTE Confidence: 0.85519576

00:11:26.239 --> 00:11:28.678 in particular is simply a skill,

NOTE Confidence: 0.85519576

00:11:28.680 --> 00:11:31.398 but the capacity to think about

NOTE Confidence: 0.85519576

00:11:31.398 --> 00:11:33.980 the group that you're leading.

NOTE Confidence: 0.85519576

00:11:33.980 --> 00:11:36.185 The group, whether it's a lab group,

NOTE Confidence: 0.85519576

00:11:36.190 --> 00:11:37.450 whether it's a section,

NOTE Confidence: 0.85519576

00:11:37.450 --> 00:11:38.710 whether it's a Department,

NOTE Confidence: 0.85519576

00:11:38.710 --> 00:11:39.966 whether it's the school,

NOTE Confidence: 0.85519576

00:11:39.966 --> 00:11:41.536 the capacity to think about,

NOTE Confidence: 0.85519576

00:11:41.540 --> 00:11:44.030 what they need, where they are.

NOTE Confidence: 0.85519576

00:11:44.030 --> 00:11:46.202 How to best to communicate and

NOTE Confidence: 0.85519576

00:11:46.202 --> 00:11:48.097 listen and communication is both

NOTE Confidence: 0.85519576

00:11:48.097 --> 00:11:50.347 talking and listening to their needs.

NOTE Confidence: 0.85519576

00:11:50.350 --> 00:11:54.310 Is is a skill, but it's also a value.

NOTE Confidence: 0.85519576

00:11:54.310 --> 00:11:56.566 That you value the time that it takes

NOTE Confidence: 0.85519576

00:11:56.566 --> 00:11:59.130 an you value understanding the other,

NOTE Confidence: 0.85519576

00:11:59.130 --> 00:12:01.758 whether that other is an individual

NOTE Confidence: 0.85519576

00:12:01.758 --> 00:12:03.072 or a group.
NOTE Confidence: 0.85519576

00:12:03.080 --> 00:12:05.355 And reflections is also always
NOTE Confidence: 0.85519576

00:12:05.355 --> 00:12:06.708 the cultivating, yes.
NOTE Confidence: 0.85519576

00:12:06.708 --> 00:12:09.774 A skill on how to reflect on
NOTE Confidence: 0.85519576

00:12:09.774 --> 00:12:12.178 the outcomes of 1's actions.
NOTE Confidence: 0.85519576

00:12:12.180 --> 00:12:15.820 But it's also a value that you value.
NOTE Confidence: 0.85519576

00:12:15.820 --> 00:12:18.095 The constant learning that goes
NOTE Confidence: 0.85519576

00:12:18.095 --> 00:12:19.460 with that reflection.
NOTE Confidence: 0.85519576

00:12:19.460 --> 00:12:21.902 So that's what these values are
NOTE Confidence: 0.85519576

00:12:21.902 --> 00:12:24.127 and they drive the leadership
NOTE Confidence: 0.85519576

00:12:24.127 --> 00:12:27.199 skills that we want to emphasize,
NOTE Confidence: 0.85519576

00:12:27.200 --> 00:12:29.168 and they drive the.
NOTE Confidence: 0.85519576

00:12:29.168 --> 00:12:31.628 Also the professionalism behaviors that
NOTE Confidence: 0.85519576

00:12:31.628 --> 00:12:34.816 we want to encourage and facilitate.
NOTE Confidence: 0.85519576

00:12:34.820 --> 00:12:36.480 These values have been adopted
NOTE Confidence: 0.85519576

00:12:36.480 --> 00:12:38.620 as the School of Medicine values,

NOTE Confidence: 0.85519576

00:12:38.620 --> 00:12:40.340 so not just for leadership,

NOTE Confidence: 0.8476999

00:12:40.340 --> 00:12:42.755 but as the values for the School

NOTE Confidence: 0.8476999

00:12:42.755 --> 00:12:45.085 of Medicine. And so Dan will go

NOTE Confidence: 0.8476999

00:12:45.085 --> 00:12:47.240 back to everything on the other.

NOTE Confidence: 0.8476999

00:12:47.240 --> 00:12:50.000 The grey side of the slide and I'll

NOTE Confidence: 0.8476999

00:12:50.000 --> 00:12:51.156 turn back to Andrea.

NOTE Confidence: 0.8476999

00:12:51.156 --> 00:12:53.294 So with respect to the other policies

NOTE Confidence: 0.8476999

00:12:53.294 --> 00:12:55.653 and standards we we site and where

NOTE Confidence: 0.8476999

00:12:55.653 --> 00:12:57.575 we're calling people's attention to

NOTE Confidence: 0.8476999

00:12:57.575 --> 00:12:59.951 the Yale standards of faculty conduct

NOTE Confidence: 0.8476999

00:12:59.951 --> 00:13:01.646 applied to all faculty members,

NOTE Confidence: 0.8476999

00:13:01.646 --> 00:13:03.590 and it really outlines roles and

NOTE Confidence: 0.8476999

00:13:03.657 --> 00:13:05.627 responsibilities as it relates to.

NOTE Confidence: 0.8476999

00:13:05.630 --> 00:13:07.662 Faculties obligations as scholars,

NOTE Confidence: 0.8476999

00:13:07.662 --> 00:13:10.710 educators and members of the Yelp

NOTE Confidence: 0.8476999

00:13:10.792 --> 00:13:13.107 community with respect to other

NOTE Confidence: 0.8476999

00:13:13.107 --> 00:13:15.422 policies and codes of conduct,

NOTE Confidence: 0.8476999

00:13:15.430 --> 00:13:17.880 we have cited the policy

NOTE Confidence: 0.8476999

00:13:17.880 --> 00:13:18.860 prohibiting discrimination,

NOTE Confidence: 0.8476999

00:13:18.860 --> 00:13:20.532 harassment and sexual misconduct.

NOTE Confidence: 0.8476999

00:13:20.532 --> 00:13:23.949 All of the the the standards with respect

NOTE Confidence: 0.8476999

00:13:23.949 --> 00:13:26.882 to the the responsible conduct of research.

NOTE Confidence: 0.8476999

00:13:26.890 --> 00:13:28.385 We have addressed the clinical

NOTE Confidence: 0.8476999

00:13:28.385 --> 00:13:30.388 as well because through the Yale

NOTE Confidence: 0.8476999

00:13:30.388 --> 00:13:31.738 Medicine practice standards

NOTE Confidence: 0.8476999

00:13:31.738 --> 00:13:33.088 and professionalism Charter,

NOTE Confidence: 0.8476999

00:13:33.090 --> 00:13:35.030 there are specific standards with

NOTE Confidence: 0.8476999

00:13:35.030 --> 00:13:36.970 respect to the clinical practice

NOTE Confidence: 0.8476999

00:13:37.038 --> 00:13:38.568 at the School of Medicine.

NOTE Confidence: 0.8476999

00:13:38.570 --> 00:13:40.745 The Yale Standards of Business

NOTE Confidence: 0.8476999

00:13:40.745 --> 00:13:43.350 Conduct applied to every member of

NOTE Confidence: 0.8476999

00:13:43.350 --> 00:13:45.498 the Yale Community and deal with

NOTE Confidence: 0.8476999

00:13:45.498 --> 00:13:48.077 things like and we all see them and

NOTE Confidence: 0.8476999

00:13:48.077 --> 00:13:50.996 sign off on them when we onboard but.

NOTE Confidence: 0.8476999

00:13:50.996 --> 00:13:53.948 You know they're not there again,

NOTE Confidence: 0.8476999

00:13:53.950 --> 00:13:57.310 they're not in front of us every day,

NOTE Confidence: 0.8476999

00:13:57.310 --> 00:14:00.103 but they they deal with things like

NOTE Confidence: 0.8476999

00:14:00.103 --> 00:14:02.370 treating people with respect, honesty,

NOTE Confidence: 0.8476999

00:14:02.370 --> 00:14:04.470 and integrity in our dealings.

NOTE Confidence: 0.8476999

00:14:04.470 --> 00:14:08.508 Conflict of interest, conflict of commitment.

NOTE Confidence: 0.8476999

00:14:08.510 --> 00:14:09.686 Honesty, financial integrity,

NOTE Confidence: 0.8476999

00:14:09.686 --> 00:14:12.038 those types of things and then

NOTE Confidence: 0.8476999

00:14:12.038 --> 00:14:14.718 we have the the campus Workplace

NOTE Confidence: 0.8476999

00:14:14.718 --> 00:14:16.050 violence prevention policy,

NOTE Confidence: 0.8476999

00:14:16.050 --> 00:14:18.435 which again talk specifically about

NOTE Confidence: 0.8476999

00:14:18.435 --> 00:14:20.820 behaviors and the privacy and

NOTE Confidence: 0.8476999

00:14:20.902 --> 00:14:23.142 security of health information of
NOTE Confidence: 0.8476999

00:14:23.142 --> 00:14:26.091 course talks about or deals with all
NOTE Confidence: 0.8476999

00:14:26.091 --> 00:14:28.619 of our duties as it relates to the
NOTE Confidence: 0.8476999

00:14:28.620 --> 00:14:31.490 privacy of health information so.
NOTE Confidence: 0.8476999

00:14:31.490 --> 00:14:34.717 All of these really help us define
NOTE Confidence: 0.8476999

00:14:34.717 --> 00:14:37.888 and get a picture of what?
NOTE Confidence: 0.8476999

00:14:37.890 --> 00:14:39.760 Professionalism means at the School
NOTE Confidence: 0.8476999

00:14:39.760 --> 00:14:42.795 of Medicine and again as you can see
NOTE Confidence: 0.8476999

00:14:42.795 --> 00:14:44.997 from the responsible conduct of research,
NOTE Confidence: 0.8476999

00:14:45.000 --> 00:14:47.375 academic and research integrity is
NOTE Confidence: 0.8476999

00:14:47.375 --> 00:14:50.789 part of the scope of our office.
NOTE Confidence: 0.8476999

00:14:50.790 --> 00:14:51.124 Again,
NOTE Confidence: 0.8476999

00:14:51.124 --> 00:14:53.796 just a way for us as we continue
NOTE Confidence: 0.8476999

00:14:53.796 --> 00:14:55.728 to evolve an an again.
NOTE Confidence: 0.8476999

00:14:55.730 --> 00:14:57.938 This is an iterative process until
NOTE Confidence: 0.8476999

00:14:57.938 --> 00:15:00.625 we're able to kind of come up with

NOTE Confidence: 0.8476999

00:15:00.625 --> 00:15:03.240 or arrive at a pithy list of

NOTE Confidence: 0.8476999

00:15:03.240 --> 00:15:04.908 10 pillars of professionalism.

NOTE Confidence: 0.8476999

00:15:04.910 --> 00:15:07.206 These are at least the things that

NOTE Confidence: 0.8476999

00:15:07.206 --> 00:15:10.001 we continue to flesh out so that we

NOTE Confidence: 0.8476999

00:15:10.001 --> 00:15:12.182 all have a mutual understanding in

NOTE Confidence: 0.8476999

00:15:12.182 --> 00:15:14.758 terms of how we're supposed to conduct

NOTE Confidence: 0.8476999

00:15:14.758 --> 00:15:16.559 ourselves and treat one another.

NOTE Confidence: 0.84778374

00:15:19.350 --> 00:15:21.468 So should we go to the

NOTE Confidence: 0.84778374

00:15:21.470 --> 00:15:23.801 next slide show under this is sure

NOTE Confidence: 0.84778374

00:15:23.801 --> 00:15:26.756 this is all the example of all that's.

NOTE Confidence: 0.84778374

00:15:26.760 --> 00:15:29.584 This is an example of the Don't list,

NOTE Confidence: 0.84778374

00:15:29.590 --> 00:15:31.708 which we have and we communicate,

NOTE Confidence: 0.84778374

00:15:31.710 --> 00:15:34.526 but as you can as you can imagine,

NOTE Confidence: 0.84778374

00:15:34.530 --> 00:15:36.290 it's impossible to have something

NOTE Confidence: 0.84778374

00:15:36.290 --> 00:15:38.059 that's 100% inclusive but just

NOTE Confidence: 0.84778374

00:15:38.059 --> 00:15:40.530 gives people a little sense of the
NOTE Confidence: 0.84778374

00:15:40.597 --> 00:15:42.885 types of things that we in in the
NOTE Confidence: 0.84778374

00:15:42.885 --> 00:15:44.745 scope and continuum of behaviors
NOTE Confidence: 0.84778374

00:15:44.745 --> 00:15:47.181 that could be considered to breach
NOTE Confidence: 0.84778374

00:15:47.181 --> 00:15:48.300 the professionalism standards.
NOTE Confidence: 0.8402491

00:15:51.940 --> 00:15:54.355 And we have now a central portal.
NOTE Confidence: 0.8402491

00:15:54.360 --> 00:15:56.430 But before I describe the portal,
NOTE Confidence: 0.8402491

00:15:56.430 --> 00:16:00.804 I want to to make one more general frame.
NOTE Confidence: 0.8402491

00:16:00.810 --> 00:16:03.456 We have a portal for reporting concerns
NOTE Confidence: 0.8402491

00:16:03.456 --> 00:16:06.449 and we're spending a fair amount of time
NOTE Confidence: 0.8402491

00:16:06.449 --> 00:16:08.900 right now talking about reporting concerns.
NOTE Confidence: 0.8402491

00:16:08.900 --> 00:16:10.164 The overall goal though,
NOTE Confidence: 0.8402491

00:16:10.164 --> 00:16:12.570 as I said earlier of this office,
NOTE Confidence: 0.8402491

00:16:12.570 --> 00:16:15.300 is to change the culture.
NOTE Confidence: 0.8402491

00:16:15.300 --> 00:16:17.360 And to change the culture
NOTE Confidence: 0.8402491

00:16:17.360 --> 00:16:18.596 so that professionalism,

NOTE Confidence: 0.8402491

00:16:18.600 --> 00:16:19.968 actually so that professionalism,

NOTE Confidence: 0.8402491

00:16:19.968 --> 00:16:22.020 concerns go down and that we're

NOTE Confidence: 0.8402491

00:16:22.080 --> 00:16:23.634 celebrating exemplary examples

NOTE Confidence: 0.8402491

00:16:23.634 --> 00:16:25.188 of professionalism everyday.

NOTE Confidence: 0.8402491

00:16:25.190 --> 00:16:28.144 So we're also working on the positive

NOTE Confidence: 0.8402491

00:16:28.144 --> 00:16:30.130 prevention development side of things,

NOTE Confidence: 0.8402491

00:16:30.130 --> 00:16:32.500 because we don't want just to

NOTE Confidence: 0.8402491

00:16:32.500 --> 00:16:35.489 be a portal for all bad things,

NOTE Confidence: 0.8402491

00:16:35.490 --> 00:16:39.198 but we do have a central for Portal Now.

NOTE Confidence: 0.8402491

00:16:39.200 --> 00:16:40.748 One portal, one route,

NOTE Confidence: 0.8402491

00:16:40.748 --> 00:16:44.549 an if you go on the OH APD website,

NOTE Confidence: 0.8402491

00:16:44.550 --> 00:16:47.777 you'll see this very bright red button.

NOTE Confidence: 0.8402491

00:16:47.780 --> 00:16:49.358 And it's on various places on

NOTE Confidence: 0.8402491

00:16:49.358 --> 00:16:50.980 the website where you can click.

NOTE Confidence: 0.8402491

00:16:50.980 --> 00:16:52.512 And report a concern.

NOTE Confidence: 0.8402491

00:16:52.512 --> 00:16:54.363 We will, as will describe,
NOTE Confidence: 0.8402491

00:16:54.363 --> 00:16:56.529 will help them find the appropriate
NOTE Confidence: 0.8402491

00:16:56.529 --> 00:16:58.638 routes for addressing that concern.
NOTE Confidence: 0.8402491

00:16:58.640 --> 00:17:00.560 But then, if you choose,
NOTE Confidence: 0.8402491

00:17:00.560 --> 00:17:02.926 you can call and you'll reach Andrea
NOTE Confidence: 0.8402491

00:17:02.926 --> 00:17:05.530 or me or our other colleague,
NOTE Confidence: 0.8402491

00:17:05.530 --> 00:17:06.456 Jessica Wyland.
NOTE Confidence: 0.8402491

00:17:06.456 --> 00:17:09.697 We have a web and email that's
NOTE Confidence: 0.8402491

00:17:09.697 --> 00:17:12.346 viewed only by the three of us,
NOTE Confidence: 0.8402491

00:17:12.350 --> 00:17:15.024 so that's another route as well as
NOTE Confidence: 0.8402491

00:17:15.024 --> 00:17:16.170 this professionalism anonymous.
NOTE Confidence: 0.8402491

00:17:16.170 --> 00:17:18.456 Or you can name reporting Andrea,
NOTE Confidence: 0.8402491

00:17:18.460 --> 00:17:21.127 do you want to add to this
NOTE Confidence: 0.85914737

00:17:21.130 --> 00:17:23.422 just in terms of that these
NOTE Confidence: 0.85914737

00:17:23.422 --> 00:17:24.950 reporting mechanisms of course,
NOTE Confidence: 0.85914737

00:17:24.950 --> 00:17:27.743 do not anyway interfere with anyone directly

NOTE Confidence: 0.85914737

00:17:27.743 --> 00:17:30.297 addressing a concern that they might have.

NOTE Confidence: 0.85914737

00:17:30.300 --> 00:17:32.988 You know, this is for individuals who

NOTE Confidence: 0.85914737

00:17:32.988 --> 00:17:34.890 maybe aren't comfortable doing that,

NOTE Confidence: 0.85914737

00:17:34.890 --> 00:17:37.404 or perhaps they've tried to get

NOTE Confidence: 0.85914737

00:17:37.404 --> 00:17:39.809 behaviors addressed in the past and.

NOTE Confidence: 0.85914737

00:17:39.810 --> 00:17:40.824 It just had.

NOTE Confidence: 0.85914737

00:17:40.824 --> 00:17:42.852 They haven't just gotten any traction

NOTE Confidence: 0.85914737

00:17:42.852 --> 00:17:44.987 or the behavior has persisted,

NOTE Confidence: 0.85914737

00:17:44.990 --> 00:17:46.470 but nothing prohibits someone

NOTE Confidence: 0.85914737

00:17:46.470 --> 00:17:48.320 who's comfortable from doing that.

NOTE Confidence: 0.85914737

00:17:48.320 --> 00:17:50.540 The other thing is I do

NOTE Confidence: 0.85914737

00:17:50.540 --> 00:17:52.020 with respect to reporting,

NOTE Confidence: 0.85914737

00:17:52.020 --> 00:17:53.870 our office is a resource,

NOTE Confidence: 0.85914737

00:17:53.870 --> 00:17:56.366 not just to folks who feel that they

NOTE Confidence: 0.85914737

00:17:56.366 --> 00:17:59.161 feel that they are being the subject

NOTE Confidence: 0.85914737

00:17:59.161 --> 00:18:01.261 of of unprofessional baby behavior,
NOTE Confidence: 0.85914737

00:18:01.270 --> 00:18:03.154 but also individuals who may see
NOTE Confidence: 0.85914737

00:18:03.154 --> 00:18:05.788 things right or may be struggling with
NOTE Confidence: 0.85914737

00:18:05.788 --> 00:18:07.968 something because maybe Amenti has
NOTE Confidence: 0.85914737

00:18:07.968 --> 00:18:09.870 reported something to do something.
NOTE Confidence: 0.85914737

00:18:09.870 --> 00:18:10.430 To them,
NOTE Confidence: 0.85914737

00:18:10.430 --> 00:18:13.230 and they don't quite know what to do with it,
NOTE Confidence: 0.85914737

00:18:13.230 --> 00:18:13.736 so again,
NOTE Confidence: 0.85914737

00:18:13.736 --> 00:18:15.760 there's that this is a way for you
NOTE Confidence: 0.85914737

00:18:15.817 --> 00:18:17.841 just to reach us so that we can
NOTE Confidence: 0.85914737

00:18:17.841 --> 00:18:19.668 provide that consultation and help.
NOTE Confidence: 0.85914737

00:18:19.670 --> 00:18:22.046 So it's just a way to make us
NOTE Confidence: 0.85914737

00:18:22.046 --> 00:18:23.973 iaccessible or the office iaccessible
NOTE Confidence: 0.85914737

00:18:23.973 --> 00:18:26.493 if someone doesn't know her name.
NOTE Confidence: 0.85914737

00:18:26.500 --> 00:18:29.180 And Ann has not dealt with us before.
NOTE Confidence: 0.85914737

00:18:29.180 --> 00:18:31.070 It's really a way for people

NOTE Confidence: 0.85914737

00:18:31.070 --> 00:18:32.870 just to access the office.

NOTE Confidence: 0.8810755

00:18:34.670 --> 00:18:37.400 And the other point to add to this is as

NOTE Confidence: 0.8810755

00:18:37.476 --> 00:18:40.350 Doctor Christo mentioned in the beginning,

NOTE Confidence: 0.8810755

00:18:40.350 --> 00:18:42.600 that we are we have created

NOTE Confidence: 0.8810755

00:18:42.600 --> 00:18:44.870 this way of reporting concerns.

NOTE Confidence: 0.8810755

00:18:44.870 --> 00:18:47.417 But we're also trying to do this on a

NOTE Confidence: 0.8810755

00:18:47.417 --> 00:18:49.554 central level and really asking that

NOTE Confidence: 0.8810755

00:18:49.554 --> 00:18:52.200 this that people report when they need

NOTE Confidence: 0.8810755

00:18:52.200 --> 00:18:54.558 to report will consult you individually.

NOTE Confidence: 0.8810755

00:18:54.560 --> 00:18:57.110 But if you need to report

NOTE Confidence: 0.8810755

00:18:57.110 --> 00:18:58.810 that you report Centralny.

NOTE Confidence: 0.8810755

00:18:58.810 --> 00:19:01.026 On for this reason.

NOTE Confidence: 0.8810755

00:19:01.026 --> 00:19:03.796 We're trying to standardize responses.

NOTE Confidence: 0.8810755

00:19:03.800 --> 00:19:07.360 We're trying to standardize procedures.

NOTE Confidence: 0.8810755

00:19:07.360 --> 00:19:10.150 But we also and I know that this will

NOTE Confidence: 0.8810755

00:19:10.150 --> 00:19:13.136 sound like on the negative side of things.

NOTE Confidence: 0.8810755

00:19:13.140 --> 00:19:15.564 But but we also want to be sure

NOTE Confidence: 0.8810755

00:19:15.564 --> 00:19:18.536 that we can early on see when people

NOTE Confidence: 0.8810755

00:19:18.536 --> 00:19:20.760 are starting to have trouble.

NOTE Confidence: 0.8810755

00:19:20.760 --> 00:19:22.172 In the past five,

NOTE Confidence: 0.8810755

00:19:22.172 --> 00:19:24.920 one concern might go to one office,

NOTE Confidence: 0.8810755

00:19:24.920 --> 00:19:27.008 another concern or a similar concern

NOTE Confidence: 0.8810755

00:19:27.008 --> 00:19:29.449 that might go to another office,

NOTE Confidence: 0.8810755

00:19:29.450 --> 00:19:31.718 and there was a very not

NOTE Confidence: 0.8810755

00:19:31.718 --> 00:19:32.474 coordinated response,

NOTE Confidence: 0.8810755

00:19:32.480 --> 00:19:34.531 so it would be very possible for

NOTE Confidence: 0.8810755

00:19:34.531 --> 00:19:36.881 someone to be having having some

NOTE Confidence: 0.8810755

00:19:36.881 --> 00:19:39.211 challenges that were different offices

NOTE Confidence: 0.8810755

00:19:39.211 --> 00:19:41.169 were addressing but never knew,

NOTE Confidence: 0.8810755

00:19:41.170 --> 00:19:43.060 never knew the full story.

NOTE Confidence: 0.8810755

00:19:43.060 --> 00:19:44.950 Never knew that this person,

NOTE Confidence: 0.8810755

00:19:44.950 --> 00:19:45.706 for example,

NOTE Confidence: 0.8810755

00:19:45.706 --> 00:19:48.730 was doing quite well until two months ago,

NOTE Confidence: 0.8810755

00:19:48.730 --> 00:19:51.999 when all of a sudden three different

NOTE Confidence: 0.8810755

00:19:51.999 --> 00:19:52.933 things happened.

NOTE Confidence: 0.8810755

00:19:52.940 --> 00:19:54.029 So that's another.

NOTE Confidence: 0.8810755

00:19:54.029 --> 00:19:55.844 That's another purpose of having

NOTE Confidence: 0.8810755

00:19:55.844 --> 00:19:58.454 a single portal is so that we

NOTE Confidence: 0.8810755

00:19:58.454 --> 00:19:59.543 can coordinate information.

NOTE Confidence: 0.8810755

00:19:59.550 --> 00:20:02.119 We can have a much more early

NOTE Confidence: 0.8810755

00:20:02.119 --> 00:20:03.220 response early detection,

NOTE Confidence: 0.8810755

00:20:03.220 --> 00:20:05.572 and for those small number of people

NOTE Confidence: 0.8810755

00:20:05.572 --> 00:20:07.443 that are having difficulties over

NOTE Confidence: 0.8810755

00:20:07.443 --> 00:20:10.208 longer periods of time that we can

NOTE Confidence: 0.8810755

00:20:10.208 --> 00:20:12.092 identify those much earlier and

NOTE Confidence: 0.8810755

00:20:12.092 --> 00:20:14.228 before their impact on a number,

NOTE Confidence: 0.8810755

00:20:14.230 --> 00:20:17.158 any number of our missions is more profound.

NOTE Confidence: 0.8810755

00:20:17.160 --> 00:20:18.632 Would you add Andrea?

NOTE Confidence: 0.8810755

00:20:18.632 --> 00:20:19.000 Yeah,

NOTE Confidence: 0.8810755

00:20:19.000 --> 00:20:19.730 I think

NOTE Confidence: 0.88286877

00:20:19.730 --> 00:20:23.426 that's that. Those are great points.

NOTE Confidence: 0.88286877

00:20:23.430 --> 00:20:27.345 But say so. One of the things we really

NOTE Confidence: 0.88286877

00:20:27.345 --> 00:20:30.657 want to address with everyone is.

NOTE Confidence: 0.88286877

00:20:30.660 --> 00:20:32.124 Is essentially what can you expect

NOTE Confidence: 0.88286877

00:20:32.124 --> 00:20:33.938 after you when you report a concern,

NOTE Confidence: 0.88286877

00:20:33.940 --> 00:20:37.300 because I think one of the big.

NOTE Confidence: 0.88286877

00:20:37.300 --> 00:20:39.130 I think hurdles sometimes is that

NOTE Confidence: 0.88286877

00:20:39.130 --> 00:20:41.369 people feel and this could be someone,

NOTE Confidence: 0.88286877

00:20:41.370 --> 00:20:42.825 again a mentor leader who

NOTE Confidence: 0.88286877

00:20:42.825 --> 00:20:44.810 comes to us with a listen.

NOTE Confidence: 0.88286877

00:20:44.810 --> 00:20:46.988 This is what I'm seeing or this is what

NOTE Confidence: 0.88286877

00:20:46.988 --> 00:20:48.935 I've heard or someone who's actually

NOTE Confidence: 0.88286877

00:20:48.935 --> 00:20:51.025 being the subject of certain types

NOTE Confidence: 0.88286877

00:20:51.025 --> 00:20:52.950 of behavior that are unprofessional.

NOTE Confidence: 0.88286877

00:20:52.950 --> 00:20:54.828 There's a fear of losing control,

NOTE Confidence: 0.88286877

00:20:54.830 --> 00:20:57.647 you know, like you give it to this office,

NOTE Confidence: 0.88286877

00:20:57.650 --> 00:20:59.610 you bring it to this office and

NOTE Confidence: 0.88286877

00:20:59.610 --> 00:21:01.750 then they're off with it on an

NOTE Confidence: 0.88286877

00:21:01.750 --> 00:21:03.295 institutional basis and you really

NOTE Confidence: 0.88286877

00:21:03.295 --> 00:21:04.838 feel like losing control.

NOTE Confidence: 0.88286877

00:21:04.840 --> 00:21:06.028 And that's really scary.

NOTE Confidence: 0.88286877

00:21:06.028 --> 00:21:08.340 'cause it's hard enough to bring concerns.

NOTE Confidence: 0.88286877

00:21:08.340 --> 00:21:11.596 Forward, so how do we deal with that?

NOTE Confidence: 0.88286877

00:21:11.600 --> 00:21:12.290 That fear,

NOTE Confidence: 0.88286877

00:21:12.290 --> 00:21:15.050 and I think one of the things we

NOTE Confidence: 0.88286877

00:21:15.132 --> 00:21:17.697 we stress in all communications,

NOTE Confidence: 0.88286877

00:21:17.700 --> 00:21:19.540 our website and and presentations

NOTE Confidence: 0.88286877

00:21:19.540 --> 00:21:21.819 such as these and when dealing
NOTE Confidence: 0.88286877

00:21:21.819 --> 00:21:24.027 with folks who bring issues forward
NOTE Confidence: 0.88286877

00:21:24.027 --> 00:21:26.198 is we really consider ourselves
NOTE Confidence: 0.88286877

00:21:26.198 --> 00:21:28.688 consultants in the first instance.
NOTE Confidence: 0.88286877

00:21:28.690 --> 00:21:31.126 So anybody who reports a concern,
NOTE Confidence: 0.88286877

00:21:31.130 --> 00:21:31.405 we,
NOTE Confidence: 0.88286877

00:21:31.405 --> 00:21:33.605 we sit and we talk about how can
NOTE Confidence: 0.88286877

00:21:33.605 --> 00:21:35.709 we address that unprofessional
NOTE Confidence: 0.88286877

00:21:35.709 --> 00:21:38.418 behavior or the circumstances, right?
NOTE Confidence: 0.88286877

00:21:38.418 --> 00:21:40.994 That prompted the report and really do
NOTE Confidence: 0.88286877

00:21:40.994 --> 00:21:43.880 so in a way that they are comfortable
NOTE Confidence: 0.88286877

00:21:43.880 --> 00:21:46.272 with in terms of their confidentiality
NOTE Confidence: 0.88286877

00:21:46.272 --> 00:21:49.527 and all these other types of things.
NOTE Confidence: 0.88286877

00:21:49.530 --> 00:21:53.176 So it's not like a report, and then we go.
NOTE Confidence: 0.88286877

00:21:53.176 --> 00:21:55.360 It really is a conversation now.
NOTE Confidence: 0.88286877

00:21:55.360 --> 00:21:57.976 We can only do that if we know

NOTE Confidence: 0.88286877

00:21:57.976 --> 00:22:00.090 who's bringing the report forward,

NOTE Confidence: 0.88286877

00:22:00.090 --> 00:22:01.182 and we do.

NOTE Confidence: 0.88286877

00:22:01.182 --> 00:22:03.730 There is a mechanism for anonymous reporting,

NOTE Confidence: 0.88286877

00:22:03.730 --> 00:22:05.908 but to the extent someone has,

NOTE Confidence: 0.88286877

00:22:05.910 --> 00:22:07.458 someone identifies with the

NOTE Confidence: 0.88286877

00:22:07.458 --> 00:22:09.393 complaint or contact us directly.

NOTE Confidence: 0.88286877

00:22:09.400 --> 00:22:11.698 We that's part of our initial

NOTE Confidence: 0.88286877

00:22:11.698 --> 00:22:12.847 conversation with them,

NOTE Confidence: 0.88286877

00:22:12.850 --> 00:22:15.490 so we can problem solve and use our

NOTE Confidence: 0.88286877

00:22:15.490 --> 00:22:17.439 creativity to address behaviors.

NOTE Confidence: 0.88286877

00:22:17.440 --> 00:22:18.972 But again, protect confidentiality

NOTE Confidence: 0.88286877

00:22:18.972 --> 00:22:21.270 or at least address those issues.

NOTE Confidence: 0.88286877

00:22:21.270 --> 00:22:22.048 And again,

NOTE Confidence: 0.88286877

00:22:22.048 --> 00:22:23.604 navigate the problem while

NOTE Confidence: 0.88286877

00:22:23.604 --> 00:22:25.160 observing any parameters that

NOTE Confidence: 0.88286877

00:22:25.219 --> 00:22:27.019 they might be comfortable with.
NOTE Confidence: 0.88286877

00:22:27.020 --> 00:22:27.762 Fact finding.
NOTE Confidence: 0.88286877

00:22:27.762 --> 00:22:30.730 In many instances a it may be warranted
NOTE Confidence: 0.88286877

00:22:30.808 --> 00:22:33.160 for us to actually do additional
NOTE Confidence: 0.88286877

00:22:33.160 --> 00:22:35.530 factfinding when we get a concern
NOTE Confidence: 0.88286877

00:22:35.530 --> 00:22:38.552 raised to our office, and we do that.
NOTE Confidence: 0.88286877

00:22:38.552 --> 00:22:40.124 And we do that.
NOTE Confidence: 0.88286877

00:22:40.130 --> 00:22:43.357 In the form of fact finding specific
NOTE Confidence: 0.88286877

00:22:43.357 --> 00:22:45.430 concerns or conducting confidential
NOTE Confidence: 0.88286877

00:22:45.430 --> 00:22:48.490 climate assessments of work units.
NOTE Confidence: 0.88286877

00:22:48.490 --> 00:22:49.660 Engagement, an referral.
NOTE Confidence: 0.88286877

00:22:49.660 --> 00:22:50.440 We engage.
NOTE Confidence: 0.88286877

00:22:50.440 --> 00:22:53.170 Depending on the nature of the concern,
NOTE Confidence: 0.88286877

00:22:53.170 --> 00:22:55.510 the role of the person who
NOTE Confidence: 0.88286877

00:22:55.510 --> 00:22:57.070 has brought things forward,
NOTE Confidence: 0.88286877

00:22:57.070 --> 00:22:59.020 or the person who's involved.

NOTE Confidence: 0.88286877

00:22:59.020 --> 00:23:00.580 We collaborate heavily with

NOTE Confidence: 0.88286877

00:23:00.580 --> 00:23:01.750 Darren Latimer's office.

NOTE Confidence: 0.88286877

00:23:01.750 --> 00:23:04.480 You know the deputy Dean of Diversity,

NOTE Confidence: 0.88286877

00:23:04.480 --> 00:23:06.820 inclusion, and our Chief diversity Officer.

NOTE Confidence: 0.88286877

00:23:06.820 --> 00:23:08.770 If a postdoc is involved,

NOTE Confidence: 0.88286877

00:23:08.770 --> 00:23:11.500 we would talk to the the Office

NOTE Confidence: 0.88286877

00:23:11.500 --> 00:23:12.670 of Postdoctoral Affairs,

NOTE Confidence: 0.88286877

00:23:12.670 --> 00:23:15.295 an if a staff member is involved

NOTE Confidence: 0.88286877

00:23:15.295 --> 00:23:16.960 in all of this,

NOTE Confidence: 0.88286877

00:23:16.960 --> 00:23:18.664 we would collaborate with

NOTE Confidence: 0.88286877

00:23:18.664 --> 00:23:20.368 human resources as well.

NOTE Confidence: 0.88286877

00:23:20.370 --> 00:23:20.721 Again,

NOTE Confidence: 0.88286877

00:23:20.721 --> 00:23:22.125 it's about evaluating and

NOTE Confidence: 0.88286877

00:23:22.125 --> 00:23:23.529 addressing the concern in.

NOTE Confidence: 0.88286877

00:23:23.530 --> 00:23:24.934 It's not about turf,

NOTE Confidence: 0.88286877

00:23:24.934 --> 00:23:26.689 it's just about kind of.
NOTE Confidence: 0.88286877

00:23:26.690 --> 00:23:28.796 How can we most effectively deal
NOTE Confidence: 0.88286877

00:23:28.796 --> 00:23:29.849 with the issue?
NOTE Confidence: 0.8648706

00:23:29.850 --> 00:23:33.009 That's that's in front of us and we speak.
NOTE Confidence: 0.8648706

00:23:33.010 --> 00:23:35.218 I mean, we communicate regularly with
NOTE Confidence: 0.8648706

00:23:35.218 --> 00:23:37.918 with Dean Lattimore on a number of issues,
NOTE Confidence: 0.8648706

00:23:37.920 --> 00:23:40.377 and that gets to the last point,
NOTE Confidence: 0.8648706

00:23:40.380 --> 00:23:42.830 which is sometimes we're not the best.
NOTE Confidence: 0.8648706

00:23:42.830 --> 00:23:44.936 We we are not the most.
NOTE Confidence: 0.8648706

00:23:44.940 --> 00:23:47.052 We are not the most appropriate
NOTE Confidence: 0.8648706

00:23:47.052 --> 00:23:49.149 office to deal with an issue,
NOTE Confidence: 0.8648706

00:23:49.150 --> 00:23:50.670 so something they came.
NOTE Confidence: 0.8648706

00:23:50.670 --> 00:23:53.001 Come to us, but it's more
NOTE Confidence: 0.8648706

00:23:53.001 --> 00:23:54.986 appropriately handled by Title Nine,
NOTE Confidence: 0.8648706

00:23:54.990 --> 00:23:56.172 quarter eight coordinator,
NOTE Confidence: 0.8648706

00:23:56.172 --> 00:23:59.750 or a Title 9 office rather than our office.

NOTE Confidence: 0.8648706

00:23:59.750 --> 00:24:01.850 Same thing in referring things to

NOTE Confidence: 0.8648706

00:24:01.850 --> 00:24:05.109 deal at a more or the Office of

NOTE Confidence: 0.8648706

00:24:05.109 --> 00:24:06.893 Institutional Equity and Access.

NOTE Confidence: 0.8648706

00:24:06.900 --> 00:24:07.692 So again,

NOTE Confidence: 0.8648706

00:24:07.692 --> 00:24:10.068 there's a lot of partnership interaction,

NOTE Confidence: 0.8648706

00:24:10.070 --> 00:24:11.806 engagement with our professionalism

NOTE Confidence: 0.8648706

00:24:11.806 --> 00:24:13.976 partners because no one concern

NOTE Confidence: 0.8648706

00:24:13.976 --> 00:24:16.239 is the same and everything has

NOTE Confidence: 0.8648706

00:24:16.239 --> 00:24:18.004 nuance and specificity to it,

NOTE Confidence: 0.8648706

00:24:18.010 --> 00:24:19.995 so we're working very cooperatively

NOTE Confidence: 0.8648706

00:24:19.995 --> 00:24:21.186 with one another.

NOTE Confidence: 0.8815323

00:24:24.690 --> 00:24:26.318 To the next 100

NOTE Confidence: 0.8815323

00:24:26.320 --> 00:24:27.952 confidentiality and no retaliation.

NOTE Confidence: 0.8815323

00:24:27.952 --> 00:24:30.808 Again, very, very. As you can imagine,

NOTE Confidence: 0.8815323

00:24:30.810 --> 00:24:33.162 top of mind concerns for anybody

NOTE Confidence: 0.8815323

00:24:33.162 --> 00:24:35.300 who interacts with our office,
NOTE Confidence: 0.8815323

00:24:35.300 --> 00:24:37.904 and we have addressed the issue of
NOTE Confidence: 0.8815323

00:24:37.904 --> 00:24:39.960 confidentiality and no retaliation explicitly
NOTE Confidence: 0.8815323

00:24:39.960 --> 00:24:43.456 on our website and provided details on that.
NOTE Confidence: 0.8815323

00:24:43.460 --> 00:24:46.716 Again, for people who are who are wondering,
NOTE Confidence: 0.8815323

00:24:46.720 --> 00:24:48.760 right? Should I do this?
NOTE Confidence: 0.8815323

00:24:48.760 --> 00:24:52.423 Should I should I should I trust this office?
NOTE Confidence: 0.8815323

00:24:52.430 --> 00:24:55.433 Should I reach out to them with
NOTE Confidence: 0.8815323

00:24:55.433 --> 00:24:56.720 respect to confidentiality?
NOTE Confidence: 0.8815323

00:24:56.720 --> 00:24:57.436 All issues,
NOTE Confidence: 0.8815323

00:24:57.436 --> 00:25:00.300 all issues that are brought to our office
NOTE Confidence: 0.8815323

00:25:00.372 --> 00:25:03.006 are treated with the utmost discretion.
NOTE Confidence: 0.8815323

00:25:03.010 --> 00:25:04.865 We have detailed conversations about
NOTE Confidence: 0.8815323

00:25:04.865 --> 00:25:07.129 the parameters and preferences of the
NOTE Confidence: 0.8815323

00:25:07.129 --> 00:25:08.879 individual with respect to confidentiality
NOTE Confidence: 0.8815323

00:25:08.879 --> 00:25:10.834 and the request for absolute

NOTE Confidence: 0.8815323

00:25:10.834 --> 00:25:12.830 confidentiality may impact resolution,

NOTE Confidence: 0.8815323

00:25:12.830 --> 00:25:15.974 but it doesn't mean we can't do anything.

NOTE Confidence: 0.8815323

00:25:15.980 --> 00:25:18.262 You know that that we that we

NOTE Confidence: 0.8815323

00:25:18.262 --> 00:25:20.908 can't come come up with some way

NOTE Confidence: 0.8815323

00:25:20.908 --> 00:25:22.898 to protect that confidentiality of

NOTE Confidence: 0.8815323

00:25:22.898 --> 00:25:25.732 the individual who reported it and

NOTE Confidence: 0.8815323

00:25:25.732 --> 00:25:28.087 do something to address behaviors?

NOTE Confidence: 0.8815323

00:25:28.090 --> 00:25:29.850 And that's our job, right?

NOTE Confidence: 0.8815323

00:25:29.850 --> 00:25:31.962 That's where our creativity and our

NOTE Confidence: 0.8815323

00:25:31.962 --> 00:25:34.288 skills come in, and we do again.

NOTE Confidence: 0.8815323

00:25:34.288 --> 00:25:35.556 Have detailed conversations with

NOTE Confidence: 0.8815323

00:25:35.556 --> 00:25:37.590 folks who brought concerns forward.

NOTE Confidence: 0.8815323

00:25:37.590 --> 00:25:40.054 I will tell you when we follow.

NOTE Confidence: 0.8815323

00:25:40.060 --> 00:25:41.336 When I fell off,

NOTE Confidence: 0.8815323

00:25:41.336 --> 00:25:43.250 I'll follow up with people after

NOTE Confidence: 0.8815323

00:25:43.319 --> 00:25:45.339 they brought a concern forward.

NOTE Confidence: 0.8815323

00:25:45.340 --> 00:25:46.632 I will say listen,

NOTE Confidence: 0.8815323

00:25:46.632 --> 00:25:48.570 it was addressed an the parameters

NOTE Confidence: 0.8815323

00:25:48.634 --> 00:25:50.678 that we decided upon that that we

NOTE Confidence: 0.8815323

00:25:50.678 --> 00:25:53.054 agreed to with respect to your

NOTE Confidence: 0.8815323

00:25:53.054 --> 00:25:54.485 confidentiality were preserved.

NOTE Confidence: 0.8815323

00:25:54.490 --> 00:25:55.198 So again,

NOTE Confidence: 0.8815323

00:25:55.198 --> 00:25:57.322 just to keep make sure people

NOTE Confidence: 0.8815323

00:25:57.322 --> 00:25:59.190 understand they don't lose total.

NOTE Confidence: 0.8815323

00:25:59.190 --> 00:26:01.335 Control and that their confidentiality

NOTE Confidence: 0.8815323

00:26:01.335 --> 00:26:03.480 concerns are are respected with

NOTE Confidence: 0.8815323

00:26:03.548 --> 00:26:04.958 respect to retaliation.

NOTE Confidence: 0.8815323

00:26:04.960 --> 00:26:06.800 Retaliation is prohibited against

NOTE Confidence: 0.8815323

00:26:06.800 --> 00:26:09.560 individuals who in good Faith report

NOTE Confidence: 0.8815323

00:26:09.629 --> 00:26:11.699 alleged violations of Yelp policy

NOTE Confidence: 0.8815323

00:26:11.699 --> 00:26:14.282 or law or provide information in

NOTE Confidence: 0.8815323

00:26:14.282 --> 00:26:16.054 connection with the investigation

NOTE Confidence: 0.8815323

00:26:16.054 --> 00:26:17.383 of these matters.

NOTE Confidence: 0.8815323

00:26:17.390 --> 00:26:20.498 This is the policy of the University.

NOTE Confidence: 0.8815323

00:26:20.500 --> 00:26:22.276 It is specifically articulated

NOTE Confidence: 0.8815323

00:26:22.276 --> 00:26:24.496 and displayed on our website.

NOTE Confidence: 0.8815323

00:26:24.500 --> 00:26:27.194 We talked to people about this

NOTE Confidence: 0.8815323

00:26:27.194 --> 00:26:29.730 when they bring concerns forward.

NOTE Confidence: 0.8815323

00:26:29.730 --> 00:26:32.794 By the same token, we also speak to,

NOTE Confidence: 0.8815323

00:26:32.800 --> 00:26:33.568 you know,

NOTE Confidence: 0.8815323

00:26:33.568 --> 00:26:35.488 someone who's who's were where

NOTE Confidence: 0.8815323

00:26:35.488 --> 00:26:37.068 professionalism concern has been

NOTE Confidence: 0.8815323

00:26:37.068 --> 00:26:38.556 raised about their behavior.

NOTE Confidence: 0.8815323

00:26:38.560 --> 00:26:41.250 When we speak to them, we do.

NOTE Confidence: 0.8815323

00:26:41.250 --> 00:26:42.790 We know, we educate.

NOTE Confidence: 0.8815323

00:26:42.790 --> 00:26:44.926 We talked to them about the

NOTE Confidence: 0.8815323

00:26:44.926 --> 00:26:47.239 prohibition and we also kind of
NOTE Confidence: 0.8815323

00:26:47.239 --> 00:26:49.699 educate about things that come natural,
NOTE Confidence: 0.8815323

00:26:49.700 --> 00:26:51.080 particularly things though.
NOTE Confidence: 0.8815323

00:26:51.080 --> 00:26:53.840 That come that would come natural
NOTE Confidence: 0.8815323

00:26:53.840 --> 00:26:55.597 to folks who are in.
NOTE Confidence: 0.8815323

00:26:55.600 --> 00:26:58.588 In do the type of work that you do,
NOTE Confidence: 0.8815323

00:26:58.590 --> 00:27:00.907 your fixers, you know you fix things,
NOTE Confidence: 0.8815323

00:27:00.910 --> 00:27:02.854 and you know the natural instinct
NOTE Confidence: 0.8815323

00:27:02.854 --> 00:27:04.560 of many if not most,
NOTE Confidence: 0.8815323

00:27:04.560 --> 00:27:07.216 is to literally say you know this thing.
NOTE Confidence: 0.8815323

00:27:07.220 --> 00:27:08.496 Was this this issue?
NOTE Confidence: 0.8815323

00:27:08.496 --> 00:27:11.200 What they talked to me about this issue,
NOTE Confidence: 0.8815323

00:27:11.200 --> 00:27:13.198 you know? did I offend you?
NOTE Confidence: 0.8815323

00:27:13.200 --> 00:27:15.186 They start to ask about it.
NOTE Confidence: 0.8815323

00:27:15.190 --> 00:27:17.164 If they start apologizing to everybody
NOTE Confidence: 0.8815323

00:27:17.164 --> 00:27:19.967 and one of the things is that's a

NOTE Confidence: 0.8815323

00:27:19.967 --> 00:27:21.737 natural instinct 'cause most people

NOTE Confidence: 0.8815323

00:27:21.737 --> 00:27:23.950 do not want to offend people and

NOTE Confidence: 0.8815323

00:27:23.950 --> 00:27:25.882 don't want to make people uncomfortable.

NOTE Confidence: 0.8815323

00:27:25.882 --> 00:27:26.614 But again,

NOTE Confidence: 0.8815323

00:27:26.614 --> 00:27:28.444 educating that that natural instinct,

NOTE Confidence: 0.8815323

00:27:28.450 --> 00:27:30.178 right that natural kind of path

NOTE Confidence: 0.8815323

00:27:30.178 --> 00:27:32.472 in many ways just serves to make

NOTE Confidence: 0.8815323

00:27:32.472 --> 00:27:34.267 people uncomfortable and it could

NOTE Confidence: 0.8815323

00:27:34.267 --> 00:27:35.929 be perceived as retaliation.

NOTE Confidence: 0.8815323

00:27:35.930 --> 00:27:38.310 So that's again part of our education,

NOTE Confidence: 0.86034065

00:27:38.310 --> 00:27:41.370 as when we talk to folks about these issues.

NOTE Confidence: 0.86034065

00:27:41.370 --> 00:27:42.390 'cause again your,

NOTE Confidence: 0.86034065

00:27:42.390 --> 00:27:44.090 your brain automatically goes to

NOTE Confidence: 0.86034065

00:27:44.090 --> 00:27:45.841 oh goodness, who reported this?

NOTE Confidence: 0.86034065

00:27:45.841 --> 00:27:49.530 And did I offend them and you want to fix it?

NOTE Confidence: 0.86034065

00:27:49.530 --> 00:27:52.293 And we have to explain kind of why that's
NOTE Confidence: 0.86034065

00:27:52.293 --> 00:27:55.309 not that why that's not allowed and how
NOTE Confidence: 0.86034065

00:27:55.309 --> 00:27:58.148 it's in everybody's interest not to do that.
NOTE Confidence: 0.86034065

00:27:58.150 --> 00:28:01.094 But just to kind of take the feedback
NOTE Confidence: 0.86034065

00:28:01.094 --> 00:28:03.710 and adjust your behavior and the final
NOTE Confidence: 0.86034065

00:28:03.710 --> 00:28:06.497 thing is that if in fact individuals
NOTE Confidence: 0.86034065

00:28:06.497 --> 00:28:09.661 believe that they have been the subject
NOTE Confidence: 0.86034065

00:28:09.661 --> 00:28:11.800 to retaliation because they spoke
NOTE Confidence: 0.86034065

00:28:11.800 --> 00:28:15.212 to our office or any office in the
NOTE Confidence: 0.86034065

00:28:15.212 --> 00:28:18.054 University of someone brought a Title 9
NOTE Confidence: 0.86034065

00:28:18.054 --> 00:28:20.665 complaint were or went to the Diversity
NOTE Confidence: 0.86034065

00:28:20.665 --> 00:28:23.494 Office with a claim about diversity,
NOTE Confidence: 0.86034065

00:28:23.494 --> 00:28:25.600 inclusion or discrimination.
NOTE Confidence: 0.86034065

00:28:25.600 --> 00:28:26.551 That they need.
NOTE Confidence: 0.86034065

00:28:26.551 --> 00:28:29.571 They can come to us or back to the
NOTE Confidence: 0.86034065

00:28:29.571 --> 00:28:32.098 original office and report that an and

NOTE Confidence: 0.86034065

00:28:32.098 --> 00:28:35.430 one of the things that I think it's very

NOTE Confidence: 0.86034065

00:28:35.430 --> 00:28:37.279 important to know about retaliation.

NOTE Confidence: 0.86034065

00:28:37.279 --> 00:28:39.517 Prohibition is that the initial problem

NOTE Confidence: 0.86034065

00:28:39.517 --> 00:28:41.786 may be quite small in discrete right?

NOTE Confidence: 0.86034065

00:28:41.790 --> 00:28:43.914 The concern that was brought forward

NOTE Confidence: 0.86034065

00:28:43.914 --> 00:28:46.368 may be quite discreet and not serious.

NOTE Confidence: 0.86034065

00:28:46.370 --> 00:28:49.163 But if in fact it is determined

NOTE Confidence: 0.86034065

00:28:49.163 --> 00:28:51.628 that retaliation has a curd that

NOTE Confidence: 0.86034065

00:28:51.628 --> 00:28:52.816 then that discreet.

NOTE Confidence: 0.86034065

00:28:52.820 --> 00:28:54.782 Smaller problem becomes a much bigger

NOTE Confidence: 0.86034065

00:28:54.782 --> 00:28:56.784 problem because that is something that

NOTE Confidence: 0.86034065

00:28:56.784 --> 00:28:58.996 we cannot have because people have to.

NOTE Confidence: 0.86034065

00:28:59.000 --> 00:29:01.600 If we're going to have a decent culture,

NOTE Confidence: 0.86034065

00:29:01.600 --> 00:29:04.102 we have to have a culture of safety and

NOTE Confidence: 0.86034065

00:29:04.102 --> 00:29:06.466 that people can bring forth concerns.

NOTE Confidence: 0.86034065

00:29:06.470 --> 00:29:08.670 And if we don't have that and people
NOTE Confidence: 0.86034065

00:29:08.670 --> 00:29:10.437 can hear about concerns without
NOTE Confidence: 0.86034065

00:29:10.437 --> 00:29:12.747 retaliating 'cause we don't have that
NOTE Confidence: 0.86034065

00:29:12.747 --> 00:29:14.895 we just don't have a shot, right?
NOTE Confidence: 0.86034065

00:29:14.895 --> 00:29:17.255 So we have to really take a hard
NOTE Confidence: 0.86034065

00:29:17.255 --> 00:29:18.500 line against that.
NOTE Confidence: 0.8825624

00:29:21.870 --> 00:29:23.368 Did you have anything to add to
NOTE Confidence: 0.8825624

00:29:23.370 --> 00:29:24.868 that? No, I think that's well stated.
NOTE Confidence: 0.8825624

00:29:24.870 --> 00:29:26.787 Do we? Should we go to the next slide?
NOTE Confidence: 0.8679697

00:29:28.890 --> 00:29:32.089 So our overarching goal of this office
NOTE Confidence: 0.8679697

00:29:32.089 --> 00:29:35.970 is is Andrea has also said is education.
NOTE Confidence: 0.8679697

00:29:35.970 --> 00:29:38.625 We want actually overtime we
NOTE Confidence: 0.8679697

00:29:38.625 --> 00:29:41.280 want to educate people about.
NOTE Confidence: 0.8679697

00:29:41.280 --> 00:29:43.680 The standards of professionalism
NOTE Confidence: 0.8679697

00:29:43.680 --> 00:29:46.830 about how to respond.
NOTE Confidence: 0.8679697

00:29:46.830 --> 00:29:48.390 Um, about the various ways

NOTE Confidence: 0.8679697

00:29:48.390 --> 00:29:50.530 that we can be helpful as well,

NOTE Confidence: 0.8679697

00:29:50.530 --> 00:29:52.728 and then also as much as we

NOTE Confidence: 0.8679697

00:29:52.728 --> 00:29:54.900 can to remedy those breaches.

NOTE Confidence: 0.8679697

00:29:54.900 --> 00:29:56.850 We try and we are.

NOTE Confidence: 0.8679697

00:29:56.850 --> 00:29:59.568 This is actually very important to us,

NOTE Confidence: 0.8679697

00:29:59.568 --> 00:30:02.672 to be intervening in a very timely way.

NOTE Confidence: 0.8679697

00:30:02.680 --> 00:30:05.056 So we monitor the website daily

NOTE Confidence: 0.8679697

00:30:05.056 --> 00:30:07.658 several times a day we're monitoring

NOTE Confidence: 0.8679697

00:30:07.658 --> 00:30:10.920 the reported concern and so we will

NOTE Confidence: 0.8679697

00:30:10.920 --> 00:30:13.480 respond in a timely way and do our

NOTE Confidence: 0.8679697

00:30:13.480 --> 00:30:15.902 best to be not only responsive quickly,

NOTE Confidence: 0.8679697

00:30:15.902 --> 00:30:17.063 but responsive, thoughtfully,

NOTE Confidence: 0.8679697

00:30:17.063 --> 00:30:18.978 and listening to the individual

NOTE Confidence: 0.8679697

00:30:18.978 --> 00:30:20.960 needs in the individual colors.

NOTE Confidence: 0.8679697

00:30:20.960 --> 00:30:24.278 If you will, of any concern.

NOTE Confidence: 0.8679697

00:30:24.280 --> 00:30:25.345 Everything is different.
NOTE Confidence: 0.8679697

00:30:25.345 --> 00:30:26.765 Every concern is different.
NOTE Confidence: 0.8679697

00:30:26.770 --> 00:30:29.920 There's just not a list that we can make
NOTE Confidence: 0.8679697

00:30:29.920 --> 00:30:32.816 and then say for concern a steps 1,
NOTE Confidence: 0.8679697

00:30:32.820 --> 00:30:34.244 two, and three occur.
NOTE Confidence: 0.8679697

00:30:34.244 --> 00:30:36.380 We take into account these drivers,
NOTE Confidence: 0.8679697

00:30:36.380 --> 00:30:38.160 the character of the behavior,
NOTE Confidence: 0.8679697

00:30:38.160 --> 00:30:39.980 the seriousness of it.
NOTE Confidence: 0.8679697

00:30:39.980 --> 00:30:42.710 Is it a first time occurrence?
NOTE Confidence: 0.8679697

00:30:42.710 --> 00:30:44.552 Watts the context as it occurs
NOTE Confidence: 0.8679697

00:30:44.552 --> 00:30:46.350 in the context of tremendous
NOTE Confidence: 0.8679697

00:30:46.350 --> 00:30:48.855 stressors and that individuals life.
NOTE Confidence: 0.8679697

00:30:48.860 --> 00:30:51.751 What are all the things that really
NOTE Confidence: 0.8679697

00:30:51.751 --> 00:30:54.529 determined Anna go into that behavior?
NOTE Confidence: 0.8679697

00:30:54.530 --> 00:30:57.238 And is it reccuring?
NOTE Confidence: 0.8679697

00:30:57.240 --> 00:30:59.805 How often is it a Kurd but also is

NOTE Confidence: 0.8679697
00:30:59.805 --> 00:31:02.178 it recurring and is it recurring
NOTE Confidence: 0.8679697
00:31:02.178 --> 00:31:04.924 over a short period of time or
NOTE Confidence: 0.8679697
00:31:04.924 --> 00:31:06.574 a long period of time?
NOTE Confidence: 0.8679697
00:31:06.580 --> 00:31:08.235 Those are the various things
NOTE Confidence: 0.8679697
00:31:08.235 --> 00:31:10.676 that we need to take into account
NOTE Confidence: 0.8679697
00:31:10.676 --> 00:31:12.806 in what makes this this work?
NOTE Confidence: 0.8679697
00:31:12.810 --> 00:31:14.600 Have an individual flavor as
NOTE Confidence: 0.8679697
00:31:14.600 --> 00:31:16.620 well as the need to be
NOTE Confidence: 0.8682079
00:31:16.620 --> 00:31:18.112 creative. Andrea, please add.
NOTE Confidence: 0.8682079
00:31:18.112 --> 00:31:21.653 I would just say that when you look at the
NOTE Confidence: 0.8682079
00:31:21.653 --> 00:31:24.230 research in this area that has been done,
NOTE Confidence: 0.8682079
00:31:24.230 --> 00:31:27.086 you know the research shows that 75 to.
NOTE Confidence: 0.8682079
00:31:27.090 --> 00:31:30.569 80% of professionals in an academic medical
NOTE Confidence: 0.8682079
00:31:30.569 --> 00:31:33.288 academic Medical Center environment self
NOTE Confidence: 0.8682079
00:31:33.288 --> 00:31:36.738 correct within a few awareness conversations.
NOTE Confidence: 0.8682079

00:31:36.740 --> 00:31:40.282 So I think we I mean that
NOTE Confidence: 0.8682079

00:31:40.282 --> 00:31:43.709 kind of enters into our work.
NOTE Confidence: 0.8682079

00:31:43.710 --> 00:31:47.553 You know, having the conversation when the
NOTE Confidence: 0.8682079

00:31:47.553 --> 00:31:51.207 incident is isolated when the incident has,
NOTE Confidence: 0.8682079

00:31:51.210 --> 00:31:54.804 you know is smaller if you
NOTE Confidence: 0.8682079

00:31:54.804 --> 00:31:57.200 will or less significant.
NOTE Confidence: 0.8682079

00:31:57.200 --> 00:31:59.588 And I'm not I'm separating serious,
NOTE Confidence: 0.8682079

00:31:59.590 --> 00:32:00.625 serious misconduct here,
NOTE Confidence: 0.8682079

00:32:00.625 --> 00:32:02.350 but behaviors that are are
NOTE Confidence: 0.8682079

00:32:02.350 --> 00:32:03.980 breaches of professionalism,
NOTE Confidence: 0.8682079

00:32:03.980 --> 00:32:06.779 but and but like add up, right?
NOTE Confidence: 0.8682079

00:32:06.779 --> 00:32:08.774 An and tend to negatively
NOTE Confidence: 0.8682079

00:32:08.774 --> 00:32:10.370 impact the culture most.
NOTE Confidence: 0.8682079

00:32:10.370 --> 00:32:13.522 Again a very high percentage of folks the
NOTE Confidence: 0.8682079

00:32:13.522 --> 00:32:16.350 research shows will self correct with some,
NOTE Confidence: 0.8682079

00:32:16.350 --> 00:32:19.266 with with with, with in a few awareness I

NOTE Confidence: 0.8682079

00:32:19.266 --> 00:32:22.337 mean three or less awareness conversations.

NOTE Confidence: 0.8682079

00:32:22.340 --> 00:32:25.014 And I just think that that I

NOTE Confidence: 0.8682079

00:32:25.014 --> 00:32:27.728 think is really driving our work.

NOTE Confidence: 0.8682079

00:32:27.730 --> 00:32:30.808 And that if things are brought up and they

NOTE Confidence: 0.8682079

00:32:30.808 --> 00:32:33.731 are addressed that most most of these

NOTE Confidence: 0.8682079

00:32:33.731 --> 00:32:36.589 behaviors will in fact stop and cease,

NOTE Confidence: 0.8682079

00:32:36.590 --> 00:32:39.278 and an that's a very I think,

NOTE Confidence: 0.8682079

00:32:39.280 --> 00:32:40.840 powerful statistic that motivates

NOTE Confidence: 0.8682079

00:32:40.840 --> 00:32:43.900 us every day as we do our work.

NOTE Confidence: 0.91074574

00:32:48.110 --> 00:32:49.990 And then we're also developing.

NOTE Confidence: 0.91074574

00:32:49.990 --> 00:32:52.258 As we said earlier, we're developing

NOTE Confidence: 0.91074574

00:32:52.258 --> 00:32:54.744 because we think of leadership and

NOTE Confidence: 0.91074574

00:32:54.744 --> 00:32:57.009 professionalism is hand in hand.

NOTE Confidence: 0.91074574

00:32:57.010 --> 00:33:00.020 And we actually want to change the

NOTE Confidence: 0.91074574

00:33:00.020 --> 00:33:03.598 culture and we want to give people skills

NOTE Confidence: 0.91074574

00:33:03.598 --> 00:33:07.288 early on to address not only to address,
NOTE Confidence: 0.91074574

00:33:07.290 --> 00:33:08.200 professionalism, lapses,
NOTE Confidence: 0.91074574

00:33:08.200 --> 00:33:10.020 but skills about having
NOTE Confidence: 0.91074574

00:33:10.020 --> 00:33:11.385 difficult conversations about
NOTE Confidence: 0.91074574

00:33:11.385 --> 00:33:13.099 engaging communities and groups.
NOTE Confidence: 0.91074574

00:33:13.100 --> 00:33:14.984 So we're developing leadership
NOTE Confidence: 0.91074574

00:33:14.984 --> 00:33:16.397 education opportunities for
NOTE Confidence: 0.91074574

00:33:16.397 --> 00:33:18.909 faculty at all ranks and roles.
NOTE Confidence: 0.91074574

00:33:18.910 --> 00:33:22.200 We already have a set of customized
NOTE Confidence: 0.91074574

00:33:22.200 --> 00:33:25.618 workshops that are on the on our website.
NOTE Confidence: 0.91074574

00:33:25.620 --> 00:33:27.156 That Department scan request.
NOTE Confidence: 0.91074574

00:33:27.156 --> 00:33:30.549 And we will come and do those for you.
NOTE Confidence: 0.91074574

00:33:30.550 --> 00:33:32.872 And then we'll have some open
NOTE Confidence: 0.91074574

00:33:32.872 --> 00:33:34.420 enrollment workshops that are
NOTE Confidence: 0.91074574

00:33:34.493 --> 00:33:36.527 starting in the spring of 2021.
NOTE Confidence: 0.91074574

00:33:36.530 --> 00:33:37.805 Very specific leadership

NOTE Confidence: 0.91074574

00:33:37.805 --> 00:33:39.080 development programs justice.

NOTE Confidence: 0.91074574

00:33:39.080 --> 00:33:41.930 Earlier this year we launched a

NOTE Confidence: 0.91074574

00:33:41.930 --> 00:33:43.830 leadership development program for

NOTE Confidence: 0.91074574

00:33:43.906 --> 00:33:46.282 new section Chiefs and program leads

NOTE Confidence: 0.91074574

00:33:46.282 --> 00:33:49.107 and that will then become a twice

NOTE Confidence: 0.91074574

00:33:49.107 --> 00:33:51.441 a year offering for anyone that

NOTE Confidence: 0.91074574

00:33:51.441 --> 00:33:53.850 assumes those new leadership roles.

NOTE Confidence: 0.91074574

00:33:53.850 --> 00:33:56.880 In that program includes didactic sessions,

NOTE Confidence: 0.91074574

00:33:56.880 --> 00:33:59.556 but also includes peer peer support,

NOTE Confidence: 0.91074574

00:33:59.560 --> 00:34:02.410 pure coaching over an extended

NOTE Confidence: 0.91074574

00:34:02.410 --> 00:34:04.120 period of time.

NOTE Confidence: 0.91074574

00:34:04.120 --> 00:34:06.304 One of the nice things about we've

NOTE Confidence: 0.91074574

00:34:06.304 --> 00:34:08.290 discovered in our first round about

NOTE Confidence: 0.91074574

00:34:08.290 --> 00:34:10.600 the program is that you bring section

NOTE Confidence: 0.91074574

00:34:10.660 --> 00:34:12.220 Chiefs together from different

NOTE Confidence: 0.91074574

00:34:12.220 --> 00:34:14.932 departments and they start to both hero.
NOTE Confidence: 0.91074574

00:34:14.932 --> 00:34:17.164 You're dealing with the same thing
NOTE Confidence: 0.91074574

00:34:17.164 --> 00:34:19.570 I'm dealing with and they begin to
NOTE Confidence: 0.91074574

00:34:19.570 --> 00:34:21.833 learn how to share skills and learn
NOTE Confidence: 0.91074574

00:34:21.833 --> 00:34:23.957 to be supportive of one another.
NOTE Confidence: 0.91074574

00:34:23.960 --> 00:34:24.980 So you also,
NOTE Confidence: 0.91074574

00:34:24.980 --> 00:34:27.780 we're also creating a condray if you will,
NOTE Confidence: 0.91074574

00:34:27.780 --> 00:34:30.708 of leaders that can help each other see
NOTE Confidence: 0.91074574

00:34:30.708 --> 00:34:32.891 different ideals with each other and
NOTE Confidence: 0.91074574

00:34:32.891 --> 00:34:35.559 will be offering the second group of this.
NOTE Confidence: 0.91074574

00:34:35.560 --> 00:34:39.288 Program later this spring.
NOTE Confidence: 0.91074574

00:34:39.290 --> 00:34:41.378 The emerging leaders in the advanced
NOTE Confidence: 0.91074574

00:34:41.378 --> 00:34:43.129 Emerging Leaders Program is one
NOTE Confidence: 0.91074574

00:34:43.129 --> 00:34:44.923 that's been going on for awhile
NOTE Confidence: 0.91074574

00:34:44.923 --> 00:34:46.370 in collaboration Yo medicine,
NOTE Confidence: 0.91074574

00:34:46.370 --> 00:34:48.054 in collaboration with the

NOTE Confidence: 0.91074574

00:34:48.054 --> 00:34:49.317 School of Management.

NOTE Confidence: 0.91074574

00:34:49.320 --> 00:34:51.385 But the important difference now is that

NOTE Confidence: 0.91074574

00:34:51.385 --> 00:34:53.377 the program has not doubled in size,

NOTE Confidence: 0.91074574

00:34:53.380 --> 00:34:56.540 so it was 40 and it's now 80.

NOTE Confidence: 0.91074574

00:34:56.540 --> 00:34:58.040 And working together with

NOTE Confidence: 0.91074574

00:34:58.040 --> 00:34:59.540 Paul Taherian yo medicine.

NOTE Confidence: 0.91074574

00:34:59.540 --> 00:35:01.510 We're creating channels where people

NOTE Confidence: 0.91074574

00:35:01.510 --> 00:35:04.228 can actually apply as well as be

NOTE Confidence: 0.91074574

00:35:04.228 --> 00:35:06.629 nominated by their chair and working very

NOTE Confidence: 0.91074574

00:35:06.629 --> 00:35:08.919 closely with the School of Management.

NOTE Confidence: 0.91074574

00:35:08.920 --> 00:35:10.810 Again around the values and how

NOTE Confidence: 0.91074574

00:35:10.810 --> 00:35:13.039 we how we teach leadership skills

NOTE Confidence: 0.91074574

00:35:13.039 --> 00:35:15.289 that will support the values.

NOTE Confidence: 0.91074574

00:35:15.290 --> 00:35:17.165 The final area that we're

NOTE Confidence: 0.91074574

00:35:17.165 --> 00:35:18.665 actively developing right now.

NOTE Confidence: 0.91074574

00:35:18.670 --> 00:35:21.064 And then there's others that if
NOTE Confidence: 0.91074574

00:35:21.064 --> 00:35:23.540 you invite us back in a year,
NOTE Confidence: 0.91074574

00:35:23.540 --> 00:35:25.140 this list will grow.
NOTE Confidence: 0.91074574

00:35:25.140 --> 00:35:28.270 But we're creating a cadre of coaches.
NOTE Confidence: 0.91074574

00:35:28.270 --> 00:35:30.902 That are both external to Yale as well
NOTE Confidence: 0.91074574

00:35:30.902 --> 00:35:33.341 as internal coaches and can provide
NOTE Confidence: 0.91074574

00:35:33.341 --> 00:35:35.909 developmental coaching that is for again,
NOTE Confidence: 0.91074574

00:35:35.910 --> 00:35:37.866 such as new section Chiefs who
NOTE Confidence: 0.91074574

00:35:37.866 --> 00:35:40.039 need to learn some very specific
NOTE Confidence: 0.91074574

00:35:40.039 --> 00:35:42.433 skills as well as coaching that
NOTE Confidence: 0.91074574

00:35:42.433 --> 00:35:44.930 addresses when there has been a
NOTE Confidence: 0.91074574

00:35:44.930 --> 00:35:46.960 professionalism concern and there is
NOTE Confidence: 0.91074574

00:35:46.960 --> 00:35:48.960 clearly a need to learn something
NOTE Confidence: 0.91074574

00:35:48.960 --> 00:35:51.568 different and you and you way of
NOTE Confidence: 0.91074574

00:35:51.568 --> 00:35:53.480 approaching whatever the circumstances,
NOTE Confidence: 0.91074574

00:35:53.480 --> 00:35:55.982 we will connect those individuals with

NOTE Confidence: 0.91074574

00:35:55.982 --> 00:35:58.967 this group of coaches an will pair them.

NOTE Confidence: 0.91074574

00:35:58.970 --> 00:36:03.602 Pair them up really based on

NOTE Confidence: 0.91074574

00:36:03.602 --> 00:36:05.918 individual individual compatibility.

NOTE Confidence: 0.91074574

00:36:05.920 --> 00:36:08.086 Our office then creates a set

NOTE Confidence: 0.91074574

00:36:08.086 --> 00:36:09.530 of goals for the

NOTE Confidence: 0.82036465

00:36:09.610 --> 00:36:12.148 coaching that then the coach and

NOTE Confidence: 0.82036465

00:36:12.148 --> 00:36:14.870 the Coachee can adapt and revised.

NOTE Confidence: 0.82036465

00:36:14.870 --> 00:36:17.318 But we do create those goals,

NOTE Confidence: 0.82036465

00:36:17.320 --> 00:36:20.020 especially when the coaching has been

NOTE Confidence: 0.82036465

00:36:20.020 --> 00:36:23.917 asked for mandated as a part of a

NOTE Confidence: 0.82036465

00:36:23.917 --> 00:36:25.937 intervention for professionalism concern.

NOTE Confidence: 0.82036465

00:36:25.940 --> 00:36:27.204 Actively growing this cohort.

NOTE Confidence: 0.82036465

00:36:27.204 --> 00:36:30.280 So in a year from now we will have more

NOTE Confidence: 0.82036465

00:36:30.280 --> 00:36:32.419 and we're growing it out at different

NOTE Confidence: 0.82036465

00:36:32.419 --> 00:36:35.240 levels of coaching support as well Andrea,

NOTE Confidence: 0.82036465

00:36:35.240 --> 00:36:37.226 would you add just I just
NOTE Confidence: 0.8540289

00:36:37.230 --> 00:36:39.554 want to stress that when we talk
NOTE Confidence: 0.8540289

00:36:39.554 --> 00:36:40.550 about leadership development,
NOTE Confidence: 0.8540289

00:36:40.550 --> 00:36:42.494 but I think at times people
NOTE Confidence: 0.8540289

00:36:42.494 --> 00:36:44.184 automatically go to people who
NOTE Confidence: 0.8540289

00:36:44.184 --> 00:36:46.188 have some sort of leadership title.
NOTE Confidence: 0.8540289

00:36:46.190 --> 00:36:48.646 And as we interpret it again with respect
NOTE Confidence: 0.8540289

00:36:48.646 --> 00:36:50.997 to the education for all faculty.
NOTE Confidence: 0.8540289

00:36:51.000 --> 00:36:53.928 Thanks and rolls, it is about again how
NOTE Confidence: 0.8540289

00:36:53.928 --> 00:36:56.920 to have that difficult conversation.
NOTE Confidence: 0.8540289

00:36:56.920 --> 00:36:59.650 How to receive that difficult conversation,
NOTE Confidence: 0.8540289

00:36:59.650 --> 00:37:01.246 communication, building alignments.
NOTE Confidence: 0.8540289

00:37:01.246 --> 00:37:05.399 You may have a very very small team
NOTE Confidence: 0.8540289

00:37:05.399 --> 00:37:08.167 and you know how do you deal with
NOTE Confidence: 0.8540289

00:37:08.167 --> 00:37:11.016 even interacting with a 2 trainees,
NOTE Confidence: 0.8540289

00:37:11.020 --> 00:37:12.840 Anna Nana support staff,

NOTE Confidence: 0.8540289

00:37:12.840 --> 00:37:15.115 member of the support staff.

NOTE Confidence: 0.8540289

00:37:15.120 --> 00:37:18.536 So again I just think that we're

NOTE Confidence: 0.8540289

00:37:18.536 --> 00:37:20.487 interpreting leadership development in

NOTE Confidence: 0.8540289

00:37:20.487 --> 00:37:22.947 its broadest and most generous sense.

NOTE Confidence: 0.8540289

00:37:22.950 --> 00:37:25.841 And our intent is to get those

NOTE Confidence: 0.8540289

00:37:25.841 --> 00:37:28.845 programs to just about everyone who

NOTE Confidence: 0.8540289

00:37:28.845 --> 00:37:32.187 again needs some soft skills training.

NOTE Confidence: 0.8540289

00:37:32.190 --> 00:37:33.398 And an you know,

NOTE Confidence: 0.8540289

00:37:33.398 --> 00:37:35.668 those those types of skills that really

NOTE Confidence: 0.8540289

00:37:35.668 --> 00:37:37.996 again prep them for leadership roles,

NOTE Confidence: 0.8540289

00:37:38.000 --> 00:37:40.191 but also help them in their their

NOTE Confidence: 0.8540289

00:37:40.191 --> 00:37:42.789 day-to-day in the role they're currently in.

NOTE Confidence: 0.91590023

00:37:44.260 --> 00:37:47.014 And so I would add that there's two things

NOTE Confidence: 0.91590023

00:37:47.014 --> 00:37:49.852 that I hope we both hope that you can hear.

NOTE Confidence: 0.91590023

00:37:49.860 --> 00:37:52.058 One is that we think of leadership

NOTE Confidence: 0.91590023

00:37:52.058 --> 00:37:53.770 as a developmental progression,
NOTE Confidence: 0.91590023

00:37:53.770 --> 00:37:56.346 not as just simply assuming a job or
NOTE Confidence: 0.91590023

00:37:56.346 --> 00:37:58.740 moving up moving up the hierarchy.
NOTE Confidence: 0.91590023

00:37:58.740 --> 00:38:01.248 We think of leadership is something
NOTE Confidence: 0.91590023

00:38:01.248 --> 00:38:04.445 that can be learned as a set of skills
NOTE Confidence: 0.91590023

00:38:04.445 --> 00:38:07.259 and a set of skills that you can use.
NOTE Confidence: 0.91590023

00:38:07.260 --> 00:38:09.840 If you're running your lab of
NOTE Confidence: 0.91590023

00:38:09.840 --> 00:38:12.200 three or your Department of 500.
NOTE Confidence: 0.91590023

00:38:12.200 --> 00:38:14.060 So we really think of leadership,
NOTE Confidence: 0.91590023

00:38:14.060 --> 00:38:16.230 not is just moving up the hierarchy,
NOTE Confidence: 0.91590023

00:38:16.230 --> 00:38:17.010 but skills.
NOTE Confidence: 0.91590023

00:38:17.010 --> 00:38:20.130 The other piece that that is really important
NOTE Confidence: 0.91590023

00:38:20.204 --> 00:38:22.668 that I hope you're starting to hear,
NOTE Confidence: 0.91590023

00:38:22.670 --> 00:38:24.959 is that it goes back to the
NOTE Confidence: 0.91590023

00:38:24.959 --> 00:38:26.736 addressing of concerns is that
NOTE Confidence: 0.91590023

00:38:26.736 --> 00:38:28.556 we don't just address concerns.

NOTE Confidence: 0.91590023

00:38:28.560 --> 00:38:31.000 And then that's it.

NOTE Confidence: 0.91590023

00:38:31.000 --> 00:38:33.124 We're very much continuing to be

NOTE Confidence: 0.91590023

00:38:33.124 --> 00:38:35.305 involved and following up with both

NOTE Confidence: 0.91590023

00:38:35.305 --> 00:38:37.045 the individual that brought the

NOTE Confidence: 0.91590023

00:38:37.045 --> 00:38:39.238 concern as well as the individual

NOTE Confidence: 0.91590023

00:38:39.238 --> 00:38:41.398 about whom the concern was brought.

NOTE Confidence: 0.91590023

00:38:41.400 --> 00:38:43.195 Because we believe that it's

NOTE Confidence: 0.91590023

00:38:43.195 --> 00:38:46.214 important to follow up to be sure that

NOTE Confidence: 0.91590023

00:38:46.214 --> 00:38:48.129 interventions have had an impact,

NOTE Confidence: 0.91590023

00:38:48.130 --> 00:38:50.680 but also it's a developmental developmental

NOTE Confidence: 0.91590023

00:38:50.680 --> 00:38:53.578 idea that people can learn and change.

NOTE Confidence: 0.91590023

00:38:53.580 --> 00:38:56.595 And we want to help to track that Andrea.

NOTE Confidence: 0.92376864

00:39:01.090 --> 00:39:03.205 So do you want to go on this one?

NOTE Confidence: 0.84102535

00:39:04.680 --> 00:39:08.046 This this just kind of shows the role of

NOTE Confidence: 0.84102535

00:39:08.046 --> 00:39:10.925 the office and providing consultation

NOTE Confidence: 0.84102535

00:39:10.925 --> 00:39:15.246 support for chairs and section Chiefs just
NOTE Confidence: 0.84102535

00:39:15.246 --> 00:39:18.918 again developing a strategy to address
NOTE Confidence: 0.84102535

00:39:18.918 --> 00:39:21.491 and remediate unprofessional behavior.
NOTE Confidence: 0.84102535

00:39:21.491 --> 00:39:24.415 Supporting directly or indirectly
NOTE Confidence: 0.84102535

00:39:24.415 --> 00:39:26.608 very necessary conversations.
NOTE Confidence: 0.84102535

00:39:26.610 --> 00:39:29.376 And sometimes those can be difficult
NOTE Confidence: 0.84102535

00:39:29.376 --> 00:39:32.449 regardless of what what role you're in.
NOTE Confidence: 0.84102535

00:39:32.450 --> 00:39:35.138 An again our offices role in
NOTE Confidence: 0.84102535

00:39:35.138 --> 00:39:36.482 supporting those conversations,
NOTE Confidence: 0.84102535

00:39:36.490 --> 00:39:38.730 again either being present, ANAN,
NOTE Confidence: 0.84102535

00:39:38.730 --> 00:39:40.522 participating in the conversation,
NOTE Confidence: 0.84102535

00:39:40.522 --> 00:39:43.210 or assisting the cherished section chief
NOTE Confidence: 0.84102535

00:39:43.270 --> 00:39:45.814 with having that behind the scenes
NOTE Confidence: 0.84102535

00:39:45.814 --> 00:39:47.510 again factfinding conducting climate
NOTE Confidence: 0.84102535

00:39:47.571 --> 00:39:49.956 assessments to assess work environments,
NOTE Confidence: 0.84102535

00:39:49.960 --> 00:39:52.505 and those again are confidential

NOTE Confidence: 0.84102535

00:39:52.505 --> 00:39:55.050 thematic overviews of an environment

NOTE Confidence: 0.84102535

00:39:55.127 --> 00:39:57.759 that provides the leader with a sense

NOTE Confidence: 0.84102535

00:39:57.759 --> 00:40:00.219 of how people are experiencing.

NOTE Confidence: 0.84102535

00:40:00.220 --> 00:40:03.028 The unit and their colleagues an.

NOTE Confidence: 0.84102535

00:40:03.030 --> 00:40:04.935 Again, it provides fruitful information

NOTE Confidence: 0.84102535

00:40:04.935 --> 00:40:07.644 for how we can make recommendations

NOTE Confidence: 0.84102535

00:40:07.644 --> 00:40:09.110 about adjustments,

NOTE Confidence: 0.84102535

00:40:09.110 --> 00:40:12.099 things that can be done additional supports

NOTE Confidence: 0.84102535

00:40:12.099 --> 00:40:15.200 that can really change that environment.

NOTE Confidence: 0.84102535

00:40:15.200 --> 00:40:17.068 Conducting 360 feedback reviews

NOTE Confidence: 0.84102535

00:40:17.068 --> 00:40:18.936 of individual faculty members,

NOTE Confidence: 0.84102535

00:40:18.940 --> 00:40:21.085 and again providing check and

NOTE Confidence: 0.84102535

00:40:21.085 --> 00:40:23.852 follow up in coaching support to

NOTE Confidence: 0.84102535

00:40:23.852 --> 00:40:25.487 individual faculty members.

NOTE Confidence: 0.84102535

00:40:25.490 --> 00:40:27.730 Units Department's What we do

NOTE Confidence: 0.84102535

00:40:27.730 --> 00:40:30.690 as well is again the vetted.
NOTE Confidence: 0.84102535

00:40:30.690 --> 00:40:33.066 An executive that vetted and matched
NOTE Confidence: 0.84102535

00:40:33.066 --> 00:40:34.650 executive and leadership coaches.
NOTE Confidence: 0.84102535

00:40:34.650 --> 00:40:37.674 We do Oriente them to the School of
NOTE Confidence: 0.84102535

00:40:37.674 --> 00:40:40.700 Medicine values and then we do follow
NOTE Confidence: 0.84102535

00:40:40.700 --> 00:40:42.890 up in corrective coaching engagements
NOTE Confidence: 0.84102535

00:40:42.964 --> 00:40:45.337 just to ensure that it's not OK.
NOTE Confidence: 0.84102535

00:40:45.340 --> 00:40:48.300 You have a coach go go fix it
NOTE Confidence: 0.84102535

00:40:48.300 --> 00:40:50.887 and no one ever says OK.
NOTE Confidence: 0.84102535

00:40:50.890 --> 00:40:54.121 Is it time to stop or is this actually
NOTE Confidence: 0.84102535

00:40:54.121 --> 00:40:57.383 happening that if in fact the the Department
NOTE Confidence: 0.84102535

00:40:57.383 --> 00:41:00.390 and then individual is engaged in coaching?
NOTE Confidence: 0.84102535

00:41:00.390 --> 00:41:02.796 Let's make sure it's the right
NOTE Confidence: 0.84102535

00:41:02.796 --> 00:41:04.400 one for that person.
NOTE Confidence: 0.84102535

00:41:04.400 --> 00:41:05.074 You know,
NOTE Confidence: 0.84102535

00:41:05.074 --> 00:41:07.433 let's make sure that that it's a

NOTE Confidence: 0.84102535
00:41:07.433 --> 00:41:09.926 good fit and that it is an active,
NOTE Confidence: 0.84102535
00:41:09.930 --> 00:41:10.255 engaged,
NOTE Confidence: 0.84102535
00:41:10.255 --> 00:41:11.230 and productive engagement.
NOTE Confidence: 0.86029744
00:41:13.650 --> 00:41:16.984 And that is it. So I think I can still be
NOTE Confidence: 0.86029744
00:41:16.984 --> 00:41:19.408 very glad to take questions. In fact, the
NOTE Confidence: 0.86029744
00:41:19.410 --> 00:41:21.524 questions are what we actually really want.
NOTE Confidence: 0.86029744
00:41:21.530 --> 00:41:23.644 'cause we would really like to discuss.
NOTE Confidence: 0.86029744
00:41:23.650 --> 00:41:26.066 I do see that there's already one question.
NOTE Confidence: 0.86029744
00:41:26.070 --> 00:41:27.966 Cindy, did you want to monitor
NOTE Confidence: 0.86029744
00:41:27.966 --> 00:41:30.008 them or do you want me to
NOTE Confidence: 0.86029744
00:41:30.010 --> 00:41:31.828 do that? Go ahead, we can.
NOTE Confidence: 0.86029744
00:41:31.830 --> 00:41:33.648 We can both tag team here.
NOTE Confidence: 0.86029744
00:41:33.650 --> 00:41:35.489 Go ahead. Alright sounds great. Thanks.
NOTE Confidence: 0.86029744
00:41:35.489 --> 00:41:37.792 So the question is who conducts the
NOTE Confidence: 0.86029744
00:41:37.792 --> 00:41:39.881 fact finding and what options for
NOTE Confidence: 0.86029744

00:41:39.881 --> 00:41:41.927 representation will the person who is
NOTE Confidence: 0.86029744

00:41:41.991 --> 00:41:44.168 the subject of the fact finding half?
NOTE Confidence: 0.86029744

00:41:44.170 --> 00:41:45.448 And the consequences?
NOTE Confidence: 0.86029744

00:41:45.448 --> 00:41:48.004 So the fact finding as Andrea
NOTE Confidence: 0.86029744

00:41:48.004 --> 00:41:50.288 and I can do this together,
NOTE Confidence: 0.86029744

00:41:50.290 --> 00:41:53.112 the fact finding is conducted by us, Andrea,
NOTE Confidence: 0.86029744

00:41:53.112 --> 00:41:55.928 Me or Jessica while in in our office.
NOTE Confidence: 0.86029744

00:41:55.930 --> 00:41:58.942 But we also, if needed, as we said,
NOTE Confidence: 0.86029744

00:41:58.942 --> 00:42:02.390 will reach out to other offices to help.
NOTE Confidence: 0.86029744

00:42:02.390 --> 00:42:03.950 We're always working very closely
NOTE Confidence: 0.86029744

00:42:03.950 --> 00:42:06.136 with both the person that brought the
NOTE Confidence: 0.86029744

00:42:06.136 --> 00:42:08.131 complaint as well as the person about
NOTE Confidence: 0.86029744

00:42:08.131 --> 00:42:09.958 whom the complaint has been made.
NOTE Confidence: 0.86029744

00:42:09.960 --> 00:42:12.298 And and I don't know what the
NOTE Confidence: 0.86029744

00:42:12.298 --> 00:42:14.319 person who asked the question.
NOTE Confidence: 0.86029744

00:42:14.320 --> 00:42:16.130 What you mean by representation.

NOTE Confidence: 0.86029744

00:42:16.130 --> 00:42:17.955 But certainly if the individual

NOTE Confidence: 0.86029744

00:42:17.955 --> 00:42:20.557 wants to have a friend or colleague

NOTE Confidence: 0.86029744

00:42:20.557 --> 00:42:23.028 with them when we speak with them,

NOTE Confidence: 0.86029744

00:42:23.030 --> 00:42:25.564 that's that's fine and always allow Andre.

NOTE Confidence: 0.86029744

00:42:25.570 --> 00:42:28.104 Do you want to add to that?

NOTE Confidence: 0.9146534

00:42:28.720 --> 00:42:30.220 No, I think that covers it.

NOTE Confidence: 0.8951914

00:42:31.600 --> 00:42:33.940 And the potential consequences go.

NOTE Confidence: 0.82016677

00:42:36.320 --> 00:42:39.496 I know it would be actually probably much

NOTE Confidence: 0.82016677

00:42:39.496 --> 00:42:42.172 more reassuring if we could have behavior

NOTE Confidence: 0.82016677

00:42:42.172 --> 00:42:45.099 a consequence B behavior C consequences D,

NOTE Confidence: 0.82016677

00:42:45.100 --> 00:42:47.886 But the consequences actually can range from,

NOTE Confidence: 0.82016677

00:42:47.890 --> 00:42:49.975 as you've heard, vacanza conversation

NOTE Confidence: 0.82016677

00:42:49.975 --> 00:42:52.060 that with the individual and

NOTE Confidence: 0.82016677

00:42:52.129 --> 00:42:54.277 talking about why did this happen,

NOTE Confidence: 0.82016677

00:42:54.280 --> 00:42:56.896 their perspective on how it happened

NOTE Confidence: 0.82016677

00:42:56.896 --> 00:43:00.314 and how they might change to all the
NOTE Confidence: 0.82016677

00:43:00.314 --> 00:43:03.202 way that certain things are more serious
NOTE Confidence: 0.82016677

00:43:03.202 --> 00:43:06.184 as the other part of your question.
NOTE Confidence: 0.82016677

00:43:06.190 --> 00:43:10.270 Implies about employment or promotional
NOTE Confidence: 0.82016677

00:43:10.270 --> 00:43:13.974 concerns. The consequences are decided
NOTE Confidence: 0.82016677

00:43:13.974 --> 00:43:17.579 in collaboration with the Dean.
NOTE Confidence: 0.82016677

00:43:17.580 --> 00:43:19.320 Well, First off the.
NOTE Confidence: 0.82016677

00:43:19.320 --> 00:43:21.930 Even the process that I'm about
NOTE Confidence: 0.82016677

00:43:22.015 --> 00:43:23.269 to describe is.
NOTE Confidence: 0.82016677

00:43:23.270 --> 00:43:25.447 Determined by the severity of the incident.
NOTE Confidence: 0.82016677

00:43:25.450 --> 00:43:27.620 So if it's a first time event,
NOTE Confidence: 0.82016677

00:43:27.620 --> 00:43:29.164 we've had a conversation,
NOTE Confidence: 0.82016677

00:43:29.164 --> 00:43:31.480 we're not necessarily going to invoke
NOTE Confidence: 0.82016677

00:43:31.546 --> 00:43:33.996 Dean and chair and everyone around that.
NOTE Confidence: 0.82016677

00:43:34.000 --> 00:43:36.527 If it's much more serious than the
NOTE Confidence: 0.82016677

00:43:36.527 --> 00:43:39.039 consequences might be reviewed by the Dean,

NOTE Confidence: 0.82016677

00:43:39.040 --> 00:43:42.418 the section chief, or the chair.

NOTE Confidence: 0.82016677

00:43:42.420 --> 00:43:44.080 And and then we will,

NOTE Confidence: 0.82016677

00:43:44.080 --> 00:43:46.390 depending on the severity of the incident,

NOTE Confidence: 0.82016677

00:43:46.390 --> 00:43:48.707 we will need to get the general

NOTE Confidence: 0.82016677

00:43:48.707 --> 00:43:49.369 counsel involved.

NOTE Confidence: 0.82016677

00:43:49.370 --> 00:43:50.360 Andrea, please add.

NOTE Confidence: 0.8888185

00:43:51.400 --> 00:43:53.913 Again, I think it's it's very very

NOTE Confidence: 0.8888185

00:43:53.913 --> 00:43:56.043 specific in terms of the nature

NOTE Confidence: 0.8888185

00:43:56.043 --> 00:43:58.318 of the the nature of the conduct.

NOTE Confidence: 0.8888185

00:43:58.320 --> 00:44:00.490 Most don't rise to that high level

NOTE Confidence: 0.8888185

00:44:00.490 --> 00:44:02.557 unless there's again a very specific

NOTE Confidence: 0.8888185

00:44:02.557 --> 00:44:04.357 and destructive pattern or very

NOTE Confidence: 0.8888185

00:44:04.357 --> 00:44:05.929 serious incident of misconduct.

NOTE Confidence: 0.8888185

00:44:05.930 --> 00:44:07.314 It's it's really conversation

NOTE Confidence: 0.8888185

00:44:07.314 --> 00:44:09.044 and then that that is,

NOTE Confidence: 0.8888185

00:44:09.050 --> 00:44:11.722 we have found that just when you look
NOTE Confidence: 0.8888185

00:44:11.722 --> 00:44:14.576 at again at the research in this area,
NOTE Confidence: 0.8888185

00:44:14.580 --> 00:44:16.656 but also for us, that is,
NOTE Confidence: 0.8888185

00:44:16.660 --> 00:44:18.040 most issues are resolved
NOTE Confidence: 0.8888185

00:44:18.040 --> 00:44:19.075 through that approach.
NOTE Confidence: 0.8888185

00:44:19.080 --> 00:44:21.825 If they're not, or if it's serious, then.
NOTE Confidence: 0.8888185

00:44:21.825 --> 00:44:22.800 You know it.
NOTE Confidence: 0.8888185

00:44:22.800 --> 00:44:25.260 It has to be escalated and we do.
NOTE Confidence: 0.8323058

00:44:30.170 --> 00:44:33.810 Other questions. We be glad that yes, power.
NOTE Confidence: 0.853883

00:44:35.870 --> 00:44:36.701 And you're muted.
NOTE Confidence: 0.853883

00:44:36.701 --> 00:44:39.710 How are you got it, thanks.
NOTE Confidence: 0.853883

00:44:39.710 --> 00:44:42.058 I'm glad to see this taking off
NOTE Confidence: 0.853883

00:44:42.058 --> 00:44:44.420 I I just recently. Reviewed
NOTE Confidence: 0.8132083

00:44:44.420 --> 00:44:46.220 decision that Judge Arterton
NOTE Confidence: 0.8132083

00:44:46.220 --> 00:44:49.370 wrote on a motion to dismiss last
NOTE Confidence: 0.8132083

00:44:49.370 --> 00:44:52.520 week about a case from the anesthesia

NOTE Confidence: 0.8132083

00:44:52.520 --> 00:44:54.770 Department against Yale and Yale,

NOTE Confidence: 0.8132083

00:44:54.770 --> 00:44:57.920 New Haven Hospital. And I mean this

NOTE Confidence: 0.8132083

00:44:57.920 --> 00:45:01.520 occurred a couple of years ago and I

NOTE Confidence: 0.8132083

00:45:01.520 --> 00:45:05.120 think shows the need for this kind of

NOTE Confidence: 0.8132083

00:45:05.120 --> 00:45:08.114 thing. One of the things that

NOTE Confidence: 0.8132083

00:45:08.114 --> 00:45:11.129 disconcerted me a little bit about.

NOTE Confidence: 0.8132083

00:45:11.130 --> 00:45:16.540 Um? The filing was that Yale New

NOTE Confidence: 0.8132083

00:45:16.540 --> 00:45:20.218 Haven Hospital tried to argue.

NOTE Confidence: 0.8132083

00:45:20.220 --> 00:45:23.040 That they were not an educational

NOTE Confidence: 0.8132083

00:45:23.040 --> 00:45:24.920 institution under Title 9.

NOTE Confidence: 0.8132083

00:45:24.920 --> 00:45:28.680 That offended me a little bit. I thought

NOTE Confidence: 0.87087715

00:45:28.680 --> 00:45:30.090 that seemed inappropriate.

NOTE Confidence: 0.83231264

00:45:31.580 --> 00:45:34.870 Well, how are the Rays actually?

NOTE Confidence: 0.86391544

00:45:34.870 --> 00:45:37.850 He raised an important point.

NOTE Confidence: 0.86391544

00:45:37.850 --> 00:45:39.943 So we've been talking a lot about

NOTE Confidence: 0.86391544

00:45:39.943 --> 00:45:41.640 the Yale School of Medicine,
NOTE Confidence: 0.86391544

00:45:41.640 --> 00:45:44.562 and this office sits in the
NOTE Confidence: 0.86391544

00:45:44.562 --> 00:45:46.510 Yale School of Medicine.
NOTE Confidence: 0.86391544

00:45:46.510 --> 00:45:48.020 Leo New Haven Health System
NOTE Confidence: 0.86391544

00:45:48.020 --> 00:45:49.228 is a different system,
NOTE Confidence: 0.86391544

00:45:49.230 --> 00:45:51.000 which is the point you're actually
NOTE Confidence: 0.86391544

00:45:51.000 --> 00:45:52.881 raising and hence they can make
NOTE Confidence: 0.86391544

00:45:52.881 --> 00:45:54.165 that argument whether whether
NOTE Confidence: 0.86391544

00:45:54.165 --> 00:45:55.869 we accept that argument or not,
NOTE Confidence: 0.86391544

00:45:55.870 --> 00:45:58.340 they can make it because
NOTE Confidence: 0.86391544

00:45:58.340 --> 00:46:00.810 they are a different system.
NOTE Confidence: 0.86391544

00:46:00.810 --> 00:46:01.994 That having been said,
NOTE Confidence: 0.86391544

00:46:01.994 --> 00:46:04.226 one of the things that we're actually
NOTE Confidence: 0.86391544

00:46:04.226 --> 00:46:06.596 working very closely on now it's
NOTE Confidence: 0.86391544

00:46:06.596 --> 00:46:08.419 coordinating these efforts with Yale.
NOTE Confidence: 0.86391544

00:46:08.420 --> 00:46:10.496 New Haven health system that cause,

NOTE Confidence: 0.86391544

00:46:10.500 --> 00:46:11.526 for example,

NOTE Confidence: 0.86391544

00:46:11.526 --> 00:46:15.630 an event might happen in the operating room.

NOTE Confidence: 0.86391544

00:46:15.630 --> 00:46:18.782 And that same faculty member might have had

NOTE Confidence: 0.86391544

00:46:18.782 --> 00:46:21.647 another event in a clinic of Yale Medicine.

NOTE Confidence: 0.86391544

00:46:21.650 --> 00:46:22.516 And heretofore,

NOTE Confidence: 0.86391544

00:46:22.516 --> 00:46:25.547 those would have been two separate events.

NOTE Confidence: 0.86391544

00:46:25.550 --> 00:46:27.240 Um?

NOTE Confidence: 0.86391544

00:46:27.240 --> 00:46:29.340 Either party might not have

NOTE Confidence: 0.86391544

00:46:29.340 --> 00:46:31.020 known about the other.

NOTE Confidence: 0.86391544

00:46:31.020 --> 00:46:32.430 And most importantly.

NOTE Confidence: 0.86391544

00:46:32.430 --> 00:46:35.250 When you take those two together,

NOTE Confidence: 0.86391544

00:46:35.250 --> 00:46:37.840 it might be more of a symptom,

NOTE Confidence: 0.86391544

00:46:37.840 --> 00:46:40.375 an indication that that faculty

NOTE Confidence: 0.86391544

00:46:40.375 --> 00:46:42.910 member was beginning to struggle.

NOTE Confidence: 0.86391544

00:46:42.910 --> 00:46:44.602 And that a different level of

NOTE Confidence: 0.86391544

00:46:44.602 --> 00:46:46.092 intervention was really needed because
NOTE Confidence: 0.86391544

00:46:46.092 --> 00:46:47.657 they were beginning to struggle.
NOTE Confidence: 0.86391544

00:46:47.660 --> 00:46:49.598 It was starting to filter across
NOTE Confidence: 0.86391544

00:46:49.598 --> 00:46:51.800 all of their work environments.
NOTE Confidence: 0.86391544

00:46:51.800 --> 00:46:53.914 So that's the other reason for bringing
NOTE Confidence: 0.86391544

00:46:53.914 --> 00:46:55.472 the really working really closely
NOTE Confidence: 0.86391544

00:46:55.472 --> 00:46:57.572 with the old New Haven health system,
NOTE Confidence: 0.86391544

00:46:57.580 --> 00:47:00.232 and we've already done several joint
NOTE Confidence: 0.86391544

00:47:00.232 --> 00:47:02.600 efforts with the health system.
NOTE Confidence: 0.86391544

00:47:02.600 --> 00:47:03.984 And we're working working
NOTE Confidence: 0.86391544

00:47:03.984 --> 00:47:05.714 through the process of having
NOTE Confidence: 0.86391544

00:47:05.714 --> 00:47:07.099 coordinated information coming,
NOTE Confidence: 0.86391544

00:47:07.100 --> 00:47:08.980 so they are L solutions.
NOTE Confidence: 0.86391544

00:47:08.980 --> 00:47:11.050 That is the health systems if
NOTE Confidence: 0.86391544

00:47:11.050 --> 00:47:13.100 you will report a concern.
NOTE Confidence: 0.86391544

00:47:13.100 --> 00:47:15.284 But and we're working now to

NOTE Confidence: 0.86391544

00:47:15.284 --> 00:47:17.230 be able to share that.

NOTE Confidence: 0.86391544

00:47:17.230 --> 00:47:19.190 That information is shared with

NOTE Confidence: 0.86391544

00:47:19.190 --> 00:47:21.563 us in a highly confidential way

NOTE Confidence: 0.86391544

00:47:21.563 --> 00:47:23.597 and clearly very protected so that

NOTE Confidence: 0.86391544

00:47:23.597 --> 00:47:26.202 we can start to think about these

NOTE Confidence: 0.86391544

00:47:26.202 --> 00:47:28.097 temperature checks if you will

NOTE Confidence: 0.86391544

00:47:28.097 --> 00:47:30.350 about the health of the faculty.

NOTE Confidence: 0.86391544

00:47:30.350 --> 00:47:33.059 So coordinating with the health system is.

NOTE Confidence: 0.86391544

00:47:33.060 --> 00:47:33.718 Is critical,

NOTE Confidence: 0.86391544

00:47:33.718 --> 00:47:36.021 it's not just on the multiple other

NOTE Confidence: 0.86391544

00:47:36.021 --> 00:47:38.026 levels that trying to bring together

NOTE Confidence: 0.86391544

00:47:38.026 --> 00:47:40.120 the school in the health system,

NOTE Confidence: 0.86391544

00:47:40.120 --> 00:47:41.795 but certainly on this this

NOTE Confidence: 0.86391544

00:47:41.795 --> 00:47:43.140 level really important, Andrea.

NOTE Confidence: 0.87184274

00:47:44.860 --> 00:47:47.252 No, I think that's I think you've really

NOTE Confidence: 0.87184274

00:47:47.252 --> 00:47:49.314 detailed the way we're attempting to
NOTE Confidence: 0.87184274

00:47:49.314 --> 00:47:51.414 really reach out and coordinate those.
NOTE Confidence: 0.87184274

00:47:51.420 --> 00:47:52.732 The again, the information,
NOTE Confidence: 0.87184274

00:47:52.732 --> 00:47:54.700 which I think is really important.
NOTE Confidence: 0.7511008

00:47:55.780 --> 00:47:59.730 Sure. Comment on the specific training
NOTE Confidence: 0.7511008

00:47:59.730 --> 00:48:01.458 for supervisors and supporting
NOTE Confidence: 0.7511008

00:48:01.458 --> 00:48:03.570 trainees who may be facing problems.
NOTE Confidence: 0.7511008

00:48:03.570 --> 00:48:06.342 Sometimes happens that senior faculty in a
NOTE Confidence: 0.7511008

00:48:06.342 --> 00:48:08.665 well meaning manner encourage more junior
NOTE Confidence: 0.7511008

00:48:08.665 --> 00:48:11.809 folks to be restrained or not rock the boat.
NOTE Confidence: 0.7511008

00:48:11.810 --> 00:48:14.085 Maybe a reflection of their past experiences,
NOTE Confidence: 0.7511008

00:48:14.090 --> 00:48:16.016 but it can have a significant
NOTE Confidence: 0.7511008

00:48:16.016 --> 00:48:17.680 impact on whether the June.
NOTE Confidence: 0.7511008

00:48:17.680 --> 00:48:20.176 Yes, absolutely. If I,
NOTE Confidence: 0.7511008

00:48:20.176 --> 00:48:22.400 if I understand the gist of your question,
NOTE Confidence: 0.7511008

00:48:22.400 --> 00:48:25.172 I think that under that is is the culture

NOTE Confidence: 0.7511008

00:48:25.172 --> 00:48:27.667 change that we're trying to bring about.

NOTE Confidence: 0.7511008

00:48:27.670 --> 00:48:30.016 So that but it takes awhile.

NOTE Confidence: 0.7511008

00:48:30.020 --> 00:48:31.980 It takes awhile for historical.

NOTE Confidence: 0.7511008

00:48:31.980 --> 00:48:34.248 The events of the past to begin

NOTE Confidence: 0.7511008

00:48:34.248 --> 00:48:36.690 to fade in people's memories.

NOTE Confidence: 0.7511008

00:48:36.690 --> 00:48:39.000 And the more recent events where

NOTE Confidence: 0.7511008

00:48:39.000 --> 00:48:41.390 things have been addressed and been

NOTE Confidence: 0.7511008

00:48:41.390 --> 00:48:43.763 addressed timely to come forward, but.

NOTE Confidence: 0.7511008

00:48:43.763 --> 00:48:47.480 One of the things that we're trying to do,

NOTE Confidence: 0.7511008

00:48:47.480 --> 00:48:49.433 and we'd be grateful for any input

NOTE Confidence: 0.7511008

00:48:49.433 --> 00:48:52.096 in the very act of going around and

NOTE Confidence: 0.7511008

00:48:52.096 --> 00:48:53.856 having these kinds of discussions,

NOTE Confidence: 0.7511008

00:48:53.860 --> 00:48:55.486 is we're trying to actually help

NOTE Confidence: 0.7511008

00:48:55.486 --> 00:48:57.740 people to start to realize how they

NOTE Confidence: 0.7511008

00:48:57.740 --> 00:48:59.600 can support individuals coming forward.

NOTE Confidence: 0.7511008

00:48:59.600 --> 00:49:01.840 Now you can talk about coming forward.

NOTE Confidence: 0.7511008

00:49:01.840 --> 00:49:04.066 It's not just the last ditch effort,

NOTE Confidence: 0.7511008

00:49:04.070 --> 00:49:06.331 but it's actually an effort to get

NOTE Confidence: 0.7511008

00:49:06.331 --> 00:49:08.534 help to talk to, get some consultation,

NOTE Confidence: 0.7511008

00:49:08.534 --> 00:49:10.124 and that there will be.

NOTE Confidence: 0.7511008

00:49:10.130 --> 00:49:11.730 There will be a response.

NOTE Confidence: 0.7511008

00:49:11.730 --> 00:49:15.699 At the least, the response will be to listen.

NOTE Confidence: 0.7511008

00:49:15.700 --> 00:49:17.620 I meant to listen thoughtfully,

NOTE Confidence: 0.7511008

00:49:17.620 --> 00:49:20.308 but that there will be a response.

NOTE Confidence: 0.7511008

00:49:20.310 --> 00:49:20.690 Andrea.

NOTE Confidence: 0.8901659

00:49:21.660 --> 00:49:23.778 I do, I think that again,

NOTE Confidence: 0.8901659

00:49:23.780 --> 00:49:26.237 just outreach to the office to get

NOTE Confidence: 0.8901659

00:49:26.237 --> 00:49:28.563 some advice on how to deal with

NOTE Confidence: 0.8901659

00:49:28.563 --> 00:49:31.262 things or how we might be able to

NOTE Confidence: 0.8901659

00:49:31.262 --> 00:49:33.307 address the behavior well again,

NOTE Confidence: 0.8901659

00:49:33.310 --> 00:49:34.718 protecting the persons confidentiality.

NOTE Confidence: 0.8901659

00:49:34.718 --> 00:49:37.295 I think it. I think it's I just

NOTE Confidence: 0.8901659

00:49:37.295 --> 00:49:39.694 think it's one of those things where

NOTE Confidence: 0.8901659

00:49:39.694 --> 00:49:42.124 it's worth the outreach you know.

NOTE Confidence: 0.8901659

00:49:42.130 --> 00:49:44.608 Again, as you say, at a minimum,

NOTE Confidence: 0.8901659

00:49:44.610 --> 00:49:46.716 you'll just have someone to listen,

NOTE Confidence: 0.8901659

00:49:46.720 --> 00:49:48.485 maybe get some some advice

NOTE Confidence: 0.8901659

00:49:48.485 --> 00:49:49.897 for how to navigate,

NOTE Confidence: 0.8901659

00:49:49.900 --> 00:49:52.796 and then there may be something we can.

NOTE Confidence: 0.8901659

00:49:52.800 --> 00:49:54.240 Actually do about the behavior.

NOTE Confidence: 0.8901659

00:49:54.240 --> 00:49:56.010 We can go through suggestions and

NOTE Confidence: 0.8901659

00:49:56.010 --> 00:49:57.390 just problem solve around it.

NOTE Confidence: 0.84779817

00:49:59.220 --> 00:50:01.722 Either both of us have even

NOTE Confidence: 0.84779817

00:50:01.722 --> 00:50:04.030 will not even make sense.

NOTE Confidence: 0.84779817

00:50:04.030 --> 00:50:06.256 Both of us have offered we've

NOTE Confidence: 0.84779817

00:50:06.256 --> 00:50:08.884 we've helped helped a junior person

NOTE Confidence: 0.84779817

00:50:08.884 --> 00:50:11.020 have a difficult conversation.
NOTE Confidence: 0.84779817

00:50:11.020 --> 00:50:13.325 We've either join the conversation
NOTE Confidence: 0.84779817

00:50:13.325 --> 00:50:16.089 or given them some pointers and
NOTE Confidence: 0.84779817

00:50:16.089 --> 00:50:18.009 then followed up with them.
NOTE Confidence: 0.84779817

00:50:18.010 --> 00:50:22.090 It becomes a becomes an administrative
NOTE Confidence: 0.84779817

00:50:22.090 --> 00:50:24.150 supportive relationship. Uh.
NOTE Confidence: 0.8804272

00:50:26.590 --> 00:50:27.470 I don't.
NOTE Confidence: 0.8071912

00:50:31.380 --> 00:50:32.740 Oh, I see. Sorry, sorry Cindy.
NOTE Confidence: 0.8071912

00:50:32.740 --> 00:50:34.096 I read the question that was
NOTE Confidence: 0.8071912

00:50:34.096 --> 00:50:35.220 sent just to you, sorry.
NOTE Confidence: 0.8653603

00:50:37.160 --> 00:50:38.889 And we were saying that I think
NOTE Confidence: 0.8653603

00:50:38.889 --> 00:50:40.355 folks may be sending things
NOTE Confidence: 0.8653603

00:50:40.355 --> 00:50:41.954 directly to you, which is fine
NOTE Confidence: 0.8653603

00:50:41.954 --> 00:50:44.080 that we just we aren't able to see
NOTE Confidence: 0.8653603

00:50:44.080 --> 00:50:47.710 them. So OK, got it, got it.
NOTE Confidence: 0.8653603

00:50:47.710 --> 00:50:50.278 Then it's important that I do read the

NOTE Confidence: 0.8653603

00:50:50.278 --> 00:50:52.208 questions because I can't see anything,

NOTE Confidence: 0.8653603

00:50:52.208 --> 00:50:55.719 so thank you. I'm no help.

NOTE Confidence: 0.91854215

00:50:59.200 --> 00:51:02.649 Other questions. Or suggestions for

NOTE Confidence: 0.91854215

00:51:02.649 --> 00:51:05.548 what you'd like to see us do more on or?

NOTE Confidence: 0.92920583

00:51:17.470 --> 00:51:21.166 I will say that we've been quite busy.

NOTE Confidence: 0.92920583

00:51:21.170 --> 00:51:26.554 And so. Just to say that I don't

NOTE Confidence: 0.92920583

00:51:26.554 --> 00:51:28.016 think either of us actually

NOTE Confidence: 0.92920583

00:51:28.016 --> 00:51:30.068 interpret that as a bad thing.

NOTE Confidence: 0.92920583

00:51:30.070 --> 00:51:32.782 We actually interpret it as a good thing

NOTE Confidence: 0.92920583

00:51:32.782 --> 00:51:35.470 that the word is starting to get out.

NOTE Confidence: 0.92920583

00:51:35.470 --> 00:51:37.204 And people are starting to use

NOTE Confidence: 0.92920583

00:51:37.204 --> 00:51:39.036 the office and we're starting to

NOTE Confidence: 0.92920583

00:51:39.036 --> 00:51:40.866 see things at an earlier level,

NOTE Confidence: 0.92920583

00:51:40.870 --> 00:51:43.570 which I do think is a very good sign.

NOTE Confidence: 0.92920583

00:51:43.570 --> 00:51:47.395 'cause I think we can be very helpful then.

NOTE Confidence: 0.92920583

00:51:47.400 --> 00:51:49.084 So encourage encourage people
NOTE Confidence: 0.92920583

00:51:49.084 --> 00:51:50.347 to come forward.
NOTE Confidence: 0.8729313

00:51:53.480 --> 00:51:54.980 You're muted, I'm sure. Is
NOTE Confidence: 0.8729313

00:51:54.980 --> 00:51:56.648 there is one question and it
NOTE Confidence: 0.8729313

00:51:56.648 --> 00:51:58.778 has to do with kind of what
NOTE Confidence: 0.8729313

00:51:58.778 --> 00:52:00.674 will be the metrics of success.
NOTE Confidence: 0.8729313

00:52:00.680 --> 00:52:02.035 Will there be data reporting
NOTE Confidence: 0.8729313

00:52:02.035 --> 00:52:04.040 such as the number of times the
NOTE Confidence: 0.8729313

00:52:04.040 --> 00:52:05.530 office has been involved that
NOTE Confidence: 0.8729313

00:52:05.530 --> 00:52:07.454 number of times things have been
NOTE Confidence: 0.8729313

00:52:07.454 --> 00:52:09.079 raised to the general counsel's
NOTE Confidence: 0.8729313

00:52:09.080 --> 00:52:10.580 office, etc. Yeah, thanks Frank.
NOTE Confidence: 0.8729313

00:52:10.580 --> 00:52:11.564 So absolutely so.
NOTE Confidence: 0.8729313

00:52:11.564 --> 00:52:14.586 We are planning just like you get a Title
NOTE Confidence: 0.8729313

00:52:14.586 --> 00:52:16.889 9 I believe Title 9 reports quarterly.
NOTE Confidence: 0.8729313

00:52:16.890 --> 00:52:19.501 Right now we are planning on reporting

NOTE Confidence: 0.8729313

00:52:19.501 --> 00:52:21.990 annually at a pretty high level.

NOTE Confidence: 0.8729313

00:52:21.990 --> 00:52:24.622 Obviously not want I don't want to make

NOTE Confidence: 0.8729313

00:52:24.622 --> 00:52:26.689 people nervous about confidentiality,

NOTE Confidence: 0.8729313

00:52:26.690 --> 00:52:29.840 so we'll be reporting at a high

NOTE Confidence: 0.8729313

00:52:29.840 --> 00:52:33.339 level of a number of concerns.

NOTE Confidence: 0.8729313

00:52:33.340 --> 00:52:35.728 We have more general categories so

NOTE Confidence: 0.8729313

00:52:35.728 --> 00:52:38.999 that we can act in those categories.

NOTE Confidence: 0.8729313

00:52:39.000 --> 00:52:41.670 Haven't thought about actually reporting

NOTE Confidence: 0.8729313

00:52:41.670 --> 00:52:45.058 when we escalated to the general

NOTE Confidence: 0.8729313

00:52:45.058 --> 00:52:48.545 counsel Because I would be a little

NOTE Confidence: 0.8729313

00:52:48.545 --> 00:52:50.770 worried about since that happens.

NOTE Confidence: 0.8729313

00:52:50.770 --> 00:52:53.170 The important thing to save is

NOTE Confidence: 0.8729313

00:52:53.170 --> 00:52:55.670 just like in scientific misconduct,

NOTE Confidence: 0.8729313

00:52:55.670 --> 00:52:57.446 which is pretty rare.

NOTE Confidence: 0.8729313

00:52:57.446 --> 00:52:59.225 I mean actual, proven,

NOTE Confidence: 0.8729313

00:52:59.225 --> 00:53:00.560 documented scientific misconduct
NOTE Confidence: 0.8729313

00:53:00.560 --> 00:53:01.895 is pretty rare.
NOTE Confidence: 0.8729313

00:53:01.900 --> 00:53:03.956 Really really severe professionalism
NOTE Confidence: 0.8729313

00:53:03.956 --> 00:53:06.526 issues are also pretty rare.
NOTE Confidence: 0.8729313

00:53:06.530 --> 00:53:09.337 And I know everyone sitting in this
NOTE Confidence: 0.8729313

00:53:09.337 --> 00:53:11.790 room probably remembers or is thinking
NOTE Confidence: 0.8729313

00:53:11.790 --> 00:53:15.880 about once they've heard about, but.
NOTE Confidence: 0.8729313

00:53:15.880 --> 00:53:18.418 Truly, really severe ones are rare,
NOTE Confidence: 0.8729313

00:53:18.420 --> 00:53:21.234 so I'd be slightly worried about the
NOTE Confidence: 0.8729313

00:53:21.234 --> 00:53:24.337 more detail we give about the process.
NOTE Confidence: 0.8729313

00:53:24.340 --> 00:53:26.872 Given the rarity that we might
NOTE Confidence: 0.8729313

00:53:26.872 --> 00:53:27.716 compromise confidentiality,
NOTE Confidence: 0.8729313

00:53:27.720 --> 00:53:30.688 but we certainly will be doing that.
NOTE Confidence: 0.8729313

00:53:30.690 --> 00:53:34.066 And since we started this really in earnest,
NOTE Confidence: 0.8729313

00:53:34.070 --> 00:53:36.410 just about.
NOTE Confidence: 0.8729313

00:53:36.410 --> 00:53:38.462 4-5 months ago will be reporting

NOTE Confidence: 0.8729313

00:53:38.462 --> 00:53:40.870 out in another 5-6 months and then

NOTE Confidence: 0.8729313

00:53:40.870 --> 00:53:43.124 that will be on an annual basis.

NOTE Confidence: 0.8729313

00:53:43.130 --> 00:53:45.419 And if we discover that people want

NOTE Confidence: 0.8729313

00:53:45.419 --> 00:53:48.282 it twice a year, then we will.

NOTE Confidence: 0.8729313

00:53:48.282 --> 00:53:52.368 We will do that. Would you add 100?

NOTE Confidence: 0.8729313

00:53:52.370 --> 00:53:52.730 So

NOTE Confidence: 0.89055616

00:53:52.730 --> 00:53:54.878 that I think that you know,

NOTE Confidence: 0.89055616

00:53:54.880 --> 00:53:57.076 I can see a scenario perhaps

NOTE Confidence: 0.89055616

00:53:57.076 --> 00:53:59.304 where we report again the number

NOTE Confidence: 0.89055616

00:53:59.304 --> 00:54:01.698 of cases case type if you will.

NOTE Confidence: 0.89055616

00:54:01.700 --> 00:54:03.765 However, we categorize them and

NOTE Confidence: 0.89055616

00:54:03.765 --> 00:54:05.830 then just kind of interventions

NOTE Confidence: 0.89055616

00:54:05.896 --> 00:54:08.003 if you will to show people that

NOTE Confidence: 0.89055616

00:54:08.003 --> 00:54:09.958 we do positive things as well,

NOTE Confidence: 0.89055616

00:54:09.960 --> 00:54:11.760 not necessarily general counsels office.

NOTE Confidence: 0.89055616

00:54:11.760 --> 00:54:13.550 But you know coaching engagements,
NOTE Confidence: 0.89055616

00:54:13.550 --> 00:54:15.710 you know those types of things,
NOTE Confidence: 0.89055616

00:54:15.710 --> 00:54:18.574 just to show the activities of the office,
NOTE Confidence: 0.89055616

00:54:18.580 --> 00:54:22.170 I think might be a good thing and and again,
NOTE Confidence: 0.89055616

00:54:22.170 --> 00:54:23.042 wouldn't necessarily.
NOTE Confidence: 0.89055616

00:54:23.042 --> 00:54:24.786 Involved when we we,
NOTE Confidence: 0.89055616

00:54:24.790 --> 00:54:26.730 we engage general counsel's office,
NOTE Confidence: 0.89055616

00:54:26.730 --> 00:54:29.242 but just kind of the things that we're
NOTE Confidence: 0.89055616

00:54:29.242 --> 00:54:31.573 doing to that are being implemented
NOTE Confidence: 0.89055616

00:54:31.573 --> 00:54:34.021 to address behaviors but also just
NOTE Confidence: 0.89055616

00:54:34.089 --> 00:54:36.229 improve the environment generally just
NOTE Confidence: 0.89055616

00:54:36.229 --> 00:54:39.150 to show the activities of the office.
NOTE Confidence: 0.88583153

00:54:40.770 --> 00:54:43.158 So these are really very important
NOTE Confidence: 0.88583153

00:54:43.158 --> 00:54:45.190 question that's been directed to me,
NOTE Confidence: 0.88583153

00:54:45.190 --> 00:54:46.890 that is that there obviously
NOTE Confidence: 0.88583153

00:54:46.890 --> 00:54:49.066 there are persons that engage in

NOTE Confidence: 0.88583153

00:54:49.066 --> 00:54:50.710 bullying and harassing behavior.

NOTE Confidence: 0.88583153

00:54:50.710 --> 00:54:55.552 There are. Regretful part of life,

NOTE Confidence: 0.88583153

00:54:55.552 --> 00:55:00.140 but that their faculty may be concerned.

NOTE Confidence: 0.88583153

00:55:00.140 --> 00:55:03.055 About how they give feedback

NOTE Confidence: 0.88583153

00:55:03.055 --> 00:55:06.563 to a trainee or fellow. Um,

NOTE Confidence: 0.88583153

00:55:06.563 --> 00:55:11.307 and that they might get reported based on.

NOTE Confidence: 0.88583153

00:55:11.310 --> 00:55:13.634 How they give that feedback or might

NOTE Confidence: 0.88583153

00:55:13.634 --> 00:55:16.169 be accused of bullying or harassing.

NOTE Confidence: 0.88583153

00:55:16.170 --> 00:55:18.470 I think it's an important

NOTE Confidence: 0.88583153

00:55:18.470 --> 00:55:20.770 question on pawn 2 levels.

NOTE Confidence: 0.88583153

00:55:20.770 --> 00:55:24.180 One is that it speaks to.

NOTE Confidence: 0.88583153

00:55:24.180 --> 00:55:26.540 It speaks to culture.

NOTE Confidence: 0.88583153

00:55:26.540 --> 00:55:28.904 And what we're trying to create

NOTE Confidence: 0.88583153

00:55:28.904 --> 00:55:31.230 is not a culture of fear.

NOTE Confidence: 0.88583153

00:55:31.230 --> 00:55:37.746 It's not a culture of seeking out bad NIS.

NOTE Confidence: 0.88583153

00:55:37.750 --> 00:55:39.862 Although I know that we're focusing
NOTE Confidence: 0.88583153

00:55:39.862 --> 00:55:41.930 a lot on reporting concerns.
NOTE Confidence: 0.88583153

00:55:41.930 --> 00:55:45.470 We're really trying to create a
NOTE Confidence: 0.88583153

00:55:45.470 --> 00:55:47.830 culture supporting one another
NOTE Confidence: 0.88583153

00:55:47.931 --> 00:55:51.167 and everybody rising generativity.
NOTE Confidence: 0.88583153

00:55:51.170 --> 00:55:53.468 So, so that's the more philosophical
NOTE Confidence: 0.88583153

00:55:53.468 --> 00:55:55.000 point to this question,
NOTE Confidence: 0.88583153

00:55:55.000 --> 00:55:58.100 but the other practical point.
NOTE Confidence: 0.88583153

00:55:58.100 --> 00:55:59.665 Is another activity that and
NOTE Confidence: 0.88583153

00:55:59.665 --> 00:56:02.284 when we talk about how to have
NOTE Confidence: 0.88583153

00:56:02.284 --> 00:56:03.268 difficult conversations,
NOTE Confidence: 0.88583153

00:56:03.270 --> 00:56:05.573 that kind of skill or the skill
NOTE Confidence: 0.88583153

00:56:05.573 --> 00:56:07.689 about how to give feedback,
NOTE Confidence: 0.88583153

00:56:07.690 --> 00:56:10.466 that's a skill in training that we can
NOTE Confidence: 0.88583153

00:56:10.466 --> 00:56:13.228 offer faculty that we can offer individuals.
NOTE Confidence: 0.88583153

00:56:13.230 --> 00:56:15.708 There are ways to give really challenging

NOTE Confidence: 0.88583153

00:56:15.708 --> 00:56:17.599 and really difficult feedback that

NOTE Confidence: 0.88583153

00:56:17.599 --> 00:56:19.514 it actually becomes an experience

NOTE Confidence: 0.88583153

00:56:19.514 --> 00:56:21.349 where everybody can learn from.

NOTE Confidence: 0.88583153

00:56:21.350 --> 00:56:22.826 We won't necessarily immediately

NOTE Confidence: 0.88583153

00:56:22.826 --> 00:56:25.040 take away everyones fear about that.

NOTE Confidence: 0.88583153

00:56:25.040 --> 00:56:26.168 I understand that,

NOTE Confidence: 0.88583153

00:56:26.168 --> 00:56:28.424 but if we can give enough.

NOTE Confidence: 0.88583153

00:56:28.430 --> 00:56:31.118 Enough skill and enough training and have

NOTE Confidence: 0.88583153

00:56:31.118 --> 00:56:33.250 enough examples where it worked well.

NOTE Confidence: 0.88583153

00:56:33.250 --> 00:56:35.847 I think that's that's that's the antidote.

NOTE Confidence: 0.88583153

00:56:35.850 --> 00:56:36.966 If you will,

NOTE Confidence: 0.88583153

00:56:36.966 --> 00:56:37.710 on Drew.

NOTE Confidence: 0.87434703

00:56:40.100 --> 00:56:42.260 I just I guess I would

NOTE Confidence: 0.87434703

00:56:42.260 --> 00:56:43.700 just emphasize that yes,

NOTE Confidence: 0.87434703

00:56:43.700 --> 00:56:44.904 someone could report something

NOTE Confidence: 0.87434703

00:56:44.904 --> 00:56:46.710 that again it was a difficult
NOTE Confidence: 0.87434703

00:56:46.764 --> 00:56:48.020 conversation information.
NOTE Confidence: 0.87434703

00:56:48.020 --> 00:56:51.140 They did not want to hear.
NOTE Confidence: 0.87434703

00:56:51.140 --> 00:56:53.086 The reality is, how was the what
NOTE Confidence: 0.87434703

00:56:53.086 --> 00:56:55.795 was the the the spirit and tone and
NOTE Confidence: 0.87434703

00:56:55.795 --> 00:56:57.600 tenor of that conversation right?
NOTE Confidence: 0.87434703

00:56:57.600 --> 00:57:00.112 So I think that the issue is just
NOTE Confidence: 0.87434703

00:57:00.112 --> 00:57:02.343 exploring that the tenor and the tone
NOTE Confidence: 0.87434703

00:57:02.343 --> 00:57:04.617 an just trying to figure out what
NOTE Confidence: 0.87434703

00:57:04.617 --> 00:57:06.948 happened and and it could be that
NOTE Confidence: 0.87434703

00:57:06.948 --> 00:57:09.341 honestly we need to go back to the
NOTE Confidence: 0.87434703

00:57:09.341 --> 00:57:11.207 person who reported the concern and
NOTE Confidence: 0.87434703

00:57:11.207 --> 00:57:14.070 again ask them kind of what was upsetting.
NOTE Confidence: 0.87434703

00:57:14.070 --> 00:57:16.502 Was it the the way in which the
NOTE Confidence: 0.87434703

00:57:16.502 --> 00:57:18.569 message was delivered or was it
NOTE Confidence: 0.87434703

00:57:18.569 --> 00:57:20.645 the message and those are two

NOTE Confidence: 0.87434703

00:57:20.724 --> 00:57:23.058 different things in many ways so.

NOTE Confidence: 0.87434703

00:57:23.060 --> 00:57:25.236 Again, a lot of a lot of this

NOTE Confidence: 0.87434703

00:57:25.236 --> 00:57:27.260 is just building awareness,

NOTE Confidence: 0.87434703

00:57:27.260 --> 00:57:29.210 and if in fact something was

NOTE Confidence: 0.87434703

00:57:29.210 --> 00:57:31.692 experienced in a way that was not

NOTE Confidence: 0.87434703

00:57:31.692 --> 00:57:33.906 intended or reasonably did not occur,

NOTE Confidence: 0.87434703

00:57:33.910 --> 00:57:35.310 then we address that.

NOTE Confidence: 0.87434703

00:57:35.310 --> 00:57:36.710 But we have to.

NOTE Confidence: 0.87434703

00:57:36.710 --> 00:57:39.284 We have to give the person who who feels

NOTE Confidence: 0.87434703

00:57:39.284 --> 00:57:41.189 that that they experience something

NOTE Confidence: 0.87434703

00:57:41.189 --> 00:57:43.948 that was that was insulting or bullying

NOTE Confidence: 0.87434703

00:57:43.948 --> 00:57:46.503 or harassing or whatever it might be.

NOTE Confidence: 0.87434703

00:57:46.510 --> 00:57:49.795 We have to give them some portal someplace to

NOTE Confidence: 0.87434703

00:57:49.795 --> 00:57:53.279 go to report that so that we can help them.

NOTE Confidence: 0.87434703

00:57:53.280 --> 00:57:53.688 Again,

NOTE Confidence: 0.87434703

00:57:53.688 --> 00:57:55.320 feel heard an address.
NOTE Confidence: 0.87434703

00:57:55.320 --> 00:57:57.350 Any concerns that they have.
NOTE Confidence: 0.8951992

00:57:59.870 --> 00:58:02.766 And one of the IT will take time.
NOTE Confidence: 0.8951992

00:58:02.770 --> 00:58:05.584 But one of the most perhaps important
NOTE Confidence: 0.8951992

00:58:05.584 --> 00:58:08.577 messages that we want to try to get out.
NOTE Confidence: 0.8951992

00:58:08.580 --> 00:58:11.348 There is one of trust that people can
NOTE Confidence: 0.8951992

00:58:11.348 --> 00:58:14.324 trust in the process and trust in the
NOTE Confidence: 0.8951992

00:58:14.324 --> 00:58:16.930 trust in our efforts to be helpful.
NOTE Confidence: 0.8951992

00:58:16.930 --> 00:58:19.834 And we know that it will take time.
NOTE Confidence: 0.89511853

00:58:25.460 --> 00:58:26.640 Linda, I don't know if you
NOTE Confidence: 0.89511853

00:58:26.640 --> 00:58:27.620 have any other questions about
NOTE Confidence: 0.89511853

00:58:27.662 --> 00:58:29.220 one more minute. I don't know if you
NOTE Confidence: 0.89511853

00:58:29.220 --> 00:58:30.510 had anything else that came through.
NOTE Confidence: 0.7944653

00:58:32.430 --> 00:58:35.900 Well, let's see. I don't
NOTE Confidence: 0.7944653

00:58:35.900 --> 00:58:38.350 think so. Not that I can see.
NOTE Confidence: 0.8840357

00:58:40.600 --> 00:58:43.700 Great, well thank you so much for being here.

NOTE Confidence: 0.8840357

00:58:43.700 --> 00:58:45.084 We really appreciate it.

NOTE Confidence: 0.8840357

00:58:45.084 --> 00:58:46.468 We definitely want to

NOTE Confidence: 0.8840357

00:58:46.468 --> 00:58:48.168 have you back next year,

NOTE Confidence: 0.8840357

00:58:48.170 --> 00:58:50.711 see how things are going and what

NOTE Confidence: 0.8840357

00:58:50.711 --> 00:58:53.469 more that we might contribute to.

NOTE Confidence: 0.8840357

00:58:53.470 --> 00:58:55.522 Developing a culture of trust and

NOTE Confidence: 0.8840357

00:58:55.522 --> 00:58:57.420 commitment to more professional behavior.

NOTE Confidence: 0.8840357

00:58:57.420 --> 00:59:00.642 So again, thank you so much for being here.

NOTE Confidence: 0.8840357

00:59:00.650 --> 00:59:02.090 Thank you, Roger. Thank

NOTE Confidence: 0.852229046

00:59:02.090 --> 00:59:05.470 you for having us. Bye.