

WEBVTT

NOTE duration: "00:54:01.760"

NOTE Confidence: 0.98215127

00:00:02.560 --> 00:00:03.060 Alright.

NOTE Confidence: 0.9937547

00:00:03.679 --> 00:00:04.640 Alright, everyone. I think we

NOTE Confidence: 0.9937547

00:00:04.640 --> 00:00:05.859 can get started today.

NOTE Confidence: 0.96959203

00:00:06.240 --> 00:00:07.520 But hello, everyone. Thanks for

NOTE Confidence: 0.96959203

00:00:07.520 --> 00:00:08.020 coming.

NOTE Confidence: 0.9790464

00:00:08.960 --> 00:00:10.000 You maybe went to the

NOTE Confidence: 0.9790464

00:00:10.000 --> 00:00:11.200 first session of these, but

NOTE Confidence: 0.9790464

00:00:11.200 --> 00:00:12.000 these are this is the

NOTE Confidence: 0.9790464

00:00:12.000 --> 00:00:13.974 second of, four sessions that

NOTE Confidence: 0.9790464

00:00:13.974 --> 00:00:15.014 we're hosting as part of

NOTE Confidence: 0.9790464

00:00:15.014 --> 00:00:17.015 the medical school council perspective

NOTE Confidence: 0.9790464

00:00:17.015 --> 00:00:18.954 on, medicine lecture series.

NOTE Confidence: 0.9834296

00:00:19.414 --> 00:00:20.634 My name is Gabe Creo,

NOTE Confidence: 0.9834296

00:00:20.775 --> 00:00:22.134 and I recently finished serving

NOTE Confidence: 0.9834296

00:00:22.134 --> 00:00:23.175 my term as medical student

NOTE Confidence: 0.9834296

00:00:23.175 --> 00:00:24.794 council president this past year.

NOTE Confidence: 0.98138636

00:00:25.574 --> 00:00:26.535 Before we begin, I'd just

NOTE Confidence: 0.98138636

00:00:26.535 --> 00:00:27.255 like to take a moment

NOTE Confidence: 0.98138636

00:00:27.255 --> 00:00:28.614 and acknowledge the incredible efforts

NOTE Confidence: 0.98138636

00:00:28.614 --> 00:00:29.740 of those who made, this

NOTE Confidence: 0.98138636

00:00:29.740 --> 00:00:30.960 lecture series possible.

NOTE Confidence: 0.9052883

00:00:31.500 --> 00:00:32.940 Special thanks to Barbara Watts,

NOTE Confidence: 0.9052883

00:00:33.340 --> 00:00:34.300 and Dean Min and the

NOTE Confidence: 0.9052883

00:00:34.300 --> 00:00:36.060 former medical the former offer

NOTE Confidence: 0.9052883

00:00:36.140 --> 00:00:37.580 officers of medical student councilor

NOTE Confidence: 0.9052883

00:00:37.580 --> 00:00:38.540 from the twenty twenty three,

NOTE Confidence: 0.9052883

00:00:38.540 --> 00:00:39.739 twenty twenty four school year.

NOTE Confidence: 0.9052883

00:00:39.739 --> 00:00:40.960 So that is Jordan Shaqued,

NOTE Confidence: 0.8596214

00:00:41.340 --> 00:00:43.100 May Marion Berry, and Amanda

NOTE Confidence: 0.8596214

00:00:43.100 --> 00:00:44.235 Geraud, just for all the

NOTE Confidence: 0.8596214

00:00:44.235 --> 00:00:45.595 coordination that took to make

NOTE Confidence: 0.8596214

00:00:45.595 --> 00:00:45.915 this,

NOTE Confidence: 0.9745352

00:00:46.555 --> 00:00:47.755 this session possible and recruit

NOTE Confidence: 0.9745352

00:00:47.755 --> 00:00:48.815 the speakers as well.

NOTE Confidence: 0.97670454

00:00:50.155 --> 00:00:51.275 So today, I'm honored to

NOTE Confidence: 0.97670454

00:00:51.275 --> 00:00:53.435 introduce our speaker, doctor Nancy

NOTE Confidence: 0.97670454

00:00:53.435 --> 00:00:54.715 Brown. As I'm sure you

NOTE Confidence: 0.97670454

00:00:54.715 --> 00:00:55.915 all know, doctor Brown currently

NOTE Confidence: 0.97670454

00:00:55.915 --> 00:00:56.875 serves as the Jean and

NOTE Confidence: 0.97670454

00:00:56.875 --> 00:00:58.075 David w Wallace Dean of

NOTE Confidence: 0.97670454

00:00:58.075 --> 00:00:59.215 Yale School of Medicine.

NOTE Confidence: 0.9681001

00:00:59.990 --> 00:01:01.110 She has dedicated her career

NOTE Confidence: 0.9681001

00:01:01.110 --> 00:01:02.790 to advancing medicine through research

NOTE Confidence: 0.9681001

00:01:02.790 --> 00:01:03.610 and education,

NOTE Confidence: 0.99516296

00:01:03.990 --> 00:01:05.110 from her pioneering work in

NOTE Confidence: 0.99516296

00:01:05.110 --> 00:01:06.010 clinical pharmacology
NOTE Confidence: 0.9892747

00:01:06.709 --> 00:01:08.069 to her visionary leadership at
NOTE Confidence: 0.9892747

00:01:08.069 --> 00:01:08.569 Yale.
NOTE Confidence: 0.950864

00:01:09.590 --> 00:01:11.030 Dean Brown's best interest in
NOTE Confidence: 0.950864

00:01:11.030 --> 00:01:12.069 Yale dates back to her
NOTE Confidence: 0.950864

00:01:12.069 --> 00:01:13.430 days as an undergraduate here,
NOTE Confidence: 0.950864

00:01:13.430 --> 00:01:13.930 actually.
NOTE Confidence: 0.98967004

00:01:14.395 --> 00:01:15.355 She completed a bachelor of
NOTE Confidence: 0.98967004

00:01:15.355 --> 00:01:16.495 arts degree in molecular,
NOTE Confidence: 0.9803152

00:01:16.875 --> 00:01:18.795 biophysics and biochemistry at Yale
NOTE Confidence: 0.9803152

00:01:18.795 --> 00:01:20.635 before earning her degree from
NOTE Confidence: 0.9803152

00:01:20.635 --> 00:01:22.555 Harvard Medical School. She went
NOTE Confidence: 0.9803152

00:01:22.555 --> 00:01:23.595 on to specialize in internal
NOTE Confidence: 0.9803152

00:01:23.595 --> 00:01:24.715 medicine at Vanderbilt where she
NOTE Confidence: 0.9803152

00:01:24.715 --> 00:01:26.335 later pursued a research fellowship
NOTE Confidence: 0.9803152

00:01:26.555 --> 00:01:27.694 in clinical pharmacology

NOTE Confidence: 0.86467826

00:01:28.235 --> 00:01:28.895 and hypertension.

NOTE Confidence: 0.9947426

00:01:29.590 --> 00:01:31.270 Her previous research has focused

NOTE Confidence: 0.9947426

00:01:31.270 --> 00:01:32.569 on how the renin angiotensin

NOTE Confidence: 0.95135844

00:01:33.030 --> 00:01:35.190 aldosterone system interfaces with the

NOTE Confidence: 0.95135844

00:01:35.190 --> 00:01:37.290 calickerion, kyanin, and incretin systems

NOTE Confidence: 0.95135844

00:01:37.510 --> 00:01:39.670 to modulate inflammation, thrombosis, and

NOTE Confidence: 0.95135844

00:01:39.670 --> 00:01:40.890 cardiovascular risk.

NOTE Confidence: 0.99226594

00:01:41.670 --> 00:01:42.950 Doctor Brown brings a wealth

NOTE Confidence: 0.99226594

00:01:42.950 --> 00:01:44.310 of leadership experience to her

NOTE Confidence: 0.99226594

00:01:44.310 --> 00:01:45.130 current role.

NOTE Confidence: 0.9723131

00:01:45.485 --> 00:01:46.444 Not only was she the

NOTE Confidence: 0.9723131

00:01:46.444 --> 00:01:47.485 first woman is she the

NOTE Confidence: 0.9723131

00:01:47.485 --> 00:01:48.525 first woman to serve as

NOTE Confidence: 0.9723131

00:01:48.525 --> 00:01:49.405 the dean of Yale School

NOTE Confidence: 0.9723131

00:01:49.405 --> 00:01:50.765 of Medicine, but she also

NOTE Confidence: 0.9723131

00:01:50.765 --> 00:01:51.965 previously served as the first
NOTE Confidence: 0.9723131

00:01:51.965 --> 00:01:53.825 female chair of Vanderbilt's department
NOTE Confidence: 0.9723131

00:01:53.884 --> 00:01:54.545 of medicine.
NOTE Confidence: 0.9500598

00:01:54.924 --> 00:01:56.685 Her cofounding of Vanderbilt's master
NOTE Confidence: 0.9500598

00:01:56.685 --> 00:01:58.225 of science in clinical investigation,
NOTE Confidence: 0.9980361

00:01:59.380 --> 00:02:00.820 the program demonstrates her commitment
NOTE Confidence: 0.9980361

00:02:00.820 --> 00:02:02.200 to advancing medical education.
NOTE Confidence: 0.98004985

00:02:03.300 --> 00:02:04.260 I personally have also had
NOTE Confidence: 0.98004985

00:02:04.260 --> 00:02:05.380 the opportunity to work with
NOTE Confidence: 0.98004985

00:02:05.380 --> 00:02:06.420 team Brown this past year
NOTE Confidence: 0.98004985

00:02:06.420 --> 00:02:08.020 through medical student council, and
NOTE Confidence: 0.98004985

00:02:08.020 --> 00:02:09.380 I'm immensely grateful for the
NOTE Confidence: 0.98004985

00:02:09.380 --> 00:02:10.660 advocacy she has shown for
NOTE Confidence: 0.98004985

00:02:10.660 --> 00:02:12.200 students on topics such as
NOTE Confidence: 0.98004985

00:02:12.340 --> 00:02:13.860 financial aid and the Yale
NOTE Confidence: 0.98004985

00:02:13.860 --> 00:02:14.360 system.

NOTE Confidence: 0.9869181

00:02:15.435 --> 00:02:16.395 I've also had the privilege

NOTE Confidence: 0.9869181

00:02:16.395 --> 00:02:17.355 of working with her as

NOTE Confidence: 0.9869181

00:02:17.355 --> 00:02:18.475 a clinical volunteer at the

NOTE Confidence: 0.9869181

00:02:18.475 --> 00:02:20.075 Haven free clinic on Saturdays,

NOTE Confidence: 0.9869181

00:02:20.075 --> 00:02:20.875 and I'm grateful for the

NOTE Confidence: 0.9869181

00:02:20.875 --> 00:02:22.635 time she dedicates to supporting

NOTE Confidence: 0.9869181

00:02:22.635 --> 00:02:24.175 the local community as well.

NOTE Confidence: 0.92033637

00:02:24.635 --> 00:02:25.755 Today, Dean Brown will be

NOTE Confidence: 0.92033637

00:02:25.755 --> 00:02:26.715 presenting her talk on the

NOTE Confidence: 0.92033637

00:02:26.715 --> 00:02:27.755 state of the school where

NOTE Confidence: 0.92033637

00:02:27.755 --> 00:02:28.715 she will share updates and

NOTE Confidence: 0.92033637

00:02:28.715 --> 00:02:30.235 insights into the future of

NOTE Confidence: 0.92033637

00:02:30.235 --> 00:02:31.090 Yale School of Medicine. And

NOTE Confidence: 0.92033637

00:02:31.090 --> 00:02:32.101 at the end, we'll open

NOTE Confidence: 0.92033637

00:02:32.101 --> 00:02:32.988 up the floor for any

NOTE Confidence: 0.92033637

00:02:32.988 --> 00:02:33.706 questions. So at this time,
NOTE Confidence: 0.92033637

00:02:33.706 --> 00:02:33.753 please join me in welcoming
NOTE Confidence: 0.92033637

00:02:33.753 --> 00:02:33.800 Dean Brown. Thank you very
NOTE Confidence: 0.92033637

00:02:33.800 --> 00:02:34.209 much. And,
NOTE Confidence: 0.98678464

00:02:44.294 --> 00:02:45.675 for those of you who,
NOTE Confidence: 0.9863971

00:02:46.375 --> 00:02:48.055 have seen this talk in
NOTE Confidence: 0.9863971

00:02:48.055 --> 00:02:49.095 June, it's a bit of
NOTE Confidence: 0.9863971

00:02:49.095 --> 00:02:50.535 a reprise, but with some
NOTE Confidence: 0.9863971

00:02:50.535 --> 00:02:51.035 updates,
NOTE Confidence: 0.9993224

00:02:51.735 --> 00:02:52.235 as
NOTE Confidence: 0.9936333

00:02:52.614 --> 00:02:54.235 almost six months have progressed.
NOTE Confidence: 0.99058473

00:02:55.255 --> 00:02:56.455 And I always start this
NOTE Confidence: 0.99058473

00:02:56.455 --> 00:02:57.834 talk with oh,
NOTE Confidence: 0.9980843

00:02:58.280 --> 00:02:59.560 glad you're staying until the
NOTE Confidence: 0.9980843

00:02:59.560 --> 00:03:00.060 slides
NOTE Confidence: 0.96761835

00:03:02.200 --> 00:03:02.700 advance.

NOTE Confidence: 0.91350013

00:03:05.400 --> 00:03:06.680 Who's up there? Oh, there

NOTE Confidence: 0.91350013

00:03:06.680 --> 00:03:07.660 we go. Oh,

NOTE Confidence: 0.98460126

00:03:09.959 --> 00:03:10.459 okay.

NOTE Confidence: 0.9674846

00:03:10.875 --> 00:03:11.674 There's just a little bit

NOTE Confidence: 0.9674846

00:03:11.674 --> 00:03:12.955 of a lag. So,

NOTE Confidence: 0.96867526

00:03:13.514 --> 00:03:15.514 always talk about leadership changes.

NOTE Confidence: 0.96867526

00:03:15.514 --> 00:03:16.794 And in a school the

NOTE Confidence: 0.96867526

00:03:16.794 --> 00:03:17.775 size of ours,

NOTE Confidence: 0.99781954

00:03:18.235 --> 00:03:19.614 you know, we have roughly

NOTE Confidence: 0.99336165

00:03:20.155 --> 00:03:21.674 twenty nine departments and a

NOTE Confidence: 0.99336165

00:03:21.674 --> 00:03:23.034 lot of deputy deans, and

NOTE Confidence: 0.99336165

00:03:23.034 --> 00:03:23.775 we are

NOTE Confidence: 0.99978477

00:03:25.030 --> 00:03:25.530 always

NOTE Confidence: 0.9999349

00:03:26.310 --> 00:03:26.810 recruiting

NOTE Confidence: 0.9257042

00:03:28.150 --> 00:03:30.230 new talent. And it's really

NOTE Confidence: 0.9257042

00:03:30.230 --> 00:03:31.990 exciting. So sometimes that's from
NOTE Confidence: 0.9257042

00:03:31.990 --> 00:03:32.490 within.
NOTE Confidence: 0.88486415

00:03:33.190 --> 00:03:34.090 So for example,
NOTE Confidence: 0.95076954

00:03:34.470 --> 00:03:35.750 two of our new chairs,
NOTE Confidence: 0.95076954

00:03:35.750 --> 00:03:37.450 Andy Goodman and Valerie Reinke,
NOTE Confidence: 0.95325947

00:03:38.070 --> 00:03:39.670 in the basic sciences are
NOTE Confidence: 0.95325947

00:03:39.670 --> 00:03:40.410 from within.
NOTE Confidence: 0.9410844

00:03:40.845 --> 00:03:42.144 And then Jillian Griffiths,
NOTE Confidence: 0.99036825

00:03:42.525 --> 00:03:43.885 who will be joining us,
NOTE Confidence: 0.9728279

00:03:44.364 --> 00:03:46.045 in a few months as
NOTE Confidence: 0.9728279

00:03:46.045 --> 00:03:47.245 our new chair of cell
NOTE Confidence: 0.9728279

00:03:47.245 --> 00:03:48.525 biology is coming to us
NOTE Confidence: 0.9728279

00:03:48.525 --> 00:03:48.845 from,
NOTE Confidence: 0.9677617

00:03:49.485 --> 00:03:51.565 University of Cambridge, England, where,
NOTE Confidence: 0.9677617

00:03:51.805 --> 00:03:52.685 she's a member of the
NOTE Confidence: 0.9677617

00:03:52.685 --> 00:03:54.364 Royal Society, and we're very

NOTE Confidence: 0.9677617
00:03:54.364 --> 00:03:55.320 excited about that.
NOTE Confidence: 0.95319957
00:03:56.200 --> 00:03:57.720 Sambal, of course, now deputy
NOTE Confidence: 0.95319957
00:03:57.720 --> 00:03:59.240 dean for faculty affairs, and
NOTE Confidence: 0.95319957
00:03:59.240 --> 00:04:01.160 you all know, Eric Schwase,
NOTE Confidence: 0.95319957
00:04:01.160 --> 00:04:03.020 who's our director of admissions,
NOTE Confidence: 0.95319957
00:04:03.080 --> 00:04:04.680 and we're just really excited
NOTE Confidence: 0.95319957
00:04:04.680 --> 00:04:05.660 that he's here.
NOTE Confidence: 0.9997351
00:04:06.120 --> 00:04:07.240 There are other leaders that
NOTE Confidence: 0.9997351
00:04:07.240 --> 00:04:08.060 you may not
NOTE Confidence: 0.9774411
00:04:08.645 --> 00:04:10.185 see behind the scenes.
NOTE Confidence: 0.9986932
00:04:11.125 --> 00:04:12.084 So we are doing a
NOTE Confidence: 0.9986932
00:04:12.084 --> 00:04:13.305 lot of work around
NOTE Confidence: 0.9993333
00:04:13.925 --> 00:04:14.425 aligning
NOTE Confidence: 0.99990666
00:04:14.805 --> 00:04:15.305 our
NOTE Confidence: 0.95418334
00:04:15.765 --> 00:04:17.445 clinical enterprise with the Yale
NOTE Confidence: 0.95418334

00:04:17.445 --> 00:04:18.585 New Haven Health System
NOTE Confidence: 0.9934652

00:04:18.885 --> 00:04:20.325 and thinking about how we
NOTE Confidence: 0.9934652

00:04:20.325 --> 00:04:21.925 provide better care to our
NOTE Confidence: 0.9934652

00:04:21.925 --> 00:04:22.380 patients.
NOTE Confidence: 0.96088856

00:04:22.940 --> 00:04:24.380 You know, medicine today is
NOTE Confidence: 0.96088856

00:04:24.380 --> 00:04:25.580 fee for service, but it
NOTE Confidence: 0.96088856

00:04:25.580 --> 00:04:26.779 really needs to be value
NOTE Confidence: 0.96088856

00:04:26.779 --> 00:04:27.820 based in how do we
NOTE Confidence: 0.96088856

00:04:27.820 --> 00:04:29.260 prevent things rather than doing
NOTE Confidence: 0.96088856

00:04:29.260 --> 00:04:31.040 these heroic saves. And so,
NOTE Confidence: 0.97889227

00:04:31.580 --> 00:04:32.480 Raj Krishnamurthy
NOTE Confidence: 0.9803996

00:04:32.860 --> 00:04:33.580 is our new,
NOTE Confidence: 0.99609166

00:04:34.779 --> 00:04:36.800 associate dean for population health.
NOTE Confidence: 0.9538194

00:04:37.260 --> 00:04:38.515 Pat Kenny, who I noticed
NOTE Confidence: 0.9538194

00:04:38.515 --> 00:04:39.714 is sitting in the back,
NOTE Confidence: 0.94737256

00:04:40.115 --> 00:04:42.055 there, is leading ambulatory,

NOTE Confidence: 0.98628634

00:04:43.235 --> 00:04:44.835 as our executive and associate

NOTE Confidence: 0.98628634

00:04:44.835 --> 00:04:46.355 dean for clinical affairs, and,

NOTE Confidence: 0.98628634

00:04:46.755 --> 00:04:48.595 you'll you'll see the the

NOTE Confidence: 0.98628634

00:04:48.595 --> 00:04:49.895 work that he's doing.

NOTE Confidence: 0.9781963

00:04:50.380 --> 00:04:51.920 David Coleman is,

NOTE Confidence: 0.9906254

00:04:52.460 --> 00:04:54.700 really helping to revamp our,

NOTE Confidence: 0.9270104

00:04:55.500 --> 00:04:57.120 Yale Center for Clinical Investigation,

NOTE Confidence: 0.9270104

00:04:57.180 --> 00:04:58.560 but has a new role

NOTE Confidence: 0.9270104

00:04:58.700 --> 00:05:00.080 that we've never had before

NOTE Confidence: 0.9270104

00:05:00.220 --> 00:05:01.360 as director

NOTE Confidence: 0.97467774

00:05:01.660 --> 00:05:03.260 of clinical research across the

NOTE Confidence: 0.97467774

00:05:03.260 --> 00:05:04.460 health system so that a

NOTE Confidence: 0.97467774

00:05:04.460 --> 00:05:06.000 patient who comes in

NOTE Confidence: 0.9848196

00:05:07.005 --> 00:05:08.525 and is admitted, say, in

NOTE Confidence: 0.9848196

00:05:08.525 --> 00:05:09.025 Bridgeport

NOTE Confidence: 0.990787

00:05:09.404 --> 00:05:10.685 can get access to the
NOTE Confidence: 0.990787

00:05:10.685 --> 00:05:12.205 same clinical trials as someone
NOTE Confidence: 0.990787

00:05:12.205 --> 00:05:13.404 who's admitted here at Yale
NOTE Confidence: 0.990787

00:05:13.404 --> 00:05:15.005 New Haven. We've done that
NOTE Confidence: 0.990787

00:05:15.005 --> 00:05:16.205 pretty well in cancer, but
NOTE Confidence: 0.990787

00:05:16.205 --> 00:05:17.085 it should be in everything
NOTE Confidence: 0.990787

00:05:17.085 --> 00:05:17.985 that we're doing.
NOTE Confidence: 0.9851949

00:05:18.685 --> 00:05:20.365 Bertha Risner is our new
NOTE Confidence: 0.9851949

00:05:20.365 --> 00:05:22.419 chief administrative officer. Know, there's
NOTE Confidence: 0.9851949

00:05:22.419 --> 00:05:23.300 a lot of work that
NOTE Confidence: 0.9851949

00:05:23.300 --> 00:05:24.199 goes into,
NOTE Confidence: 0.9761768

00:05:24.660 --> 00:05:25.860 running a clinic. I think
NOTE Confidence: 0.9761768

00:05:25.860 --> 00:05:27.300 you students who are here
NOTE Confidence: 0.9761768

00:05:27.300 --> 00:05:28.680 appreciate that in Haven
NOTE Confidence: 0.93080854

00:05:29.220 --> 00:05:31.639 and imagine multiplying that times,
NOTE Confidence: 0.95810777

00:05:32.339 --> 00:05:34.020 hundreds and thousands. And then

NOTE Confidence: 0.95810777
00:05:34.020 --> 00:05:36.099 Megan Fay, our associate VP
NOTE Confidence: 0.95810777
00:05:36.099 --> 00:05:37.154 for development,
NOTE Confidence: 0.9841783
00:05:38.095 --> 00:05:39.615 who helps us raise money
NOTE Confidence: 0.9841783
00:05:39.615 --> 00:05:41.855 for things like, making our
NOTE Confidence: 0.9841783
00:05:41.855 --> 00:05:43.555 our, medical education
NOTE Confidence: 0.88408756
00:05:45.295 --> 00:05:46.115 debt free.
NOTE Confidence: 0.95451164
00:05:46.495 --> 00:05:46.995 So,
NOTE Confidence: 0.9694798
00:05:47.615 --> 00:05:48.895 every year, we try to
NOTE Confidence: 0.9694798
00:05:48.895 --> 00:05:49.395 celebrate
NOTE Confidence: 0.95630616
00:05:50.089 --> 00:05:51.610 a few of the achievements
NOTE Confidence: 0.95630616
00:05:51.610 --> 00:05:53.230 of our faculty, and,
NOTE Confidence: 0.9834395
00:05:53.690 --> 00:05:55.210 I won't go through as
NOTE Confidence: 0.9834395
00:05:55.210 --> 00:05:56.510 many as I would normally
NOTE Confidence: 0.9834395
00:05:56.570 --> 00:05:57.290 in the,
NOTE Confidence: 0.96626854
00:05:58.650 --> 00:05:59.690 full state of the school.
NOTE Confidence: 0.96626854

00:05:59.690 --> 00:06:00.650 But, you know, there are
NOTE Confidence: 0.96626854

00:06:00.650 --> 00:06:02.029 a number of honor societies
NOTE Confidence: 0.96626854

00:06:02.169 --> 00:06:03.790 that really sort of are,
NOTE Confidence: 0.9748045

00:06:04.555 --> 00:06:05.915 steps along the way, like
NOTE Confidence: 0.9748045

00:06:05.915 --> 00:06:07.595 the American Society for Clinical
NOTE Confidence: 0.9748045

00:06:07.595 --> 00:06:09.995 Investigation that acknowledges physician scientists,
NOTE Confidence: 0.9748045

00:06:09.995 --> 00:06:11.675 the same with AAP, and
NOTE Confidence: 0.9748045

00:06:11.675 --> 00:06:12.795 then, of course, the National
NOTE Confidence: 0.9748045

00:06:12.795 --> 00:06:13.855 Academy of Medicine,
NOTE Confidence: 0.99724835

00:06:15.115 --> 00:06:15.615 and
NOTE Confidence: 0.9586676

00:06:17.110 --> 00:06:18.310 National Academy of Arts and
NOTE Confidence: 0.9586676

00:06:18.310 --> 00:06:19.669 Sciences or the American Academy
NOTE Confidence: 0.9586676

00:06:19.669 --> 00:06:20.729 of Arts and Sciences,
NOTE Confidence: 0.9451173

00:06:21.190 --> 00:06:22.169 etcetera, etcetera.
NOTE Confidence: 0.99779

00:06:22.630 --> 00:06:23.750 Again, if you're a student
NOTE Confidence: 0.99779

00:06:23.750 --> 00:06:24.870 sitting in this room, that
NOTE Confidence: 0.99779

00:06:24.870 --> 00:06:26.550 seems very far away. I
NOTE Confidence: 0.99779

00:06:26.550 --> 00:06:27.750 will tell you that for
NOTE Confidence: 0.99779

00:06:27.750 --> 00:06:30.225 everyone who has achieved those
NOTE Confidence: 0.99779

00:06:30.385 --> 00:06:32.865 awards, it's because someone put
NOTE Confidence: 0.99779

00:06:32.865 --> 00:06:33.685 them forward,
NOTE Confidence: 0.9898511

00:06:34.225 --> 00:06:35.345 in their early days. So
NOTE Confidence: 0.9898511

00:06:35.345 --> 00:06:36.385 there was mentorship, but there
NOTE Confidence: 0.9898511

00:06:36.385 --> 00:06:38.145 was also sponsorship and someone
NOTE Confidence: 0.9898511

00:06:38.145 --> 00:06:39.985 who advocated for them. So
NOTE Confidence: 0.9898511

00:06:39.985 --> 00:06:41.925 the the person who's nominating
NOTE Confidence: 0.9898511

00:06:42.145 --> 00:06:42.805 you for,
NOTE Confidence: 0.99795055

00:06:43.345 --> 00:06:44.005 you know,
NOTE Confidence: 0.9649636

00:06:44.690 --> 00:06:45.970 a grant to do a
NOTE Confidence: 0.9649636

00:06:45.970 --> 00:06:47.270 small research project,
NOTE Confidence: 0.98858863

00:06:47.729 --> 00:06:48.930 that's the beginning of it.

NOTE Confidence: 0.98858863
00:06:48.930 --> 00:06:49.250 And,
NOTE Confidence: 0.99720234
00:06:50.130 --> 00:06:51.010 and then, of course, some
NOTE Confidence: 0.99720234
00:06:51.010 --> 00:06:51.830 of our faculty
NOTE Confidence: 0.9391452
00:06:52.210 --> 00:06:53.510 make the news, like,
NOTE Confidence: 0.9538918
00:06:54.449 --> 00:06:56.550 Akiko Uesaki, who's been recognized
NOTE Confidence: 0.9538918
00:06:56.770 --> 00:06:57.750 for her work
NOTE Confidence: 0.9700754
00:06:58.475 --> 00:07:00.154 in long COVID in particular,
NOTE Confidence: 0.9700754
00:07:00.154 --> 00:07:01.375 but I think who brings
NOTE Confidence: 0.9997178
00:07:01.915 --> 00:07:02.415 attention
NOTE Confidence: 0.90471005
00:07:02.955 --> 00:07:04.335 to the the importance
NOTE Confidence: 0.9817954
00:07:05.195 --> 00:07:07.055 of basic science in solving
NOTE Confidence: 0.9817954
00:07:07.275 --> 00:07:07.775 clinical,
NOTE Confidence: 0.9944511
00:07:08.475 --> 00:07:09.294 health problems,
NOTE Confidence: 0.9812008
00:07:09.675 --> 00:07:11.135 such as as long COVID
NOTE Confidence: 0.9812008
00:07:11.275 --> 00:07:12.155 and the strength of our
NOTE Confidence: 0.9812008

00:07:12.155 --> 00:07:12.655 immunobiology.
NOTE Confidence: 0.9240318

00:07:13.780 --> 00:07:15.380 Carolyn Missouri, who has been
NOTE Confidence: 0.9240318

00:07:15.380 --> 00:07:15.860 leading,
NOTE Confidence: 0.9452753

00:07:16.340 --> 00:07:17.800 so for twenty five years
NOTE Confidence: 0.9452753

00:07:17.860 --> 00:07:19.699 led our women's health research
NOTE Confidence: 0.9452753

00:07:19.699 --> 00:07:21.000 at Yale Center,
NOTE Confidence: 0.99355495

00:07:21.620 --> 00:07:23.060 now leading a White House
NOTE Confidence: 0.99355495

00:07:23.060 --> 00:07:24.979 initiative on women's health research
NOTE Confidence: 0.99355495

00:07:24.979 --> 00:07:26.680 and bringing national attention
NOTE Confidence: 0.89788383

00:07:27.705 --> 00:07:29.785 to often ignorance about what
NOTE Confidence: 0.89788383

00:07:29.785 --> 00:07:31.225 the effects of sex as
NOTE Confidence: 0.89788383

00:07:31.225 --> 00:07:32.105 a biological vary
NOTE Confidence: 0.8080344

00:07:32.985 --> 00:07:34.045 biological variable.
NOTE Confidence: 0.99756813

00:07:34.425 --> 00:07:35.785 And, of course, that has
NOTE Confidence: 0.99756813

00:07:35.785 --> 00:07:37.385 all sorts of implications as
NOTE Confidence: 0.99756813

00:07:37.385 --> 00:07:38.125 we now

NOTE Confidence: 0.99501497
00:07:38.505 --> 00:07:40.920 are often using treatments that
NOTE Confidence: 0.99501497
00:07:40.920 --> 00:07:41.420 change,
NOTE Confidence: 0.9998959
00:07:41.960 --> 00:07:43.340 that biological variable
NOTE Confidence: 0.78240687
00:07:44.920 --> 00:07:45.660 in in in
NOTE Confidence: 0.95091844
00:07:46.440 --> 00:07:46.940 patients.
NOTE Confidence: 0.9985151
00:07:47.240 --> 00:07:48.680 And I think some of
NOTE Confidence: 0.9985151
00:07:48.680 --> 00:07:49.260 the most
NOTE Confidence: 0.68570614
00:07:51.320 --> 00:07:51.820 important,
NOTE Confidence: 0.98694134
00:07:52.760 --> 00:07:54.040 awards that we give are
NOTE Confidence: 0.98694134
00:07:54.040 --> 00:07:55.480 for teaching. And, you know,
NOTE Confidence: 0.98694134
00:07:55.480 --> 00:07:56.885 we give these out typically
NOTE Confidence: 0.98694134
00:07:56.885 --> 00:07:58.325 at the end of the
NOTE Confidence: 0.98694134
00:07:58.325 --> 00:08:00.165 year around graduation, but I
NOTE Confidence: 0.98694134
00:08:00.165 --> 00:08:01.045 just want to give a
NOTE Confidence: 0.98694134
00:08:01.045 --> 00:08:02.485 shout out to to these
NOTE Confidence: 0.98694134

00:08:02.485 --> 00:08:03.685 people, many of whom you
NOTE Confidence: 0.98694134

00:08:03.685 --> 00:08:05.205 know because of the work
NOTE Confidence: 0.98694134

00:08:05.205 --> 00:08:06.085 that they're doing,
NOTE Confidence: 0.9996555

00:08:06.485 --> 00:08:07.145 with you.
NOTE Confidence: 0.9937866

00:08:09.190 --> 00:08:10.810 A school like ours,
NOTE Confidence: 0.96026105

00:08:11.350 --> 00:08:13.850 however, doesn't run without staff,
NOTE Confidence: 0.97949123

00:08:14.870 --> 00:08:16.810 and you know the staff
NOTE Confidence: 0.920004

00:08:17.190 --> 00:08:18.870 with whom you interface in
NOTE Confidence: 0.920004

00:08:18.870 --> 00:08:19.610 as students.
NOTE Confidence: 0.99959975

00:08:20.390 --> 00:08:22.090 But everything we do
NOTE Confidence: 0.9993175

00:08:22.755 --> 00:08:23.415 is accomplished
NOTE Confidence: 0.9987255

00:08:24.195 --> 00:08:26.275 because of hundreds and thousands
NOTE Confidence: 0.9987255

00:08:26.275 --> 00:08:27.635 of people who are committed
NOTE Confidence: 0.9987255

00:08:27.635 --> 00:08:28.455 to their work.
NOTE Confidence: 0.7974807

00:08:28.835 --> 00:08:29.335 And,
NOTE Confidence: 0.9797287

00:08:30.435 --> 00:08:32.035 every year that's acknowledged with

NOTE Confidence: 0.9797287

00:08:32.035 --> 00:08:33.155 a set of awards called

NOTE Confidence: 0.9797287

00:08:33.155 --> 00:08:34.675 the Linda Lorimer Awards. I

NOTE Confidence: 0.9797287

00:08:34.675 --> 00:08:35.875 I won't embarrass her, but

NOTE Confidence: 0.9797287

00:08:35.875 --> 00:08:37.110 there's one of the winners

NOTE Confidence: 0.9797287

00:08:37.110 --> 00:08:38.070 of the awards in the

NOTE Confidence: 0.9797287

00:08:38.070 --> 00:08:38.730 room here,

NOTE Confidence: 0.99722236

00:08:39.270 --> 00:08:40.710 and that's coming up again,

NOTE Confidence: 0.99722236

00:08:41.030 --> 00:08:41.770 this year.

NOTE Confidence: 0.99921143

00:08:42.630 --> 00:08:43.130 So

NOTE Confidence: 0.98560846

00:08:43.670 --> 00:08:44.950 let me talk about you

NOTE Confidence: 0.98560846

00:08:44.950 --> 00:08:46.230 know, normally, when we think

NOTE Confidence: 0.98560846

00:08:46.230 --> 00:08:46.730 about,

NOTE Confidence: 0.99914

00:08:47.350 --> 00:08:49.210 medical education, we think about

NOTE Confidence: 0.99914

00:08:49.270 --> 00:08:49.770 three

NOTE Confidence: 0.99128056

00:08:50.595 --> 00:08:52.375 missions. Right? We think education,

NOTE Confidence: 0.99128056

00:08:52.514 --> 00:08:53.654 clinical, and research.
NOTE Confidence: 0.9815163

00:08:54.274 --> 00:08:55.635 But I always like to
NOTE Confidence: 0.9815163

00:08:55.635 --> 00:08:56.615 start these,
NOTE Confidence: 0.9983662

00:08:57.394 --> 00:08:58.995 talks with a piece about
NOTE Confidence: 0.9983662

00:08:58.995 --> 00:09:00.454 our culture and our climate.
NOTE Confidence: 0.9988467

00:09:00.834 --> 00:09:01.875 It's who we are as
NOTE Confidence: 0.9988467

00:09:01.875 --> 00:09:03.334 a community. And
NOTE Confidence: 0.99946576

00:09:04.470 --> 00:09:05.589 when I came in twenty
NOTE Confidence: 0.99946576

00:09:05.589 --> 00:09:06.089 twenty,
NOTE Confidence: 0.9949651

00:09:06.790 --> 00:09:07.670 we had our first case
NOTE Confidence: 0.9949651

00:09:07.670 --> 00:09:08.949 of COVID about six weeks
NOTE Confidence: 0.9949651

00:09:08.949 --> 00:09:10.309 later, and we've had a
NOTE Confidence: 0.9949651

00:09:10.309 --> 00:09:11.130 pretty tumultuous
NOTE Confidence: 0.99960095

00:09:12.230 --> 00:09:12.730 climate
NOTE Confidence: 0.99474365

00:09:13.429 --> 00:09:15.029 in this country over the
NOTE Confidence: 0.99474365

00:09:15.029 --> 00:09:15.529 last,

NOTE Confidence: 0.99969375

00:09:16.550 --> 00:09:17.370 several years.

NOTE Confidence: 0.995876

00:09:17.825 --> 00:09:18.865 Through that, I think we've

NOTE Confidence: 0.995876

00:09:18.865 --> 00:09:20.385 learned a lot about how

NOTE Confidence: 0.995876

00:09:20.385 --> 00:09:21.765 to support each other,

NOTE Confidence: 0.92404896

00:09:23.025 --> 00:09:23.525 and,

NOTE Confidence: 0.9994066

00:09:24.225 --> 00:09:25.425 and how to make sure

NOTE Confidence: 0.9994066

00:09:25.425 --> 00:09:27.125 that we are listening.

NOTE Confidence: 0.98964214

00:09:28.065 --> 00:09:29.345 And one of the things

NOTE Confidence: 0.98964214

00:09:29.345 --> 00:09:30.645 about a school of medicine

NOTE Confidence: 0.98896277

00:09:31.190 --> 00:09:32.309 is that we have a

NOTE Confidence: 0.98896277

00:09:32.309 --> 00:09:33.910 very specific mission, which is

NOTE Confidence: 0.98896277

00:09:33.910 --> 00:09:34.410 to,

NOTE Confidence: 0.99322504

00:09:35.270 --> 00:09:35.770 advance

NOTE Confidence: 0.9839235

00:09:36.550 --> 00:09:38.309 health and discovery, but to

NOTE Confidence: 0.9839235

00:09:38.309 --> 00:09:39.370 take care of patients.

NOTE Confidence: 0.98781437

00:09:40.150 --> 00:09:41.589 And our patients come from
NOTE Confidence: 0.98781437

00:09:41.589 --> 00:09:43.050 all sorts of different backgrounds,
NOTE Confidence: 0.98781437

00:09:43.350 --> 00:09:44.470 have all sorts of different
NOTE Confidence: 0.98781437

00:09:44.470 --> 00:09:44.970 beliefs,
NOTE Confidence: 0.9702737

00:09:45.405 --> 00:09:46.845 And so it's incumbent on
NOTE Confidence: 0.9702737

00:09:46.845 --> 00:09:48.525 us in particular to be
NOTE Confidence: 0.9702737

00:09:48.525 --> 00:09:49.425 able to listen
NOTE Confidence: 0.99087065

00:09:49.885 --> 00:09:50.765 and to be able to
NOTE Confidence: 0.99087065

00:09:50.765 --> 00:09:52.785 explain what we know scientifically
NOTE Confidence: 0.9858166

00:09:53.645 --> 00:09:55.425 versus what is opinion,
NOTE Confidence: 0.9789959

00:09:56.285 --> 00:09:57.450 to our patients. I think
NOTE Confidence: 0.9789959

00:09:57.450 --> 00:09:58.570 we start by learning to
NOTE Confidence: 0.9789959

00:09:58.570 --> 00:09:59.450 do that with each other
NOTE Confidence: 0.9789959

00:09:59.450 --> 00:10:00.970 and so highlighting some of
NOTE Confidence: 0.9789959

00:10:00.970 --> 00:10:01.929 the work. And I I
NOTE Confidence: 0.9789959

00:10:01.929 --> 00:10:02.830 have to say

NOTE Confidence: 0.9852775
00:10:03.210 --> 00:10:04.570 how grateful I have been
NOTE Confidence: 0.9852775
00:10:04.570 --> 00:10:05.070 for,
NOTE Confidence: 0.9791486
00:10:05.610 --> 00:10:07.470 Darren Lattimore and his team
NOTE Confidence: 0.9791486
00:10:07.770 --> 00:10:08.750 for his thoughtfulness
NOTE Confidence: 0.98077464
00:10:09.210 --> 00:10:09.710 around,
NOTE Confidence: 0.9992429
00:10:10.410 --> 00:10:11.950 leading us in this work.
NOTE Confidence: 0.9976273
00:10:12.535 --> 00:10:13.655 There are other aspects to
NOTE Confidence: 0.9976273
00:10:13.655 --> 00:10:14.155 culture.
NOTE Confidence: 0.9967853
00:10:15.575 --> 00:10:16.535 For those of you who
NOTE Confidence: 0.9967853
00:10:16.535 --> 00:10:17.355 are newer,
NOTE Confidence: 0.9942834
00:10:17.895 --> 00:10:18.934 if you haven't been to
NOTE Confidence: 0.9942834
00:10:18.934 --> 00:10:20.235 a Yale Medical Symphony
NOTE Confidence: 0.99858534
00:10:21.015 --> 00:10:22.615 concert, like, you just have
NOTE Confidence: 0.99858534
00:10:22.615 --> 00:10:23.675 to go. It's
NOTE Confidence: 0.99499977
00:10:24.550 --> 00:10:25.510 one of the best things
NOTE Confidence: 0.99499977

00:10:25.510 --> 00:10:27.350 here. But the art in
NOTE Confidence: 0.99499977

00:10:27.350 --> 00:10:28.710 in public places, the art
NOTE Confidence: 0.99499977

00:10:28.710 --> 00:10:29.750 on our walls, that's all
NOTE Confidence: 0.99499977

00:10:29.750 --> 00:10:31.190 part of of who we
NOTE Confidence: 0.99499977

00:10:31.190 --> 00:10:31.690 are.
NOTE Confidence: 0.9538292

00:10:33.030 --> 00:10:34.730 There are aspects around culture
NOTE Confidence: 0.9538292

00:10:34.790 --> 00:10:35.290 like,
NOTE Confidence: 0.99964416

00:10:36.309 --> 00:10:37.590 how do we move away
NOTE Confidence: 0.99964416

00:10:37.590 --> 00:10:39.290 from where medicine was
NOTE Confidence: 0.97977406

00:10:40.845 --> 00:10:42.285 not so long ago as
NOTE Confidence: 0.97977406

00:10:42.285 --> 00:10:43.184 a very homogeneous
NOTE Confidence: 0.9999558

00:10:44.365 --> 00:10:44.865 population
NOTE Confidence: 0.9809551

00:10:45.565 --> 00:10:47.245 to reflect the population of
NOTE Confidence: 0.9809551

00:10:47.245 --> 00:10:49.485 our country and to, really
NOTE Confidence: 0.9809551

00:10:49.485 --> 00:10:51.005 make it possible for everyone
NOTE Confidence: 0.9809551

00:10:51.005 --> 00:10:51.665 to thrive?

NOTE Confidence: 0.9867764

00:10:52.205 --> 00:10:53.165 And we are doing that

NOTE Confidence: 0.9867764

00:10:53.165 --> 00:10:54.045 in a number of ways.

NOTE Confidence: 0.9867764

00:10:54.045 --> 00:10:55.485 We have strategic plans around

NOTE Confidence: 0.9867764

00:10:55.485 --> 00:10:56.519 that. But one of the

NOTE Confidence: 0.9867764

00:10:56.519 --> 00:10:58.040 elements of that strategic plan

NOTE Confidence: 0.9867764

00:10:58.040 --> 00:10:59.019 is to be transparent

NOTE Confidence: 0.97218615

00:10:59.480 --> 00:11:00.600 and to show how we're

NOTE Confidence: 0.97218615

00:11:00.600 --> 00:11:02.120 doing. And so every year

NOTE Confidence: 0.97218615

00:11:02.120 --> 00:11:02.920 at the state of the

NOTE Confidence: 0.97218615

00:11:02.920 --> 00:11:03.420 school,

NOTE Confidence: 0.99853593

00:11:04.040 --> 00:11:05.079 I show a slide like

NOTE Confidence: 0.99853593

00:11:05.079 --> 00:11:06.139 this that shows

NOTE Confidence: 0.98808193

00:11:06.440 --> 00:11:07.980 the proportion of our faculty

NOTE Confidence: 0.98808193

00:11:08.120 --> 00:11:10.120 who identify as underrepresented in

NOTE Confidence: 0.98808193

00:11:10.120 --> 00:11:11.745 medicine by rank just to

NOTE Confidence: 0.98808193

00:11:11.745 --> 00:11:13.265 see if we're making progress.

NOTE Confidence: 0.98808193

00:11:13.265 --> 00:11:14.145 And you can see we

NOTE Confidence: 0.98808193

00:11:14.145 --> 00:11:15.585 continue to make progress with

NOTE Confidence: 0.98808193

00:11:15.585 --> 00:11:16.565 assistant professors.

NOTE Confidence: 0.9565413

00:11:17.105 --> 00:11:18.465 We had been making tremendous

NOTE Confidence: 0.9565413

00:11:18.465 --> 00:11:20.465 progress with associates professors that

NOTE Confidence: 0.9565413

00:11:20.465 --> 00:11:21.665 leveled off last year. We

NOTE Confidence: 0.9565413

00:11:21.665 --> 00:11:22.625 need to pay attention to

NOTE Confidence: 0.9565413

00:11:22.625 --> 00:11:23.665 that. And, of course, we

NOTE Confidence: 0.9565413

00:11:23.665 --> 00:11:24.165 have

NOTE Confidence: 0.99424124

00:11:24.540 --> 00:11:25.660 tremendous work to do in

NOTE Confidence: 0.99424124

00:11:25.660 --> 00:11:26.640 terms of retaining,

NOTE Confidence: 0.96779925

00:11:27.100 --> 00:11:28.700 and developing our faculty. And

NOTE Confidence: 0.96779925

00:11:28.700 --> 00:11:29.980 the same numbers for our

NOTE Confidence: 0.96779925

00:11:29.980 --> 00:11:30.880 women faculty.

NOTE Confidence: 0.9992048

00:11:32.140 --> 00:11:33.440 The very foundation

NOTE Confidence: 0.97664773

00:11:33.980 --> 00:11:36.059 of our work in making

NOTE Confidence: 0.97664773

00:11:36.059 --> 00:11:36.824 this a a place where

NOTE Confidence: 0.97664773

00:11:36.824 --> 00:11:37.884 all can thrive

NOTE Confidence: 0.96167433

00:11:38.345 --> 00:11:40.845 is mentorship and sponsorship. And,

NOTE Confidence: 0.9838189

00:11:42.904 --> 00:11:44.504 as you think about as

NOTE Confidence: 0.9838189

00:11:44.504 --> 00:11:45.625 students, how do I get

NOTE Confidence: 0.9838189

00:11:45.625 --> 00:11:47.944 feedback, our faculty also think

NOTE Confidence: 0.9838189

00:11:47.944 --> 00:11:48.444 about

NOTE Confidence: 0.86153525

00:11:48.824 --> 00:11:49.804 how do I

NOTE Confidence: 0.95479584

00:11:50.345 --> 00:11:51.725 know if I'm on track?

NOTE Confidence: 0.99970645

00:11:52.130 --> 00:11:53.250 How do I talk about

NOTE Confidence: 0.99970645

00:11:53.250 --> 00:11:55.170 the obstacles I'm facing? How

NOTE Confidence: 0.99970645

00:11:55.170 --> 00:11:56.209 do I learn to get

NOTE Confidence: 0.99970645

00:11:56.209 --> 00:11:57.429 better at what I'm doing?

NOTE Confidence: 0.9797407

00:11:57.970 --> 00:11:59.250 And the way this should

NOTE Confidence: 0.9797407

00:11:59.250 --> 00:12:01.250 happen is through conversations with

NOTE Confidence: 0.9797407

00:12:01.250 --> 00:12:02.690 their chairs or their section

NOTE Confidence: 0.9797407

00:12:02.690 --> 00:12:04.290 chiefs, but that wasn't always

NOTE Confidence: 0.9797407

00:12:04.290 --> 00:12:06.395 happening. And so we worked

NOTE Confidence: 0.9797407

00:12:06.395 --> 00:12:07.995 on we, a group of,

NOTE Confidence: 0.88595045

00:12:08.475 --> 00:12:09.455 faculty leaders,

NOTE Confidence: 0.9873276

00:12:10.554 --> 00:12:12.395 really brainstormed about what are

NOTE Confidence: 0.9873276

00:12:12.395 --> 00:12:13.835 the questions that you should

NOTE Confidence: 0.9873276

00:12:13.835 --> 00:12:15.275 discuss if you have a

NOTE Confidence: 0.9873276

00:12:15.275 --> 00:12:16.235 meeting with your chair, and

NOTE Confidence: 0.9873276

00:12:16.235 --> 00:12:16.955 how do we make sure

NOTE Confidence: 0.9873276

00:12:16.955 --> 00:12:17.915 that you're having a meeting

NOTE Confidence: 0.9873276

00:12:17.915 --> 00:12:18.875 with your chair or your

NOTE Confidence: 0.9873276

00:12:18.875 --> 00:12:20.429 section chief. And that resulted

NOTE Confidence: 0.9873276

00:12:20.429 --> 00:12:22.750 in this faculty development annual

NOTE Confidence: 0.9873276

00:12:22.750 --> 00:12:23.250 questionnaire.

NOTE Confidence: 0.98212105
00:12:24.190 --> 00:12:25.390 When you first start something
NOTE Confidence: 0.98212105
00:12:25.390 --> 00:12:26.590 like this, you know, the
NOTE Confidence: 0.98212105
00:12:26.590 --> 00:12:27.630 first concern is, god, are
NOTE Confidence: 0.98212105
00:12:27.630 --> 00:12:28.830 we just creating more work
NOTE Confidence: 0.98212105
00:12:28.830 --> 00:12:29.490 for people?
NOTE Confidence: 0.97136587
00:12:29.950 --> 00:12:31.470 But it's it's a red
NOTE Confidence: 0.97136587
00:12:31.470 --> 00:12:33.150 cap forum that rolls over
NOTE Confidence: 0.97136587
00:12:33.150 --> 00:12:35.054 year after year, and we're
NOTE Confidence: 0.97136587
00:12:35.054 --> 00:12:36.335 starting to get some numbers,
NOTE Confidence: 0.97136587
00:12:36.335 --> 00:12:37.695 and we're measuring whether this
NOTE Confidence: 0.97136587
00:12:37.695 --> 00:12:38.895 has an impact. And a
NOTE Confidence: 0.97136587
00:12:38.895 --> 00:12:40.495 lot of faculty are telling
NOTE Confidence: 0.97136587
00:12:40.495 --> 00:12:42.095 us that this does impact
NOTE Confidence: 0.97136587
00:12:42.095 --> 00:12:43.235 on their career development.
NOTE Confidence: 0.9997572
00:12:43.855 --> 00:12:44.355 Interestingly,
NOTE Confidence: 0.9762692

00:12:44.815 --> 00:12:46.595 we're having our senior faculty
NOTE Confidence: 0.9762692

00:12:46.655 --> 00:12:47.955 do this as well.
NOTE Confidence: 0.95849323

00:12:48.320 --> 00:12:49.520 And they are not saying
NOTE Confidence: 0.95849323

00:12:49.520 --> 00:12:50.640 that it impacts on their
NOTE Confidence: 0.95849323

00:12:50.640 --> 00:12:52.080 current development, but they're saying
NOTE Confidence: 0.95849323

00:12:52.080 --> 00:12:53.360 they love the opportunity to
NOTE Confidence: 0.95849323

00:12:53.360 --> 00:12:54.399 meet with their chair because
NOTE Confidence: 0.95849323

00:12:54.399 --> 00:12:55.520 they'd stopped doing that, and
NOTE Confidence: 0.95849323

00:12:55.520 --> 00:12:56.740 so they like those conversations.
NOTE Confidence: 0.9986818

00:12:58.559 --> 00:12:59.779 Getting back to transparency,
NOTE Confidence: 0.9716636

00:13:00.320 --> 00:13:02.740 we're measuring impact in
NOTE Confidence: 0.84945416

00:13:03.515 --> 00:13:04.015 in,
NOTE Confidence: 0.9895319

00:13:04.635 --> 00:13:06.715 objective surveys. And so this
NOTE Confidence: 0.9895319

00:13:06.715 --> 00:13:07.915 is one that has been
NOTE Confidence: 0.9895319

00:13:07.915 --> 00:13:08.415 repeated
NOTE Confidence: 0.8544846

00:13:08.715 --> 00:13:09.215 now,

NOTE Confidence: 0.9683738

00:13:09.835 --> 00:13:10.955 twice so we can start

NOTE Confidence: 0.9683738

00:13:10.955 --> 00:13:12.395 to see trends. This is

NOTE Confidence: 0.9683738

00:13:12.395 --> 00:13:13.215 just showing,

NOTE Confidence: 0.97787386

00:13:15.434 --> 00:13:17.040 whether people have perceived that

NOTE Confidence: 0.97787386

00:13:17.040 --> 00:13:19.279 they're receiving effective mentoring. And

NOTE Confidence: 0.97787386

00:13:19.279 --> 00:13:20.400 you can see that, overall,

NOTE Confidence: 0.97787386

00:13:20.400 --> 00:13:21.620 the trend is positive,

NOTE Confidence: 0.9843374

00:13:22.000 --> 00:13:23.380 and this is by specific

NOTE Confidence: 0.9843374

00:13:23.440 --> 00:13:24.559 groups so that we can

NOTE Confidence: 0.9843374

00:13:24.559 --> 00:13:25.520 now look and see, are

NOTE Confidence: 0.9843374

00:13:25.520 --> 00:13:26.720 there groups that don't feel

NOTE Confidence: 0.9843374

00:13:26.720 --> 00:13:28.340 this versus those who do?

NOTE Confidence: 0.9743659

00:13:29.135 --> 00:13:30.015 All of this is on

NOTE Confidence: 0.9743659

00:13:30.015 --> 00:13:31.855 our web page, and, I

NOTE Confidence: 0.9743659

00:13:31.855 --> 00:13:33.295 think, you know, web pages

NOTE Confidence: 0.9743659

00:13:33.295 --> 00:13:35.315 are maybe becoming somewhat obsolete,
NOTE Confidence: 0.9743659

00:13:35.375 --> 00:13:35.615 but,
NOTE Confidence: 0.9983037

00:13:36.335 --> 00:13:37.855 but it's still the right
NOTE Confidence: 0.9983037

00:13:37.855 --> 00:13:38.815 place to go. If you
NOTE Confidence: 0.9983037

00:13:38.815 --> 00:13:39.715 wanna see
NOTE Confidence: 0.9998546

00:13:40.990 --> 00:13:42.350 how we're doing in these
NOTE Confidence: 0.9998546

00:13:42.350 --> 00:13:43.710 areas, it's all there for
NOTE Confidence: 0.9998546

00:13:43.710 --> 00:13:44.210 you.
NOTE Confidence: 0.9448575

00:13:45.550 --> 00:13:46.050 So
NOTE Confidence: 0.99883175

00:13:46.429 --> 00:13:47.790 as as we think about
NOTE Confidence: 0.99883175

00:13:47.790 --> 00:13:49.010 where we wanna go,
NOTE Confidence: 0.99837905

00:13:50.510 --> 00:13:51.710 we still have work to
NOTE Confidence: 0.99837905

00:13:51.710 --> 00:13:53.010 do around the well-being
NOTE Confidence: 0.99987274

00:13:53.390 --> 00:13:54.045 of our
NOTE Confidence: 0.9958547

00:13:54.605 --> 00:13:56.865 faculty, particularly our clinical faculty.
NOTE Confidence: 0.9234436

00:13:57.485 --> 00:13:58.704 You know, we,

NOTE Confidence: 0.99787015

00:14:00.045 --> 00:14:00.925 I think there are several

NOTE Confidence: 0.99787015

00:14:00.925 --> 00:14:02.125 things that affect this. The

NOTE Confidence: 0.99787015

00:14:02.125 --> 00:14:03.885 introduction of the electronic health

NOTE Confidence: 0.99787015

00:14:03.885 --> 00:14:04.385 record

NOTE Confidence: 0.8126617

00:14:05.005 --> 00:14:06.545 now many years ago,

NOTE Confidence: 0.99968815

00:14:07.800 --> 00:14:08.280 created

NOTE Confidence: 0.9766359

00:14:08.840 --> 00:14:09.880 it it really took away

NOTE Confidence: 0.9766359

00:14:09.880 --> 00:14:10.760 some of the joy of

NOTE Confidence: 0.9766359

00:14:10.760 --> 00:14:12.600 seeing patients because now people

NOTE Confidence: 0.9766359

00:14:12.600 --> 00:14:13.340 were focused

NOTE Confidence: 0.99725044

00:14:14.040 --> 00:14:15.320 on getting the right forms

NOTE Confidence: 0.99725044

00:14:15.320 --> 00:14:16.780 filled out rather than

NOTE Confidence: 0.99183494

00:14:17.720 --> 00:14:19.000 seeing that patient. And we

NOTE Confidence: 0.99183494

00:14:19.000 --> 00:14:20.520 are using some AI to

NOTE Confidence: 0.99183494

00:14:20.520 --> 00:14:21.480 change that. I'll talk a

NOTE Confidence: 0.99183494

00:14:21.480 --> 00:14:22.860 little bit more about that.
NOTE Confidence: 0.99183494

00:14:22.920 --> 00:14:23.535 But there's a lot of
NOTE Confidence: 0.99183494

00:14:23.535 --> 00:14:24.815 work. We need to remove
NOTE Confidence: 0.99183494

00:14:24.815 --> 00:14:26.654 the barriers for people who
NOTE Confidence: 0.99183494

00:14:26.654 --> 00:14:27.635 are seeing patients.
NOTE Confidence: 0.98729044

00:14:28.735 --> 00:14:30.255 We're continuing this work on
NOTE Confidence: 0.98729044

00:14:30.255 --> 00:14:32.495 faculty annual questionnaires and how
NOTE Confidence: 0.98729044

00:14:32.495 --> 00:14:33.774 to coach people and how
NOTE Confidence: 0.98729044

00:14:33.774 --> 00:14:34.835 to have those conversations.
NOTE Confidence: 0.96996135

00:14:36.970 --> 00:14:38.890 We are also reviewing our
NOTE Confidence: 0.96996135

00:14:38.890 --> 00:14:40.490 search processes. I mentioned at
NOTE Confidence: 0.96996135

00:14:40.490 --> 00:14:42.170 the beginning, we're always recruiting
NOTE Confidence: 0.96996135

00:14:42.170 --> 00:14:43.130 new leaders. How do we
NOTE Confidence: 0.96996135

00:14:43.130 --> 00:14:43.930 do that in the way
NOTE Confidence: 0.96996135

00:14:43.930 --> 00:14:45.230 that makes sure we get
NOTE Confidence: 0.96996135

00:14:45.529 --> 00:14:46.970 people who are not just

NOTE Confidence: 0.96996135
00:14:46.970 --> 00:14:48.810 great scientists and clinicians and
NOTE Confidence: 0.96996135
00:14:48.810 --> 00:14:50.570 teachers, but are effective leaders
NOTE Confidence: 0.96996135
00:14:50.570 --> 00:14:52.485 who really will change the
NOTE Confidence: 0.96996135
00:14:52.485 --> 00:14:52.985 institution,
NOTE Confidence: 0.9872247
00:14:54.485 --> 00:14:57.225 continuing to streamline processes,
NOTE Confidence: 0.9983241
00:14:58.165 --> 00:15:00.265 and then, again, the transparency
NOTE Confidence: 0.9983241
00:15:00.485 --> 00:15:00.985 piece.
NOTE Confidence: 0.962272
00:15:01.605 --> 00:15:02.885 So let me talk briefly
NOTE Confidence: 0.962272
00:15:02.885 --> 00:15:03.365 about,
NOTE Confidence: 0.99980694
00:15:04.085 --> 00:15:04.585 education.
NOTE Confidence: 0.9802939
00:15:07.520 --> 00:15:09.040 We, have a relatively small
NOTE Confidence: 0.9802939
00:15:09.040 --> 00:15:10.800 class compared to our peers.
NOTE Confidence: 0.9802939
00:15:10.800 --> 00:15:11.680 Right? We have a hundred
NOTE Confidence: 0.9802939
00:15:11.680 --> 00:15:12.580 and four students,
NOTE Confidence: 0.9927357
00:15:13.040 --> 00:15:14.480 and we do that because
NOTE Confidence: 0.9927357

00:15:14.480 --> 00:15:15.860 we don't believe that we're
NOTE Confidence: 0.9995973

00:15:16.800 --> 00:15:18.500 trying to address the workforce
NOTE Confidence: 0.9995973

00:15:18.720 --> 00:15:20.320 needs of the country. What
NOTE Confidence: 0.9995973

00:15:20.320 --> 00:15:21.705 we want to do is
NOTE Confidence: 0.9995973

00:15:21.865 --> 00:15:22.925 create the leaders
NOTE Confidence: 0.9826363

00:15:24.185 --> 00:15:25.625 who, by virtue of your
NOTE Confidence: 0.9826363

00:15:25.625 --> 00:15:27.305 innovation and your leadership, will
NOTE Confidence: 0.9826363

00:15:27.305 --> 00:15:28.285 change medicine.
NOTE Confidence: 0.99219066

00:15:29.145 --> 00:15:30.025 And I think we can
NOTE Confidence: 0.99219066

00:15:30.025 --> 00:15:31.385 point to some alums. Right?
NOTE Confidence: 0.99219066

00:15:31.385 --> 00:15:32.285 Vivek Murthy,
NOTE Confidence: 0.99536645

00:15:32.745 --> 00:15:33.645 Mandy Cohen
NOTE Confidence: 0.9989896

00:15:34.280 --> 00:15:35.240 are just a couple of
NOTE Confidence: 0.9989896

00:15:35.240 --> 00:15:35.740 examples.
NOTE Confidence: 0.98033893

00:15:36.200 --> 00:15:37.560 So we very much value
NOTE Confidence: 0.98033893

00:15:37.560 --> 00:15:39.580 the white the, Yale system

NOTE Confidence: 0.8878829
00:15:40.440 --> 00:15:42.140 and this idea that we
NOTE Confidence: 0.9995475
00:15:43.320 --> 00:15:44.620 bring students here
NOTE Confidence: 0.9967897
00:15:45.000 --> 00:15:47.080 and teach treat you as
NOTE Confidence: 0.9967897
00:15:47.080 --> 00:15:47.580 adults
NOTE Confidence: 0.9138408
00:15:48.040 --> 00:15:49.100 and as future,
NOTE Confidence: 0.99918526
00:15:51.365 --> 00:15:52.665 as future peers
NOTE Confidence: 0.6418643
00:15:53.365 --> 00:15:53.865 and
NOTE Confidence: 0.9736027
00:15:54.245 --> 00:15:55.444 need to provide you with
NOTE Confidence: 0.9736027
00:15:55.444 --> 00:15:55.944 mentorship.
NOTE Confidence: 0.99948454
00:15:56.404 --> 00:15:56.904 Now
NOTE Confidence: 0.97280985
00:15:58.805 --> 00:16:00.884 last year, we had, roughly
NOTE Confidence: 0.97280985
00:16:00.884 --> 00:16:02.564 fifty seven hundred applicants for
NOTE Confidence: 0.97280985
00:16:02.564 --> 00:16:03.870 those a hundred and four
NOTE Confidence: 0.97280985
00:16:04.110 --> 00:16:05.550 positions. I will tell you,
NOTE Confidence: 0.97280985
00:16:05.550 --> 00:16:06.670 Laura's sitting in the back.
NOTE Confidence: 0.97280985

00:16:06.670 --> 00:16:08.130 It's over seven thousand
NOTE Confidence: 0.9977333

00:16:08.750 --> 00:16:09.490 this year.
NOTE Confidence: 0.999603

00:16:10.750 --> 00:16:11.250 I
NOTE Confidence: 0.9866241

00:16:11.630 --> 00:16:12.670 I don't think I could
NOTE Confidence: 0.9866241

00:16:12.670 --> 00:16:13.710 get into Yale School of
NOTE Confidence: 0.9866241

00:16:13.710 --> 00:16:14.210 Medicine.
NOTE Confidence: 0.9911358

00:16:16.265 --> 00:16:17.225 But one of the things
NOTE Confidence: 0.9911358

00:16:17.225 --> 00:16:18.825 that I'm really excited about
NOTE Confidence: 0.9911358

00:16:18.825 --> 00:16:19.325 is
NOTE Confidence: 0.96243805

00:16:19.865 --> 00:16:22.265 this entering class, you first
NOTE Confidence: 0.96243805

00:16:22.265 --> 00:16:23.865 years who are here, was
NOTE Confidence: 0.96243805

00:16:23.865 --> 00:16:25.565 the first class that we
NOTE Confidence: 0.96243805

00:16:25.625 --> 00:16:26.925 enrolled after
NOTE Confidence: 0.9593703

00:16:27.385 --> 00:16:28.985 the Supreme Court decisions that
NOTE Confidence: 0.9593703

00:16:28.985 --> 00:16:31.165 affected our processes for admissions.
NOTE Confidence: 0.9994465

00:16:32.130 --> 00:16:34.150 And we continue to recruit

NOTE Confidence: 0.9937591

00:16:34.770 --> 00:16:36.210 a diverse as well as

NOTE Confidence: 0.9937591

00:16:36.210 --> 00:16:37.330 excellent class, and I'm really

NOTE Confidence: 0.9937591

00:16:37.330 --> 00:16:38.550 excited about that.

NOTE Confidence: 0.9731671

00:16:39.250 --> 00:16:40.210 One of the ways we

NOTE Confidence: 0.9731671

00:16:40.210 --> 00:16:41.910 do that is by,

NOTE Confidence: 0.99965775

00:16:43.410 --> 00:16:43.910 making

NOTE Confidence: 0.99933606

00:16:44.225 --> 00:16:45.765 an education here accessible.

NOTE Confidence: 0.9367001

00:16:46.625 --> 00:16:47.505 Some of you may have

NOTE Confidence: 0.9367001

00:16:47.505 --> 00:16:48.465 seen there was an article

NOTE Confidence: 0.9367001

00:16:48.465 --> 00:16:49.205 in The Atlantic,

NOTE Confidence: 0.9867162

00:16:49.985 --> 00:16:51.605 last week talking about,

NOTE Confidence: 0.99955463

00:16:52.065 --> 00:16:53.845 tuition free medical education

NOTE Confidence: 0.99646527

00:16:54.385 --> 00:16:55.345 and whether or not it

NOTE Confidence: 0.99646527

00:16:55.345 --> 00:16:55.845 works.

NOTE Confidence: 0.9994601

00:16:56.510 --> 00:16:57.790 We don't do tuition free

NOTE Confidence: 0.9994601

00:16:57.790 --> 00:16:58.690 medical education.
NOTE Confidence: 0.9999343

00:16:59.070 --> 00:16:59.570 We
NOTE Confidence: 0.9996563

00:17:00.029 --> 00:17:01.010 focus on
NOTE Confidence: 0.9750468

00:17:01.390 --> 00:17:02.830 our students who have need.
NOTE Confidence: 0.9750468

00:17:02.830 --> 00:17:03.710 And, of course, as you
NOTE Confidence: 0.9750468

00:17:03.710 --> 00:17:05.410 know, we're aiming to reduce
NOTE Confidence: 0.9750468

00:17:05.470 --> 00:17:05.970 debt.
NOTE Confidence: 0.9937795

00:17:06.670 --> 00:17:08.350 And we do that by
NOTE Confidence: 0.9937795

00:17:08.350 --> 00:17:10.215 calculating the total cost to
NOTE Confidence: 0.9937795

00:17:10.215 --> 00:17:11.335 you of attending school of
NOTE Confidence: 0.9937795

00:17:11.335 --> 00:17:12.695 medicine, which isn't just tuition,
NOTE Confidence: 0.9937795

00:17:12.695 --> 00:17:13.434 but it includes
NOTE Confidence: 0.99982256

00:17:13.734 --> 00:17:14.234 rent
NOTE Confidence: 0.99089444

00:17:14.695 --> 00:17:16.315 in New Haven or,
NOTE Confidence: 0.9818283

00:17:16.934 --> 00:17:18.294 the cost of food. And
NOTE Confidence: 0.9818283

00:17:18.294 --> 00:17:19.095 since I live in New

NOTE Confidence: 0.9818283
00:17:19.095 --> 00:17:20.455 Haven, I know how expensive
NOTE Confidence: 0.9818283
00:17:20.455 --> 00:17:21.895 food is in town if
NOTE Confidence: 0.9818283
00:17:21.895 --> 00:17:22.775 you don't have a car
NOTE Confidence: 0.9818283
00:17:22.775 --> 00:17:23.595 to get groceries.
NOTE Confidence: 0.9355203
00:17:25.279 --> 00:17:26.880 So we calculate that, and
NOTE Confidence: 0.9355203
00:17:26.880 --> 00:17:28.799 we cap your debt. And
NOTE Confidence: 0.9355203
00:17:28.799 --> 00:17:30.179 we have been very fortunate,
NOTE Confidence: 0.99990696
00:17:31.279 --> 00:17:32.659 to get a
NOTE Confidence: 0.9032194
00:17:33.359 --> 00:17:35.359 significant gift from the Star
NOTE Confidence: 0.9032194
00:17:35.359 --> 00:17:37.200 Foundation, but, also, I will
NOTE Confidence: 0.9032194
00:17:37.200 --> 00:17:39.200 tell you many gifts from
NOTE Confidence: 0.9032194
00:17:39.200 --> 00:17:39.940 our alumni
NOTE Confidence: 0.9533732
00:17:40.785 --> 00:17:41.525 and others.
NOTE Confidence: 0.9315289
00:17:42.625 --> 00:17:42.705 And,
NOTE Confidence: 0.98873377
00:17:43.585 --> 00:17:44.785 we really have to you
NOTE Confidence: 0.98873377

00:17:44.785 --> 00:17:45.825 know, if you if you
NOTE Confidence: 0.98873377

00:17:45.825 --> 00:17:47.205 hold one of those scholarships,
NOTE Confidence: 0.98873377

00:17:47.345 --> 00:17:48.625 we really you know, just
NOTE Confidence: 0.98873377

00:17:48.625 --> 00:17:49.665 saying thank you every once
NOTE Confidence: 0.98873377

00:17:49.665 --> 00:17:50.465 in a while is is
NOTE Confidence: 0.98873377

00:17:50.465 --> 00:17:51.845 an important thing to do.
NOTE Confidence: 0.98873377

00:17:51.984 --> 00:17:53.265 So that's allowed us to
NOTE Confidence: 0.98873377

00:17:53.265 --> 00:17:54.225 keep our this is a
NOTE Confidence: 0.98873377

00:17:54.225 --> 00:17:55.105 little bit out of date,
NOTE Confidence: 0.98873377

00:17:55.105 --> 00:17:56.789 but our debt much lower
NOTE Confidence: 0.98873377

00:17:56.789 --> 00:17:58.090 than the national average.
NOTE Confidence: 0.96467257

00:17:58.470 --> 00:17:58.869 And,
NOTE Confidence: 0.9970021

00:17:59.590 --> 00:18:00.869 that then gives you the
NOTE Confidence: 0.9970021

00:18:00.869 --> 00:18:02.490 choice of making a decision
NOTE Confidence: 0.99594647

00:18:03.190 --> 00:18:04.230 about what you wanna do
NOTE Confidence: 0.99594647

00:18:04.230 --> 00:18:05.590 in the future that's based

NOTE Confidence: 0.99594647

00:18:05.590 --> 00:18:06.710 on what your passion is

NOTE Confidence: 0.99594647

00:18:06.710 --> 00:18:07.909 and not based on how

NOTE Confidence: 0.99594647

00:18:07.909 --> 00:18:08.789 much debt you have and

NOTE Confidence: 0.99594647

00:18:08.789 --> 00:18:09.830 what whether you need to

NOTE Confidence: 0.99594647

00:18:09.990 --> 00:18:11.205 whether you can afford to

NOTE Confidence: 0.99594647

00:18:11.365 --> 00:18:12.184 do that thing.

NOTE Confidence: 0.9914477

00:18:12.965 --> 00:18:13.465 So,

NOTE Confidence: 0.954172

00:18:14.244 --> 00:18:15.284 as part of raising that

NOTE Confidence: 0.954172

00:18:15.284 --> 00:18:16.565 money, we've had a challenge

NOTE Confidence: 0.954172

00:18:16.565 --> 00:18:17.524 over the last year where

NOTE Confidence: 0.954172

00:18:17.524 --> 00:18:19.205 the provost said, if for

NOTE Confidence: 0.954172

00:18:19.205 --> 00:18:20.965 every dollar you raise an

NOTE Confidence: 0.954172

00:18:20.965 --> 00:18:22.885 endowment, I'll match it. And

NOTE Confidence: 0.954172

00:18:22.885 --> 00:18:24.900 we said, we're gonna specifically

NOTE Confidence: 0.954172

00:18:25.040 --> 00:18:26.800 say for every dollar related

NOTE Confidence: 0.954172

00:18:26.800 --> 00:18:27.460 to education,
NOTE Confidence: 0.9749588

00:18:28.080 --> 00:18:30.000 we'll match because we wanted
NOTE Confidence: 0.9749588

00:18:30.000 --> 00:18:31.600 donors to understand how much
NOTE Confidence: 0.9749588

00:18:31.680 --> 00:18:33.220 how the import of education.
NOTE Confidence: 0.9749588

00:18:33.280 --> 00:18:34.960 So we've just reached that
NOTE Confidence: 0.9749588

00:18:34.960 --> 00:18:36.400 goal, so we've matched fifty
NOTE Confidence: 0.9749588

00:18:36.400 --> 00:18:38.494 million dollars of donations in
NOTE Confidence: 0.9749588

00:18:38.494 --> 00:18:39.794 support of medical education.
NOTE Confidence: 0.99917203

00:18:41.294 --> 00:18:42.674 The other way that we,
NOTE Confidence: 0.99917203

00:18:42.734 --> 00:18:43.875 I think, are
NOTE Confidence: 0.99960226

00:18:46.335 --> 00:18:46.835 maintaining
NOTE Confidence: 0.99985397

00:18:47.215 --> 00:18:47.875 the quality
NOTE Confidence: 0.99840087

00:18:48.335 --> 00:18:49.775 and breadth of our class
NOTE Confidence: 0.99840087

00:18:49.775 --> 00:18:50.755 is through outreach.
NOTE Confidence: 0.99542505

00:18:51.409 --> 00:18:53.169 It's the notion that you
NOTE Confidence: 0.99542505

00:18:53.169 --> 00:18:54.690 have to make sure that

NOTE Confidence: 0.99542505

00:18:54.690 --> 00:18:56.450 everybody in the country knows

NOTE Confidence: 0.99542505

00:18:56.450 --> 00:18:57.890 that Yale School of Medicine

NOTE Confidence: 0.99542505

00:18:57.890 --> 00:18:58.630 is accessible

NOTE Confidence: 0.9621564

00:18:59.890 --> 00:19:01.669 to you. And and and

NOTE Confidence: 0.96553

00:19:02.130 --> 00:19:03.330 the person who's been doing

NOTE Confidence: 0.96553

00:19:03.330 --> 00:19:03.970 a lot of that work

NOTE Confidence: 0.96553

00:19:03.970 --> 00:19:05.169 is Anne Arthur, who's our

NOTE Confidence: 0.96553

00:19:05.169 --> 00:19:06.484 new director, not so new

NOTE Confidence: 0.96553

00:19:06.484 --> 00:19:08.085 now, over a year, of

NOTE Confidence: 0.96553

00:19:08.085 --> 00:19:10.165 alumni engagement because we're leveraging

NOTE Confidence: 0.96553

00:19:10.165 --> 00:19:12.105 our alums across the country

NOTE Confidence: 0.98058957

00:19:12.645 --> 00:19:13.845 to get to know students,

NOTE Confidence: 0.98058957

00:19:13.845 --> 00:19:15.125 and we're holding events as

NOTE Confidence: 0.98058957

00:19:15.125 --> 00:19:16.505 we travel around the country.

NOTE Confidence: 0.98058957

00:19:16.645 --> 00:19:17.685 And those are some pictures

NOTE Confidence: 0.98058957

00:19:17.685 --> 00:19:18.645 from some of the events.
NOTE Confidence: 0.98058957

00:19:18.645 --> 00:19:19.980 And so she, you know,
NOTE Confidence: 0.98058957

00:19:20.059 --> 00:19:21.100 got a group of alums
NOTE Confidence: 0.98058957

00:19:21.100 --> 00:19:22.559 to talk at second look
NOTE Confidence: 0.9911491

00:19:22.859 --> 00:19:24.540 about their careers. And those
NOTE Confidence: 0.9911491

00:19:24.540 --> 00:19:25.980 relationships, I think, are things
NOTE Confidence: 0.9911491

00:19:25.980 --> 00:19:26.859 that we would like to
NOTE Confidence: 0.9911491

00:19:26.859 --> 00:19:28.299 build so that you have
NOTE Confidence: 0.9911491

00:19:28.299 --> 00:19:29.500 alums to talk to even
NOTE Confidence: 0.9911491

00:19:29.500 --> 00:19:30.859 as you're advancing and thinking
NOTE Confidence: 0.9911491

00:19:30.859 --> 00:19:32.160 about your career choices.
NOTE Confidence: 0.99863017

00:19:33.575 --> 00:19:34.535 And I think the word
NOTE Confidence: 0.99863017

00:19:34.535 --> 00:19:35.895 gets out that our students
NOTE Confidence: 0.99863017

00:19:35.895 --> 00:19:37.994 match at really great places.
NOTE Confidence: 0.9768022

00:19:38.375 --> 00:19:39.255 So and this is a
NOTE Confidence: 0.9768022

00:19:39.255 --> 00:19:40.455 question that often comes up,

NOTE Confidence: 0.9768022
00:19:40.455 --> 00:19:41.575 and you probably had those
NOTE Confidence: 0.9768022
00:19:41.575 --> 00:19:43.195 questions when you're coming here.
NOTE Confidence: 0.97186613
00:19:43.655 --> 00:19:44.475 No grades.
NOTE Confidence: 0.9998936
00:19:44.855 --> 00:19:46.075 How will people know
NOTE Confidence: 0.9975773
00:19:46.615 --> 00:19:47.755 how good I am?
NOTE Confidence: 0.99307793
00:19:48.130 --> 00:19:49.750 And the answer is because
NOTE Confidence: 0.99307793
00:19:50.049 --> 00:19:51.330 of the letters that John
NOTE Confidence: 0.99307793
00:19:51.330 --> 00:19:53.270 Francis writes, because of the
NOTE Confidence: 0.98459893
00:19:53.730 --> 00:19:55.169 subjective comments that you get,
NOTE Confidence: 0.98459893
00:19:55.169 --> 00:19:56.530 and because of the track
NOTE Confidence: 0.98459893
00:19:56.530 --> 00:19:57.570 records of the people who
NOTE Confidence: 0.98459893
00:19:57.570 --> 00:19:58.609 came before you and went
NOTE Confidence: 0.98459893
00:19:58.609 --> 00:19:59.429 to those programs.
NOTE Confidence: 0.92963725
00:20:01.705 --> 00:20:02.684 Some of us
NOTE Confidence: 0.9327938
00:20:03.145 --> 00:20:04.845 around this time last year
NOTE Confidence: 0.9760863

00:20:05.304 --> 00:20:06.445 were just recuperating
NOTE Confidence: 0.98400986

00:20:06.744 --> 00:20:08.424 from the LCME site visit
NOTE Confidence: 0.98400986

00:20:08.424 --> 00:20:09.325 the week before,
NOTE Confidence: 0.98663884

00:20:10.265 --> 00:20:11.865 and I'm delighted to say
NOTE Confidence: 0.98663884

00:20:11.865 --> 00:20:13.304 we are reaccredited for eight
NOTE Confidence: 0.98663884

00:20:13.304 --> 00:20:13.804 years.
NOTE Confidence: 0.9871756

00:20:16.440 --> 00:20:18.040 But, you know, LCME site
NOTE Confidence: 0.9871756

00:20:18.040 --> 00:20:18.859 visit is
NOTE Confidence: 0.9800661

00:20:20.040 --> 00:20:22.220 it's it's a painful process,
NOTE Confidence: 0.9961399

00:20:23.480 --> 00:20:25.020 but it's also a forcing
NOTE Confidence: 0.9961399

00:20:25.080 --> 00:20:26.535 function to make us do
NOTE Confidence: 0.9961399

00:20:26.695 --> 00:20:28.395 strategic planning around education.
NOTE Confidence: 0.9863291

00:20:28.695 --> 00:20:29.195 And,
NOTE Confidence: 0.9993494

00:20:30.215 --> 00:20:31.115 we are now
NOTE Confidence: 0.9768566

00:20:31.655 --> 00:20:33.015 in the luxury period of
NOTE Confidence: 0.9768566

00:20:33.015 --> 00:20:35.115 executing on that strategic plans.

NOTE Confidence: 0.9768566

00:20:35.255 --> 00:20:36.135 One of the things that

NOTE Confidence: 0.9768566

00:20:36.135 --> 00:20:37.335 we heard loud and clear

NOTE Confidence: 0.9768566

00:20:37.335 --> 00:20:39.015 and that Jessica Luzi and

NOTE Confidence: 0.9768566

00:20:39.015 --> 00:20:40.295 others are working on is

NOTE Confidence: 0.9768566

00:20:40.295 --> 00:20:41.355 how we create

NOTE Confidence: 0.98784024

00:20:41.859 --> 00:20:43.299 that sense of community and

NOTE Confidence: 0.98784024

00:20:43.299 --> 00:20:44.760 make sure that you are

NOTE Confidence: 0.98784024

00:20:44.820 --> 00:20:46.100 not just interacting with your

NOTE Confidence: 0.98784024

00:20:46.100 --> 00:20:47.059 own class, but you are

NOTE Confidence: 0.98784024

00:20:47.059 --> 00:20:48.200 interacting with classes

NOTE Confidence: 0.9752275

00:20:48.980 --> 00:20:50.100 above and below you and

NOTE Confidence: 0.9752275

00:20:50.100 --> 00:20:52.039 also with residents and faculty

NOTE Confidence: 0.98268545

00:20:52.340 --> 00:20:54.179 and community members. And that,

NOTE Confidence: 0.98268545

00:20:54.179 --> 00:20:55.299 of course, led to the

NOTE Confidence: 0.98268545

00:20:55.299 --> 00:20:55.799 establishment

NOTE Confidence: 0.99962795

00:20:56.179 --> 00:20:56.565 of
NOTE Confidence: 0.99917746

00:20:57.044 --> 00:20:58.105 our advisory houses.
NOTE Confidence: 0.97164816

00:20:58.644 --> 00:21:00.004 And just a week ago,
NOTE Confidence: 0.97164816

00:21:00.004 --> 00:21:01.384 as you know, we announced
NOTE Confidence: 0.97164816

00:21:01.605 --> 00:21:02.105 finally
NOTE Confidence: 0.99554646

00:21:03.284 --> 00:21:05.625 the naming of our houses.
NOTE Confidence: 0.97631824

00:21:06.565 --> 00:21:07.924 This was about an eighteen
NOTE Confidence: 0.97631824

00:21:07.924 --> 00:21:08.825 month process,
NOTE Confidence: 0.99136126

00:21:09.284 --> 00:21:09.784 seventeen.
NOTE Confidence: 0.97792214

00:21:11.670 --> 00:21:13.050 There were a few people
NOTE Confidence: 0.97792214

00:21:13.190 --> 00:21:14.550 who said you shouldn't name
NOTE Confidence: 0.97792214

00:21:14.550 --> 00:21:15.290 the houses.
NOTE Confidence: 0.99862325

00:21:16.230 --> 00:21:17.510 But I actually think it
NOTE Confidence: 0.99862325

00:21:17.510 --> 00:21:19.350 was an incredible process where
NOTE Confidence: 0.99862325

00:21:19.350 --> 00:21:20.550 we learned a lot about
NOTE Confidence: 0.99862325

00:21:20.550 --> 00:21:21.210 our history

NOTE Confidence: 0.99801224
00:21:21.670 --> 00:21:22.650 and the fantastic
NOTE Confidence: 0.95849276
00:21:23.270 --> 00:21:24.675 role models we have.
NOTE Confidence: 0.9908889
00:21:25.235 --> 00:21:26.675 And it's a fluid process.
NOTE Confidence: 0.9908889
00:21:26.675 --> 00:21:28.035 Right? One of the things
NOTE Confidence: 0.9908889
00:21:28.035 --> 00:21:29.475 that we said is we
NOTE Confidence: 0.9908889
00:21:29.475 --> 00:21:31.655 won't select somebody who's still
NOTE Confidence: 0.9908889
00:21:31.715 --> 00:21:32.215 alive,
NOTE Confidence: 0.9779621
00:21:32.835 --> 00:21:34.355 because that can be awkward
NOTE Confidence: 0.9779621
00:21:34.355 --> 00:21:35.555 for that person. And,
NOTE Confidence: 0.84676945
00:21:36.515 --> 00:21:37.015 but,
NOTE Confidence: 0.9020797
00:21:37.990 --> 00:21:38.570 I think,
NOTE Confidence: 0.93701607
00:21:38.950 --> 00:21:40.070 I think if you haven't
NOTE Confidence: 0.93701607
00:21:40.070 --> 00:21:40.710 read the,
NOTE Confidence: 0.9750354
00:21:41.750 --> 00:21:43.750 the bios of these, incredible
NOTE Confidence: 0.9750354
00:21:43.750 --> 00:21:45.030 people, I would encourage you
NOTE Confidence: 0.9750354

00:21:45.030 --> 00:21:46.630 to do that. It's really
NOTE Confidence: 0.9750354

00:21:46.630 --> 00:21:47.910 inspiring. And there are a
NOTE Confidence: 0.9750354

00:21:47.910 --> 00:21:49.830 lot more inspiring people, in
NOTE Confidence: 0.9750354

00:21:49.830 --> 00:21:50.869 our history, and I think
NOTE Confidence: 0.9750354

00:21:50.869 --> 00:21:52.335 we need rather than say
NOTE Confidence: 0.9750354

00:21:52.414 --> 00:21:53.294 saying we're not gonna name
NOTE Confidence: 0.9750354

00:21:53.294 --> 00:21:54.095 anything, I think we need
NOTE Confidence: 0.9750354

00:21:54.095 --> 00:21:55.294 to think about how we
NOTE Confidence: 0.9750354

00:21:55.294 --> 00:21:55.794 broadly
NOTE Confidence: 0.99943495

00:21:56.494 --> 00:21:58.515 honor our our past.
NOTE Confidence: 0.9752173

00:22:00.575 --> 00:22:02.335 Whenever you introduce something like
NOTE Confidence: 0.9752173

00:22:02.335 --> 00:22:03.695 houses or colleges, you get
NOTE Confidence: 0.9752173

00:22:03.695 --> 00:22:04.815 competition. I don't know. I
NOTE Confidence: 0.9752173

00:22:04.815 --> 00:22:05.554 mean, it's
NOTE Confidence: 0.9690077

00:22:06.950 --> 00:22:08.070 get competition. So,
NOTE Confidence: 0.97667867

00:22:08.950 --> 00:22:10.869 I've already heard conversations about,

NOTE Confidence: 0.97667867
00:22:10.869 --> 00:22:11.990 you know, a little bit
NOTE Confidence: 0.97667867
00:22:11.990 --> 00:22:12.310 of,
NOTE Confidence: 0.98546207
00:22:12.790 --> 00:22:13.690 trash talk,
NOTE Confidence: 0.91495365
00:22:14.869 --> 00:22:16.230 at dinners at my house
NOTE Confidence: 0.91495365
00:22:16.230 --> 00:22:17.770 along the, you know, hill.
NOTE Confidence: 0.91495365
00:22:17.830 --> 00:22:19.050 Stay tuned for that.
NOTE Confidence: 0.9987181
00:22:20.285 --> 00:22:21.984 There are other educational programs.
NOTE Confidence: 0.9889916
00:22:22.765 --> 00:22:23.265 Obviously,
NOTE Confidence: 0.9354762
00:22:23.965 --> 00:22:24.845 we spent a lot of
NOTE Confidence: 0.9354762
00:22:24.845 --> 00:22:26.205 time thinking about our,
NOTE Confidence: 0.99219036
00:22:26.605 --> 00:22:28.285 PA program, and that is
NOTE Confidence: 0.99219036
00:22:28.285 --> 00:22:29.425 coming up for reaccreditation.
NOTE Confidence: 0.97078097
00:22:30.925 --> 00:22:31.885 You think of the master
NOTE Confidence: 0.97078097
00:22:31.885 --> 00:22:33.805 of health sciences program and
NOTE Confidence: 0.97078097
00:22:33.805 --> 00:22:35.090 and taking that during your
NOTE Confidence: 0.97078097

00:22:35.090 --> 00:22:36.690 year off, but it's also
NOTE Confidence: 0.97078097

00:22:36.690 --> 00:22:38.130 a program that our faculty
NOTE Confidence: 0.97078097

00:22:38.130 --> 00:22:38.950 take, and
NOTE Confidence: 0.9997844

00:22:39.570 --> 00:22:41.010 we have revised that to
NOTE Confidence: 0.9997844

00:22:41.010 --> 00:22:42.050 make it a little bit
NOTE Confidence: 0.9997844

00:22:42.050 --> 00:22:42.950 more structured
NOTE Confidence: 0.9859758

00:22:43.410 --> 00:22:44.770 so that degree has some
NOTE Confidence: 0.9859758

00:22:44.770 --> 00:22:46.290 meaning. And we've introduced a
NOTE Confidence: 0.9859758

00:22:46.290 --> 00:22:47.410 new track in that degree
NOTE Confidence: 0.9859758

00:22:47.410 --> 00:22:48.550 in clinical investigation.
NOTE Confidence: 0.9934905

00:22:49.785 --> 00:22:51.085 We also have a new
NOTE Confidence: 0.8373076

00:22:51.465 --> 00:22:53.565 relatively new masters in
NOTE Confidence: 0.89949256

00:22:54.185 --> 00:22:56.045 personalized medicine and applied engineering
NOTE Confidence: 0.89949256

00:22:56.185 --> 00:22:56.685 translation,
NOTE Confidence: 0.9910795

00:22:57.065 --> 00:22:58.345 three d printing for in
NOTE Confidence: 0.9910795

00:22:58.345 --> 00:23:00.685 medicine, and and device design.

NOTE Confidence: 0.9965309

00:23:01.519 --> 00:23:02.559 We also, of course, have

NOTE Confidence: 0.9965309

00:23:02.559 --> 00:23:03.299 an extensive,

NOTE Confidence: 0.9860936

00:23:04.159 --> 00:23:05.299 doctoral program,

NOTE Confidence: 0.9500577

00:23:05.679 --> 00:23:07.039 not just our MD PhD

NOTE Confidence: 0.9500577

00:23:07.039 --> 00:23:09.059 program, but hundreds of of,

NOTE Confidence: 0.9933206

00:23:09.600 --> 00:23:10.960 predoctoral students and a lot

NOTE Confidence: 0.9933206

00:23:10.960 --> 00:23:11.619 of postdocs.

NOTE Confidence: 0.9425684

00:23:12.399 --> 00:23:12.899 And,

NOTE Confidence: 0.99884456

00:23:13.759 --> 00:23:15.139 the cost of

NOTE Confidence: 0.9998107

00:23:16.425 --> 00:23:18.265 maintaining that program is going

NOTE Confidence: 0.9998107

00:23:18.265 --> 00:23:19.005 up substantially.

NOTE Confidence: 0.9987952

00:23:19.625 --> 00:23:20.745 It relates to the fact

NOTE Confidence: 0.9987952

00:23:20.745 --> 00:23:22.265 that the NIH is funding

NOTE Confidence: 0.9987952

00:23:22.265 --> 00:23:23.165 fewer slots.

NOTE Confidence: 0.9777066

00:23:23.705 --> 00:23:26.505 We, have fewer international students

NOTE Confidence: 0.9777066

00:23:26.505 --> 00:23:28.665 related to visa restrictions by
NOTE Confidence: 0.9777066

00:23:28.665 --> 00:23:29.850 the by the government.
NOTE Confidence: 0.99916273

00:23:30.330 --> 00:23:31.530 And so we are spending
NOTE Confidence: 0.99916273

00:23:31.530 --> 00:23:32.990 a lot of time investing
NOTE Confidence: 0.99916273

00:23:33.049 --> 00:23:34.750 in those programs as well.
NOTE Confidence: 0.9817019

00:23:35.289 --> 00:23:36.030 And so,
NOTE Confidence: 0.9213093

00:23:36.970 --> 00:23:38.090 always was one of our
NOTE Confidence: 0.9213093

00:23:38.090 --> 00:23:39.369 goals, we continue to raise
NOTE Confidence: 0.9213093

00:23:39.369 --> 00:23:41.070 fund for financial aid.
NOTE Confidence: 0.97186637

00:23:41.369 --> 00:23:42.190 We're continuing,
NOTE Confidence: 0.9678971

00:23:42.570 --> 00:23:44.190 to work on improving formative
NOTE Confidence: 0.9678971

00:23:44.250 --> 00:23:45.435 feedback, which is part of
NOTE Confidence: 0.9678971

00:23:45.515 --> 00:23:46.475 something that came out of
NOTE Confidence: 0.9678971

00:23:46.475 --> 00:23:47.915 the LCME and,
NOTE Confidence: 0.99290305

00:23:48.475 --> 00:23:50.175 very creative work around pedagogy
NOTE Confidence: 0.99290305

00:23:50.235 --> 00:23:51.195 so that you don't just

NOTE Confidence: 0.99290305

00:23:51.195 --> 00:23:52.255 sit and listen to

NOTE Confidence: 0.91919875

00:23:52.635 --> 00:23:53.135 PowerPoint,

NOTE Confidence: 0.9758611

00:23:53.675 --> 00:23:54.175 talks,

NOTE Confidence: 0.95125955

00:23:55.115 --> 00:23:57.115 developing curricular content, and we've

NOTE Confidence: 0.95125955

00:23:57.115 --> 00:23:57.615 had

NOTE Confidence: 0.98829114

00:23:58.420 --> 00:24:00.100 people interviewing for the the

NOTE Confidence: 0.98829114

00:24:00.100 --> 00:24:01.300 role of associate dean for

NOTE Confidence: 0.98829114

00:24:01.300 --> 00:24:01.800 curricular,

NOTE Confidence: 0.9465343

00:24:02.820 --> 00:24:03.320 development,

NOTE Confidence: 0.97824824

00:24:04.260 --> 00:24:05.859 continuing to expand the coaching

NOTE Confidence: 0.97824824

00:24:05.859 --> 00:24:07.560 program and, again, the advisory

NOTE Confidence: 0.97824824

00:24:07.619 --> 00:24:09.540 houses. And then, I mentioned

NOTE Confidence: 0.97824824

00:24:09.540 --> 00:24:10.840 some of these other things.

NOTE Confidence: 0.99349475

00:24:11.615 --> 00:24:12.734 So let me turn to

NOTE Confidence: 0.99349475

00:24:12.734 --> 00:24:13.234 research.

NOTE Confidence: 0.93247133

00:24:15.855 --> 00:24:17.295 Yale has always been an
NOTE Confidence: 0.93247133

00:24:17.295 --> 00:24:17.795 institution
NOTE Confidence: 0.9787557

00:24:18.095 --> 00:24:20.115 that that understands that,
NOTE Confidence: 0.9921419

00:24:21.535 --> 00:24:24.175 to advance health, you yes.
NOTE Confidence: 0.9921419

00:24:24.175 --> 00:24:25.234 We have to
NOTE Confidence: 0.9454768

00:24:26.230 --> 00:24:28.070 advance preventive medicine, but we
NOTE Confidence: 0.9454768

00:24:28.070 --> 00:24:29.190 made to need to make
NOTE Confidence: 0.9454768

00:24:29.190 --> 00:24:31.210 transformative changes in our understanding
NOTE Confidence: 0.9454768

00:24:31.350 --> 00:24:32.010 of disease
NOTE Confidence: 0.99049264

00:24:32.549 --> 00:24:34.330 that informs that work. And
NOTE Confidence: 0.99049264

00:24:34.390 --> 00:24:35.669 most of that is funded
NOTE Confidence: 0.99049264

00:24:35.669 --> 00:24:37.270 through the National Institutes of
NOTE Confidence: 0.99049264

00:24:37.270 --> 00:24:38.885 Health, and we track how
NOTE Confidence: 0.99049264

00:24:38.885 --> 00:24:40.085 we're doing in that. And
NOTE Confidence: 0.99049264

00:24:40.085 --> 00:24:41.445 you can see last year,
NOTE Confidence: 0.99049264

00:24:41.445 --> 00:24:42.424 we were fourth.

NOTE Confidence: 0.967631
00:24:42.725 --> 00:24:44.165 We're projecting that we'll be
NOTE Confidence: 0.967631
00:24:44.165 --> 00:24:45.605 third. That's not,
NOTE Confidence: 0.9983765
00:24:46.725 --> 00:24:48.085 so relevant, but it's what
NOTE Confidence: 0.9983765
00:24:48.085 --> 00:24:49.525 you should understand is that
NOTE Confidence: 0.9983765
00:24:49.525 --> 00:24:51.465 a big portion of our
NOTE Confidence: 0.9835389
00:24:52.170 --> 00:24:53.450 research is funded by the
NOTE Confidence: 0.9835389
00:24:53.450 --> 00:24:54.350 federal government,
NOTE Confidence: 0.99880385
00:24:55.369 --> 00:24:56.810 and that's something that we
NOTE Confidence: 0.99880385
00:24:56.810 --> 00:24:58.090 always have to be thinking
NOTE Confidence: 0.99880385
00:24:58.090 --> 00:24:59.770 about. We wanna diversify our
NOTE Confidence: 0.99880385
00:24:59.770 --> 00:25:00.990 funding somewhat.
NOTE Confidence: 0.98460793
00:25:01.530 --> 00:25:02.730 So this year, for the
NOTE Confidence: 0.98460793
00:25:02.730 --> 00:25:03.790 first time, we've
NOTE Confidence: 0.99945384
00:25:04.725 --> 00:25:05.225 received
NOTE Confidence: 0.98204327
00:25:05.525 --> 00:25:06.965 several ARPA h awards. I
NOTE Confidence: 0.98204327

00:25:06.965 --> 00:25:08.165 think we have three now.
NOTE Confidence: 0.98204327

00:25:08.165 --> 00:25:08.905 These are,
NOTE Confidence: 0.99916077

00:25:09.605 --> 00:25:10.505 much more
NOTE Confidence: 0.96457803

00:25:12.085 --> 00:25:13.065 project focused,
NOTE Confidence: 0.9808579

00:25:13.605 --> 00:25:15.285 but they diversify our funding.
NOTE Confidence: 0.9808579

00:25:15.285 --> 00:25:16.905 And then we have wonderful
NOTE Confidence: 0.9808579

00:25:16.965 --> 00:25:18.650 support from various foundations,
NOTE Confidence: 0.99589235

00:25:19.670 --> 00:25:20.630 and one of them,
NOTE Confidence: 0.9331564

00:25:21.110 --> 00:25:21.610 that,
NOTE Confidence: 0.9913173

00:25:22.230 --> 00:25:23.590 we launched this year is
NOTE Confidence: 0.9913173

00:25:23.590 --> 00:25:25.610 a new Chan Zuckerberg Biohub
NOTE Confidence: 0.9509481

00:25:26.070 --> 00:25:27.750 New York. We've learned that
NOTE Confidence: 0.9509481

00:25:27.750 --> 00:25:29.290 New Haven is the northernmost
NOTE Confidence: 0.9509481

00:25:29.510 --> 00:25:30.630 suburb of New York, so
NOTE Confidence: 0.9509481

00:25:30.630 --> 00:25:31.930 we are partnered with,
NOTE Confidence: 0.97642756

00:25:32.695 --> 00:25:33.915 Rockefeller, Columbia,

NOTE Confidence: 0.99935806

00:25:34.535 --> 00:25:35.275 and Yale.

NOTE Confidence: 0.9997896

00:25:36.135 --> 00:25:37.195 This is a fascinating

NOTE Confidence: 0.9570112

00:25:37.975 --> 00:25:39.575 project, which is based on

NOTE Confidence: 0.9570112

00:25:39.575 --> 00:25:40.935 engineering immune cells. When you

NOTE Confidence: 0.9570112

00:25:40.935 --> 00:25:42.375 think about immune cells, they

NOTE Confidence: 0.9570112

00:25:42.375 --> 00:25:43.735 hone to various tissues in

NOTE Confidence: 0.9570112

00:25:43.735 --> 00:25:45.515 your body in response to

NOTE Confidence: 0.9570112

00:25:45.679 --> 00:25:47.359 both normal physiology but to

NOTE Confidence: 0.9570112

00:25:47.359 --> 00:25:48.660 inflammation and disease.

NOTE Confidence: 0.9821434

00:25:49.440 --> 00:25:50.740 So they can provide information

NOTE Confidence: 0.9821434

00:25:50.960 --> 00:25:52.660 if you can track them

NOTE Confidence: 0.9821434

00:25:52.720 --> 00:25:54.559 as sensors, and they can

NOTE Confidence: 0.9821434

00:25:54.559 --> 00:25:56.960 also serve as carriers of

NOTE Confidence: 0.9821434

00:25:56.960 --> 00:25:58.559 cargo potentially. And so this

NOTE Confidence: 0.9821434

00:25:58.559 --> 00:25:59.744 is the thinking about this.

NOTE Confidence: 0.9821434

00:25:59.825 --> 00:26:00.865 And this work is being
NOTE Confidence: 0.9821434

00:26:00.865 --> 00:26:02.545 led at Yale by, John
NOTE Confidence: 0.9821434

00:26:02.545 --> 00:26:03.045 Tsang,
NOTE Confidence: 0.98653704

00:26:03.744 --> 00:26:05.025 opening the doors for many
NOTE Confidence: 0.98653704

00:26:05.025 --> 00:26:05.505 other,
NOTE Confidence: 0.99972916

00:26:05.984 --> 00:26:07.845 potential things in this area.
NOTE Confidence: 0.7644235

00:26:09.425 --> 00:26:11.684 Mister Lemn Blavatnik has supported,
NOTE Confidence: 0.9304996

00:26:12.700 --> 00:26:14.700 innovation, and many of our
NOTE Confidence: 0.9304996

00:26:14.700 --> 00:26:15.200 faculty,
NOTE Confidence: 0.99822664

00:26:17.020 --> 00:26:18.560 develop new technologies
NOTE Confidence: 0.9978598

00:26:18.940 --> 00:26:20.860 or new ideas that then
NOTE Confidence: 0.9978598

00:26:20.860 --> 00:26:22.800 become new drugs or new
NOTE Confidence: 0.9978598

00:26:22.940 --> 00:26:23.440 devices.
NOTE Confidence: 0.96436113

00:26:23.740 --> 00:26:26.355 And, these awards help our
NOTE Confidence: 0.96436113

00:26:26.355 --> 00:26:27.575 faculty transition,
NOTE Confidence: 0.9960778

00:26:29.155 --> 00:26:31.315 those into patients, right, through

NOTE Confidence: 0.9960778

00:26:31.315 --> 00:26:33.395 through commercial development. And so

NOTE Confidence: 0.9960778

00:26:33.395 --> 00:26:34.515 this is just an example

NOTE Confidence: 0.9960778

00:26:34.515 --> 00:26:36.915 of the the faculty within

NOTE Confidence: 0.9960778

00:26:36.915 --> 00:26:38.275 our own school who received

NOTE Confidence: 0.9960778

00:26:38.275 --> 00:26:39.815 these awards last year.

NOTE Confidence: 0.98807096

00:26:40.450 --> 00:26:41.270 And, of course,

NOTE Confidence: 0.9679261

00:26:41.570 --> 00:26:43.090 you know, in research, one

NOTE Confidence: 0.9679261

00:26:43.090 --> 00:26:45.250 publishes, and so really high

NOTE Confidence: 0.9679261

00:26:45.250 --> 00:26:46.390 impact papers

NOTE Confidence: 0.98934746

00:26:46.930 --> 00:26:48.869 that influence the fields

NOTE Confidence: 0.97137564

00:26:49.170 --> 00:26:50.770 of our faculty. And you,

NOTE Confidence: 0.97137564

00:26:50.770 --> 00:26:52.550 as students, who do thesis,

NOTE Confidence: 0.97137564

00:26:52.825 --> 00:26:53.865 may do your thesis in

NOTE Confidence: 0.97137564

00:26:53.865 --> 00:26:55.145 basic research. You may do

NOTE Confidence: 0.97137564

00:26:55.145 --> 00:26:56.265 your thesis on the other

NOTE Confidence: 0.97137564

00:26:56.265 --> 00:26:57.405 side of campus in
NOTE Confidence: 0.99900657

00:26:57.705 --> 00:26:59.465 literature, but it's the same
NOTE Confidence: 0.99900657

00:26:59.465 --> 00:27:00.605 sort of high quality
NOTE Confidence: 0.9997596

00:27:01.225 --> 00:27:02.525 impact on the field.
NOTE Confidence: 0.99960226

00:27:03.545 --> 00:27:04.045 So
NOTE Confidence: 0.9948412

00:27:04.850 --> 00:27:06.130 you probably don't think about
NOTE Confidence: 0.9948412

00:27:06.130 --> 00:27:07.490 how we invest in research,
NOTE Confidence: 0.9948412

00:27:07.490 --> 00:27:09.430 but there is a university
NOTE Confidence: 0.9948412

00:27:09.490 --> 00:27:11.490 wide science strategic plan, and
NOTE Confidence: 0.9948412

00:27:11.490 --> 00:27:13.090 we've done strategic planning within
NOTE Confidence: 0.9948412

00:27:13.090 --> 00:27:14.210 the school as well to
NOTE Confidence: 0.9948412

00:27:14.210 --> 00:27:15.030 think about
NOTE Confidence: 0.9950398

00:27:15.570 --> 00:27:16.530 what are the areas in
NOTE Confidence: 0.9950398

00:27:16.530 --> 00:27:17.650 which we wanna invest. And
NOTE Confidence: 0.9950398

00:27:17.650 --> 00:27:18.770 I don't suspect you can
NOTE Confidence: 0.9950398

00:27:18.770 --> 00:27:19.695 see all of this, but

NOTE Confidence: 0.9950398

00:27:19.774 --> 00:27:20.734 I'll I'll highlight a few

NOTE Confidence: 0.9950398

00:27:20.734 --> 00:27:21.774 of them. You know? So

NOTE Confidence: 0.9950398

00:27:21.774 --> 00:27:22.514 one is

NOTE Confidence: 0.99891585

00:27:22.815 --> 00:27:23.634 data science.

NOTE Confidence: 0.99984413

00:27:24.255 --> 00:27:25.774 Anybody who thinks you can

NOTE Confidence: 0.99984413

00:27:25.774 --> 00:27:26.274 have

NOTE Confidence: 0.9746477

00:27:26.654 --> 00:27:28.674 science and medicine without data,

NOTE Confidence: 0.9705772

00:27:29.375 --> 00:27:30.595 come talk to me afterwards.

NOTE Confidence: 0.9705772

00:27:30.654 --> 00:27:31.154 But,

NOTE Confidence: 0.99814093

00:27:32.095 --> 00:27:32.595 so

NOTE Confidence: 0.98470104

00:27:33.030 --> 00:27:34.630 now January in twenty twenty

NOTE Confidence: 0.98470104

00:27:34.630 --> 00:27:35.590 three, we set up a

NOTE Confidence: 0.98470104

00:27:35.590 --> 00:27:37.290 freestanding section of biomedical

NOTE Confidence: 0.9848902

00:27:37.670 --> 00:27:39.270 informatics and data science. That's

NOTE Confidence: 0.9848902

00:27:39.270 --> 00:27:40.170 now a department.

NOTE Confidence: 0.997778

00:27:41.109 --> 00:27:41.910 A lot of our work
NOTE Confidence: 0.997778

00:27:41.910 --> 00:27:43.210 in artificial intelligence,
NOTE Confidence: 0.98794657

00:27:43.990 --> 00:27:45.430 which has been led by,
NOTE Confidence: 0.98794657

00:27:45.430 --> 00:27:46.730 frankly, young faculty
NOTE Confidence: 0.97521305

00:27:47.190 --> 00:27:47.930 and students
NOTE Confidence: 0.959796

00:27:48.434 --> 00:27:50.034 distributed throughout the institution is
NOTE Confidence: 0.959796

00:27:50.034 --> 00:27:50.534 now,
NOTE Confidence: 0.99748576

00:27:51.075 --> 00:27:52.855 being collaborated through that department.
NOTE Confidence: 0.97502553

00:27:53.475 --> 00:27:55.575 Biomedical engineering. We have incredibly
NOTE Confidence: 0.94320595

00:27:55.875 --> 00:27:57.955 strong bio I'm sorry. Imaging.
NOTE Confidence: 0.94320595

00:27:57.955 --> 00:27:59.494 We have incredibly strong biomedical
NOTE Confidence: 0.94320595

00:27:59.554 --> 00:28:00.774 imaging in partnership
NOTE Confidence: 0.9906816

00:28:01.234 --> 00:28:02.774 with our biomedical engineers,
NOTE Confidence: 0.83760506

00:28:03.700 --> 00:28:04.200 PETCT,
NOTE Confidence: 0.8817366

00:28:05.300 --> 00:28:06.200 MR, SPECT,
NOTE Confidence: 0.9780461

00:28:06.900 --> 00:28:08.740 to allow us to advance

NOTE Confidence: 0.9780461

00:28:08.740 --> 00:28:10.200 other areas like neuroscience

NOTE Confidence: 0.97010595

00:28:10.580 --> 00:28:12.020 because we can see things

NOTE Confidence: 0.97010595

00:28:12.020 --> 00:28:13.700 and understand functionally how they

NOTE Confidence: 0.97010595

00:28:13.700 --> 00:28:15.080 work when we couldn't before.

NOTE Confidence: 0.9165856

00:28:17.025 --> 00:28:17.525 Neurodegeneration.

NOTE Confidence: 0.99254924

00:28:18.705 --> 00:28:20.085 We have a new,

NOTE Confidence: 0.8590239

00:28:20.465 --> 00:28:22.305 ADAM Center for Parkinson's research,

NOTE Confidence: 0.8590239

00:28:22.305 --> 00:28:24.005 and we recruited Clement Scherzer

NOTE Confidence: 0.9732418

00:28:24.305 --> 00:28:25.665 who's looking at the genetics

NOTE Confidence: 0.9732418

00:28:25.665 --> 00:28:27.185 of Parkinson's. What are the

NOTE Confidence: 0.9732418

00:28:27.185 --> 00:28:28.945 genetic factors that predict who

NOTE Confidence: 0.9732418

00:28:28.945 --> 00:28:30.385 will get Parkinson's, and what

NOTE Confidence: 0.9732418

00:28:30.385 --> 00:28:32.005 are the genetic factors that

NOTE Confidence: 0.9732418

00:28:32.065 --> 00:28:32.565 predict,

NOTE Confidence: 0.99940336

00:28:33.240 --> 00:28:34.460 once you have Parkinson's,

NOTE Confidence: 0.98299986

00:28:34.760 --> 00:28:36.040 how quickly it will advance
NOTE Confidence: 0.98299986

00:28:36.040 --> 00:28:37.000 and how you will respond
NOTE Confidence: 0.98299986

00:28:37.000 --> 00:28:37.960 to drugs. And it turns
NOTE Confidence: 0.98299986

00:28:37.960 --> 00:28:38.920 out those are different sets
NOTE Confidence: 0.98299986

00:28:38.920 --> 00:28:39.580 of genes.
NOTE Confidence: 0.97483826

00:28:40.680 --> 00:28:42.780 I mentioned the CZI Biohub
NOTE Confidence: 0.97483826

00:28:42.840 --> 00:28:43.500 and engineering.
NOTE Confidence: 0.96689916

00:28:44.200 --> 00:28:46.040 So specific areas, but then
NOTE Confidence: 0.96689916

00:28:46.040 --> 00:28:47.985 also cross cutting themes. Right?
NOTE Confidence: 0.96689916

00:28:47.985 --> 00:28:49.745 Investments in graduate students and
NOTE Confidence: 0.96689916

00:28:49.745 --> 00:28:50.245 postdocs.
NOTE Confidence: 0.8108591

00:28:52.145 --> 00:28:53.845 Investments in physician scientists.
NOTE Confidence: 0.9991459

00:28:54.305 --> 00:28:55.745 How do we enable people
NOTE Confidence: 0.9991459

00:28:55.745 --> 00:28:57.365 in their transition from
NOTE Confidence: 0.99913484

00:28:57.825 --> 00:28:58.325 their
NOTE Confidence: 0.97716594

00:28:58.705 --> 00:29:00.325 fellowship onto faculty

NOTE Confidence: 0.99887514
00:29:00.705 --> 00:29:01.845 to have
NOTE Confidence: 0.9793171
00:29:02.350 --> 00:29:03.870 protect so called protected time,
NOTE Confidence: 0.9793171
00:29:03.870 --> 00:29:05.870 but academic time to develop
NOTE Confidence: 0.9793171
00:29:05.870 --> 00:29:06.610 their careers
NOTE Confidence: 0.9797688
00:29:07.309 --> 00:29:08.990 and get their first grant.
NOTE Confidence: 0.9797688
00:29:08.990 --> 00:29:10.110 And how do we people
NOTE Confidence: 0.9797688
00:29:10.350 --> 00:29:11.649 how do we help people
NOTE Confidence: 0.979977
00:29:12.110 --> 00:29:13.549 write those grants and,
NOTE Confidence: 0.9673405
00:29:14.269 --> 00:29:15.649 and get funding and become
NOTE Confidence: 0.9673405
00:29:15.710 --> 00:29:16.850 independent investigators?
NOTE Confidence: 0.98378164
00:29:18.405 --> 00:29:20.265 Work to increase the diversity
NOTE Confidence: 0.98561
00:29:20.565 --> 00:29:21.225 of our,
NOTE Confidence: 0.991978
00:29:22.005 --> 00:29:24.185 of our faculty and trainees.
NOTE Confidence: 0.80640745
00:29:25.845 --> 00:29:26.345 The,
NOTE Confidence: 0.9524471
00:29:28.405 --> 00:29:29.785 some of the just technology,
NOTE Confidence: 0.9424751

00:29:30.085 --> 00:29:31.685 the bleeding in technology that
NOTE Confidence: 0.9424751

00:29:31.685 --> 00:29:32.645 we need to make new
NOTE Confidence: 0.9424751

00:29:32.645 --> 00:29:33.145 discoveries,
NOTE Confidence: 0.85036004

00:29:34.159 --> 00:29:36.020 such as FIB SEM. And,
NOTE Confidence: 0.9448561

00:29:36.760 --> 00:29:38.559 it is so imaging not
NOTE Confidence: 0.9448561

00:29:38.559 --> 00:29:40.080 at the high level, but
NOTE Confidence: 0.9448561

00:29:40.080 --> 00:29:42.159 at the smallest possible level
NOTE Confidence: 0.9448561

00:29:42.159 --> 00:29:43.220 to see structures
NOTE Confidence: 0.98768705

00:29:43.679 --> 00:29:45.120 and make discoveries based on
NOTE Confidence: 0.98768705

00:29:45.120 --> 00:29:46.100 seeing those structures.
NOTE Confidence: 0.9375055

00:29:46.559 --> 00:29:47.120 And then,
NOTE Confidence: 0.971085

00:29:47.855 --> 00:29:48.975 things like our center for
NOTE Confidence: 0.971085

00:29:48.975 --> 00:29:50.735 clinical investigation. Any of you
NOTE Confidence: 0.971085

00:29:50.735 --> 00:29:52.095 who are doing human studies
NOTE Confidence: 0.971085

00:29:52.095 --> 00:29:52.895 knows there's a there are
NOTE Confidence: 0.971085

00:29:52.895 --> 00:29:53.695 a lot of pieces to

NOTE Confidence: 0.971085
00:29:53.695 --> 00:29:54.815 that, and we need to
NOTE Confidence: 0.971085
00:29:54.815 --> 00:29:56.255 help facilitate that. And that
NOTE Confidence: 0.971085
00:29:56.255 --> 00:29:57.615 had gotten kinda clunky, so
NOTE Confidence: 0.971085
00:29:57.615 --> 00:29:58.655 we're really doing a work
NOTE Confidence: 0.971085
00:29:58.735 --> 00:29:59.535 a lot of work to
NOTE Confidence: 0.971085
00:29:59.535 --> 00:30:00.435 overhaul that.
NOTE Confidence: 0.91275936
00:30:05.270 --> 00:30:06.310 So I mentioned a couple
NOTE Confidence: 0.91275936
00:30:06.310 --> 00:30:07.510 of new centers. I mentioned
NOTE Confidence: 0.91275936
00:30:07.510 --> 00:30:09.110 the Adam Center, but another
NOTE Confidence: 0.91275936
00:30:09.110 --> 00:30:10.090 center in neurodegeneration
NOTE Confidence: 0.9758814
00:30:10.470 --> 00:30:12.150 is focused on the immune
NOTE Confidence: 0.9758814
00:30:12.150 --> 00:30:13.190 system and the effects of
NOTE Confidence: 0.9758814
00:30:13.190 --> 00:30:14.150 the immune system in the
NOTE Confidence: 0.9758814
00:30:14.150 --> 00:30:15.270 brain. So, of course, we
NOTE Confidence: 0.9758814
00:30:15.270 --> 00:30:16.710 know that multiple sclerosis is
NOTE Confidence: 0.9758814

00:30:16.710 --> 00:30:18.490 immune disease. Turns out Parkinson's

NOTE Confidence: 0.9758814

00:30:18.710 --> 00:30:20.475 is probably as well. And

NOTE Confidence: 0.9758814

00:30:20.475 --> 00:30:21.835 that, actually, there's a big

NOTE Confidence: 0.9758814

00:30:21.835 --> 00:30:23.275 relationship between what's going on

NOTE Confidence: 0.9758814

00:30:23.275 --> 00:30:24.015 in your gut

NOTE Confidence: 0.9905386

00:30:24.315 --> 00:30:25.755 and what immune cells go

NOTE Confidence: 0.9905386

00:30:25.755 --> 00:30:26.795 to your brain and affect

NOTE Confidence: 0.9905386

00:30:26.795 --> 00:30:28.315 risk of Parkinson's and and

NOTE Confidence: 0.9905386

00:30:28.315 --> 00:30:29.455 probably other neurodegeneration.

NOTE Confidence: 0.9988363

00:30:30.475 --> 00:30:31.215 I mentioned

NOTE Confidence: 0.9577726

00:30:31.610 --> 00:30:33.870 John Zhang, and the CZI

NOTE Confidence: 0.9577726

00:30:33.930 --> 00:30:35.530 Biohub. This is other work

NOTE Confidence: 0.9577726

00:30:35.530 --> 00:30:36.430 that he's doing,

NOTE Confidence: 0.9997791

00:30:36.810 --> 00:30:37.310 that's

NOTE Confidence: 0.9999088

00:30:37.770 --> 00:30:38.270 defining

NOTE Confidence: 0.99927956

00:30:38.810 --> 00:30:40.170 the phenotype of the immune

NOTE Confidence: 0.99927956

00:30:40.170 --> 00:30:41.930 system in individuals and how

NOTE Confidence: 0.99927956

00:30:41.930 --> 00:30:43.470 it develops over time.

NOTE Confidence: 0.91917914

00:30:44.054 --> 00:30:45.434 Again, the department of biomedical

NOTE Confidence: 0.91917914

00:30:45.495 --> 00:30:47.755 informatics, we recruited Lucila Onomashado

NOTE Confidence: 0.91917914

00:30:47.975 --> 00:30:48.715 from UCSD.

NOTE Confidence: 0.9915962

00:30:49.095 --> 00:30:50.054 She is a member of

NOTE Confidence: 0.9915962

00:30:50.054 --> 00:30:51.034 the National Academy,

NOTE Confidence: 0.9993115

00:30:51.335 --> 00:30:52.475 an expert in

NOTE Confidence: 0.95112467

00:30:52.934 --> 00:30:53.674 how you,

NOTE Confidence: 0.9939852

00:30:54.135 --> 00:30:56.875 analyze data while maintaining privacy

NOTE Confidence: 0.9939852

00:30:57.014 --> 00:30:58.715 using techniques like blockchain.

NOTE Confidence: 0.97485876

00:30:59.910 --> 00:31:01.930 Again, biomedical engineering, we recruited,

NOTE Confidence: 0.78811723

00:31:02.710 --> 00:31:04.070 George O'Fackery from,

NOTE Confidence: 0.85272604

00:31:04.550 --> 00:31:05.050 MGH,

NOTE Confidence: 0.9950512

00:31:05.510 --> 00:31:07.450 and then physician scientist development.

NOTE Confidence: 0.98660195

00:31:07.830 --> 00:31:09.190 I hope you appreciate that
NOTE Confidence: 0.98660195

00:31:09.190 --> 00:31:10.470 it takes it really does
NOTE Confidence: 0.98660195

00:31:10.470 --> 00:31:11.684 take a village to help
NOTE Confidence: 0.98660195

00:31:11.684 --> 00:31:13.044 everybody get where they need
NOTE Confidence: 0.98660195

00:31:13.044 --> 00:31:13.924 to go in terms of
NOTE Confidence: 0.98660195

00:31:13.924 --> 00:31:14.985 their career advancement.
NOTE Confidence: 0.97765326

00:31:15.924 --> 00:31:17.225 One of our other programs
NOTE Confidence: 0.97765326

00:31:17.365 --> 00:31:19.205 is the science fellows program
NOTE Confidence: 0.97765326

00:31:19.205 --> 00:31:19.945 where we
NOTE Confidence: 0.99978524

00:31:20.245 --> 00:31:20.745 recruit
NOTE Confidence: 0.97436255

00:31:22.085 --> 00:31:24.245 potential faculty as postdocs. So,
NOTE Confidence: 0.97436255

00:31:24.245 --> 00:31:26.005 traditionally, in academia, you go
NOTE Confidence: 0.97436255

00:31:26.005 --> 00:31:27.205 one place for your postdoc,
NOTE Confidence: 0.97436255

00:31:27.205 --> 00:31:28.290 you go someplace else for
NOTE Confidence: 0.97436255

00:31:28.510 --> 00:31:30.030 your faculty position if you're
NOTE Confidence: 0.97436255

00:31:30.030 --> 00:31:30.930 a basic scientist.

NOTE Confidence: 0.99655235

00:31:32.030 --> 00:31:33.150 Given the size of our

NOTE Confidence: 0.99655235

00:31:33.150 --> 00:31:34.910 institutions, that no longer makes

NOTE Confidence: 0.99655235

00:31:34.910 --> 00:31:36.350 as much sense. If you're

NOTE Confidence: 0.99655235

00:31:36.350 --> 00:31:36.850 succeeding,

NOTE Confidence: 0.9987933

00:31:37.150 --> 00:31:38.670 you can shift labs in

NOTE Confidence: 0.9987933

00:31:38.670 --> 00:31:39.330 the same

NOTE Confidence: 0.9884651

00:31:39.790 --> 00:31:41.390 place. And so this is

NOTE Confidence: 0.9884651

00:31:41.390 --> 00:31:42.975 an investment in people to

NOTE Confidence: 0.9884651

00:31:42.975 --> 00:31:43.635 say, we

NOTE Confidence: 0.9994493

00:31:44.015 --> 00:31:44.835 are so

NOTE Confidence: 0.9723924

00:31:45.455 --> 00:31:46.735 invested in you. We will

NOTE Confidence: 0.9723924

00:31:46.735 --> 00:31:47.775 guarantee you as you come

NOTE Confidence: 0.9723924

00:31:47.775 --> 00:31:49.135 on for your postdoc that

NOTE Confidence: 0.9723924

00:31:49.135 --> 00:31:50.174 we're gonna keep you on

NOTE Confidence: 0.9723924

00:31:50.174 --> 00:31:51.695 faculty, and so the departments

NOTE Confidence: 0.9723924

00:31:51.695 --> 00:31:53.295 are making an investment. That

NOTE Confidence: 0.9723924

00:31:53.295 --> 00:31:54.575 allows us to recruit people

NOTE Confidence: 0.9723924

00:31:54.575 --> 00:31:55.795 who might not otherwise

NOTE Confidence: 0.99276567

00:31:56.255 --> 00:31:58.080 think that this career in

NOTE Confidence: 0.99276567

00:31:58.080 --> 00:31:59.679 basic science is accessible to

NOTE Confidence: 0.99276567

00:31:59.679 --> 00:32:00.179 them.

NOTE Confidence: 0.9227171

00:32:00.720 --> 00:32:02.960 Again, developing our course and,

NOTE Confidence: 0.9227171

00:32:02.960 --> 00:32:03.460 again,

NOTE Confidence: 0.9906935

00:32:04.720 --> 00:32:06.640 you know, simple mundane things.

NOTE Confidence: 0.9906935

00:32:06.640 --> 00:32:08.000 If you're doing clinical trials,

NOTE Confidence: 0.9906935

00:32:08.000 --> 00:32:08.880 how long does it take

NOTE Confidence: 0.9906935

00:32:08.880 --> 00:32:09.920 you from the time of

NOTE Confidence: 0.9906935

00:32:09.920 --> 00:32:11.040 your idea to get the

NOTE Confidence: 0.9906935

00:32:11.040 --> 00:32:11.940 trial started?

NOTE Confidence: 0.99937

00:32:12.265 --> 00:32:13.325 It used to be,

NOTE Confidence: 0.99576026

00:32:14.025 --> 00:32:15.385 you know, close to half

NOTE Confidence: 0.99576026
00:32:15.385 --> 00:32:16.585 a year. We're getting that
NOTE Confidence: 0.99576026
00:32:16.585 --> 00:32:17.865 down to ninety days, and
NOTE Confidence: 0.99576026
00:32:17.865 --> 00:32:19.085 and that's important.
NOTE Confidence: 0.88933265
00:32:21.544 --> 00:32:22.044 So,
NOTE Confidence: 0.9998711
00:32:23.145 --> 00:32:24.505 another area that was not
NOTE Confidence: 0.9998711
00:32:24.505 --> 00:32:25.405 in the original
NOTE Confidence: 0.9939359
00:32:25.750 --> 00:32:27.610 science strategic plan is artificial
NOTE Confidence: 0.9939359
00:32:27.669 --> 00:32:28.169 intelligence.
NOTE Confidence: 0.98802143
00:32:28.870 --> 00:32:29.950 And over the last year,
NOTE Confidence: 0.98802143
00:32:29.950 --> 00:32:30.150 the,
NOTE Confidence: 0.96461964
00:32:31.429 --> 00:32:32.870 deans and provost went out
NOTE Confidence: 0.96461964
00:32:32.870 --> 00:32:33.750 to the Bay Area and
NOTE Confidence: 0.96461964
00:32:33.750 --> 00:32:34.710 spent a lot of time
NOTE Confidence: 0.96461964
00:32:34.710 --> 00:32:36.710 with OpenAI and Google and,
NOTE Confidence: 0.98375183
00:32:38.085 --> 00:32:39.445 all the different companies out
NOTE Confidence: 0.98375183

00:32:39.445 --> 00:32:40.565 there and came back and
NOTE Confidence: 0.98375183

00:32:40.565 --> 00:32:42.265 did this strategic planning,
NOTE Confidence: 0.98161453

00:32:42.965 --> 00:32:44.485 led by a task force,
NOTE Confidence: 0.98161453

00:32:44.485 --> 00:32:45.924 the Yale task force on
NOTE Confidence: 0.98161453

00:32:45.924 --> 00:32:47.684 artificial intelligence. These are our
NOTE Confidence: 0.98161453

00:32:47.684 --> 00:32:48.725 faculty who were part of
NOTE Confidence: 0.98161453

00:32:48.725 --> 00:32:49.225 it.
NOTE Confidence: 0.98971504

00:32:49.700 --> 00:32:51.059 And we convened a couple
NOTE Confidence: 0.98971504

00:32:51.059 --> 00:32:52.580 of faculty panels, one in
NOTE Confidence: 0.98971504

00:32:52.580 --> 00:32:54.100 clinical research, one in basic
NOTE Confidence: 0.98971504

00:32:54.100 --> 00:32:55.000 science research.
NOTE Confidence: 0.98694706

00:32:55.540 --> 00:32:56.040 And,
NOTE Confidence: 0.99882203

00:32:56.500 --> 00:32:57.540 I actually sat in on
NOTE Confidence: 0.99882203

00:32:57.540 --> 00:32:58.580 these meetings while they were
NOTE Confidence: 0.99882203

00:32:58.580 --> 00:32:59.780 brainstorming. I think it was
NOTE Confidence: 0.99882203

00:32:59.780 --> 00:33:01.400 one of the high points

NOTE Confidence: 0.99882203

00:33:01.540 --> 00:33:02.820 of of the year for

NOTE Confidence: 0.99882203

00:33:02.820 --> 00:33:03.720 me to see

NOTE Confidence: 0.9973145

00:33:04.225 --> 00:33:05.924 how much our faculty were

NOTE Confidence: 0.9973145

00:33:06.144 --> 00:33:07.825 accomplishing even before we were

NOTE Confidence: 0.9973145

00:33:07.825 --> 00:33:09.365 making significant investments.

NOTE Confidence: 0.98227346

00:33:09.904 --> 00:33:11.585 You may have seen, an

NOTE Confidence: 0.98227346

00:33:11.585 --> 00:33:13.424 announcement from the provost talking

NOTE Confidence: 0.98227346

00:33:13.424 --> 00:33:14.625 about the investments we are

NOTE Confidence: 0.98227346

00:33:14.625 --> 00:33:15.985 making. Many of those are

NOTE Confidence: 0.98227346

00:33:15.985 --> 00:33:17.024 investments we've made in the

NOTE Confidence: 0.98227346

00:33:17.024 --> 00:33:18.450 school of medicine through that

NOTE Confidence: 0.98227346

00:33:18.450 --> 00:33:19.990 department of biomedical informatics.

NOTE Confidence: 0.9914881

00:33:20.690 --> 00:33:21.409 A lot of it is

NOTE Confidence: 0.9914881

00:33:21.409 --> 00:33:22.929 around training. You know, you

NOTE Confidence: 0.9914881

00:33:22.929 --> 00:33:24.210 no longer can get a

NOTE Confidence: 0.9914881

00:33:24.210 --> 00:33:25.970 PhD in one basic science
NOTE Confidence: 0.9914881

00:33:25.970 --> 00:33:27.190 field without understanding,
NOTE Confidence: 0.9931946

00:33:28.529 --> 00:33:30.049 how you use data science
NOTE Confidence: 0.9931946

00:33:30.049 --> 00:33:31.750 and and artificial intelligence.
NOTE Confidence: 0.9706713

00:33:32.485 --> 00:33:34.245 Similarly, for clinical research, we
NOTE Confidence: 0.9706713

00:33:34.245 --> 00:33:35.385 have this rich
NOTE Confidence: 0.99750406

00:33:37.284 --> 00:33:37.784 phenotype
NOTE Confidence: 0.99846405

00:33:38.325 --> 00:33:40.005 of patients in our electronic
NOTE Confidence: 0.99846405

00:33:40.005 --> 00:33:40.745 health record.
NOTE Confidence: 0.99939615

00:33:41.205 --> 00:33:42.485 We often now have genetics.
NOTE Confidence: 0.99939615

00:33:42.485 --> 00:33:43.684 How do we use that
NOTE Confidence: 0.99939615

00:33:43.684 --> 00:33:44.424 to say
NOTE Confidence: 0.959974

00:33:44.850 --> 00:33:46.290 before you as a physician
NOTE Confidence: 0.959974

00:33:46.290 --> 00:33:48.130 recognize it, this patient is
NOTE Confidence: 0.959974

00:33:48.130 --> 00:33:49.410 going to get this disease,
NOTE Confidence: 0.959974

00:33:49.410 --> 00:33:50.450 and you can intervene and

NOTE Confidence: 0.959974
00:33:50.450 --> 00:33:50.929 prevent,
NOTE Confidence: 0.9591947
00:33:51.410 --> 00:33:52.610 prevent it or change the
NOTE Confidence: 0.9591947
00:33:52.610 --> 00:33:53.110 outcome.
NOTE Confidence: 0.9994103
00:33:53.730 --> 00:33:54.230 So
NOTE Confidence: 0.9817249
00:33:54.929 --> 00:33:56.370 lots going on there,
NOTE Confidence: 0.91410315
00:33:56.850 --> 00:33:57.350 and,
NOTE Confidence: 0.9962252
00:33:58.049 --> 00:33:59.250 some ideas about how we're
NOTE Confidence: 0.9962252
00:33:59.250 --> 00:34:00.150 gonna do that.
NOTE Confidence: 0.9569914
00:34:00.745 --> 00:34:02.205 Really getting into the weeds,
NOTE Confidence: 0.9369626
00:34:03.065 --> 00:34:04.585 faculty are very interested in
NOTE Confidence: 0.9369626
00:34:04.585 --> 00:34:05.085 this.
NOTE Confidence: 0.987826
00:34:05.625 --> 00:34:07.245 You think about the educational
NOTE Confidence: 0.987826
00:34:07.465 --> 00:34:09.305 space, but there's also research
NOTE Confidence: 0.987826
00:34:09.305 --> 00:34:10.665 space, which has been very
NOTE Confidence: 0.987826
00:34:10.665 --> 00:34:11.945 constrained. And so we are
NOTE Confidence: 0.987826

00:34:11.945 --> 00:34:13.724 currently doing a master plan.

NOTE Confidence: 0.9983352

00:34:14.570 --> 00:34:15.770 I will only point out

NOTE Confidence: 0.9983352

00:34:15.770 --> 00:34:16.810 that if you look at

NOTE Confidence: 0.9983352

00:34:16.810 --> 00:34:17.790 this slide,

NOTE Confidence: 0.99428976

00:34:18.730 --> 00:34:19.690 some of the things that

NOTE Confidence: 0.99428976

00:34:19.690 --> 00:34:20.890 we're planning will not be

NOTE Confidence: 0.99428976

00:34:20.890 --> 00:34:22.489 completed for another eight years.

NOTE Confidence: 0.99428976

00:34:22.650 --> 00:34:24.350 It's a long range plan.

NOTE Confidence: 0.9885877

00:34:24.890 --> 00:34:26.090 And then we are advised

NOTE Confidence: 0.9885877

00:34:26.090 --> 00:34:27.610 by an external group of

NOTE Confidence: 0.9885877

00:34:27.610 --> 00:34:28.750 scientific advisers.

NOTE Confidence: 0.89661366

00:34:30.255 --> 00:34:31.474 So our goals here,

NOTE Confidence: 0.99177086

00:34:31.775 --> 00:34:32.414 a lot of it is

NOTE Confidence: 0.99177086

00:34:32.414 --> 00:34:33.315 around space,

NOTE Confidence: 0.9897856

00:34:35.055 --> 00:34:37.315 continuing to pursue now endowment

NOTE Confidence: 0.9897856

00:34:37.454 --> 00:34:38.974 for the other side of

NOTE Confidence: 0.9897856
00:34:38.974 --> 00:34:40.575 education, which is the graduate
NOTE Confidence: 0.9897856
00:34:40.575 --> 00:34:42.035 and postdoctoral fellows,
NOTE Confidence: 0.9466945
00:34:42.575 --> 00:34:44.255 developing our strategies to,
NOTE Confidence: 0.93661666
00:34:45.099 --> 00:34:46.400 support physician scientists,
NOTE Confidence: 0.856042
00:34:47.579 --> 00:34:48.940 as well and and some
NOTE Confidence: 0.856042
00:34:48.940 --> 00:34:50.239 other things that are probably,
NOTE Confidence: 0.999523
00:34:51.099 --> 00:34:52.480 a little bit too mundane.
NOTE Confidence: 0.9996742
00:34:53.500 --> 00:34:54.000 So
NOTE Confidence: 0.93358314
00:34:54.619 --> 00:34:55.119 clinical.
NOTE Confidence: 0.99949753
00:34:56.619 --> 00:34:57.420 Some of you may be
NOTE Confidence: 0.99949753
00:34:57.420 --> 00:34:58.640 in your clinical clerkships.
NOTE Confidence: 0.98240525
00:34:59.724 --> 00:35:01.244 We have an interesting relationship
NOTE Confidence: 0.98240525
00:35:01.244 --> 00:35:02.525 with our health system. We
NOTE Confidence: 0.98240525
00:35:02.525 --> 00:35:03.825 don't own our health system.
NOTE Confidence: 0.99986386
00:35:04.364 --> 00:35:05.185 Every academic
NOTE Confidence: 0.9814694

00:35:05.645 --> 00:35:06.765 every school of medicine and
NOTE Confidence: 0.9814694

00:35:06.765 --> 00:35:08.285 academic health system is different
NOTE Confidence: 0.9814694

00:35:08.285 --> 00:35:09.744 and has a different relationship.
NOTE Confidence: 0.9997129

00:35:10.364 --> 00:35:11.405 But we've been working for
NOTE Confidence: 0.9997129

00:35:11.405 --> 00:35:13.165 the last three years to
NOTE Confidence: 0.9997129

00:35:13.165 --> 00:35:14.864 really make sure that we're
NOTE Confidence: 0.8219049

00:35:15.339 --> 00:35:15.839 rowing
NOTE Confidence: 0.92412406

00:35:16.540 --> 00:35:17.920 in this at same
NOTE Confidence: 0.58898646

00:35:18.460 --> 00:35:18.960 direction.
NOTE Confidence: 0.96579814

00:35:19.579 --> 00:35:20.079 And,
NOTE Confidence: 0.9936145

00:35:20.700 --> 00:35:22.219 that has included the first
NOTE Confidence: 0.9936145

00:35:22.219 --> 00:35:24.940 ever strategic plan about what
NOTE Confidence: 0.9936145

00:35:24.940 --> 00:35:25.980 is it we wanna grow
NOTE Confidence: 0.9936145

00:35:25.980 --> 00:35:27.119 in terms of our clinical
NOTE Confidence: 0.8420397

00:35:27.739 --> 00:35:28.239 programs,
NOTE Confidence: 0.97065246

00:35:29.375 --> 00:35:30.175 and how do we grow

NOTE Confidence: 0.97065246

00:35:30.175 --> 00:35:30.895 that, and how do we

NOTE Confidence: 0.97065246

00:35:30.895 --> 00:35:32.335 make sure that systems are

NOTE Confidence: 0.97065246

00:35:32.335 --> 00:35:34.015 working well rather than just

NOTE Confidence: 0.97065246

00:35:34.015 --> 00:35:35.135 pointing at the other person

NOTE Confidence: 0.97065246

00:35:35.135 --> 00:35:36.355 and saying, oh, that's broken,

NOTE Confidence: 0.97065246

00:35:36.575 --> 00:35:38.015 but not feeling any personal

NOTE Confidence: 0.97065246

00:35:38.015 --> 00:35:40.175 responsibility for that. So that

NOTE Confidence: 0.97065246

00:35:40.175 --> 00:35:41.395 strategic planning

NOTE Confidence: 0.9798833

00:35:42.140 --> 00:35:43.660 identified some things that you

NOTE Confidence: 0.9798833

00:35:43.660 --> 00:35:44.800 just need to do,

NOTE Confidence: 0.98097354

00:35:45.180 --> 00:35:46.640 like primary care.

NOTE Confidence: 0.96871203

00:35:47.260 --> 00:35:48.620 Those are the table states.

NOTE Confidence: 0.96871203

00:35:48.620 --> 00:35:50.239 And some things that are

NOTE Confidence: 0.96871203

00:35:50.300 --> 00:35:50.800 differentiators

NOTE Confidence: 0.99636704

00:35:51.100 --> 00:35:51.840 for us,

NOTE Confidence: 0.95772564

00:35:52.940 --> 00:35:53.900 like some of the things
NOTE Confidence: 0.95772564

00:35:53.900 --> 00:35:55.520 we do in neurosurgery and
NOTE Confidence: 0.95772564

00:35:55.580 --> 00:35:56.780 deciding then which of those
NOTE Confidence: 0.95772564

00:35:56.780 --> 00:35:57.760 things will develop.
NOTE Confidence: 0.99983484

00:35:58.994 --> 00:36:00.855 The other important work is
NOTE Confidence: 0.99969035

00:36:01.395 --> 00:36:02.835 making sure that we have
NOTE Confidence: 0.99969035

00:36:02.835 --> 00:36:03.575 the same
NOTE Confidence: 0.999563

00:36:03.875 --> 00:36:05.015 standards of care,
NOTE Confidence: 0.999609

00:36:05.555 --> 00:36:06.614 the same systems,
NOTE Confidence: 0.97632444

00:36:06.915 --> 00:36:08.855 the same call center, whether
NOTE Confidence: 0.99745214

00:36:09.234 --> 00:36:10.915 our patients are seeing one
NOTE Confidence: 0.99745214

00:36:10.915 --> 00:36:11.849 of our faculty
NOTE Confidence: 0.9928796

00:36:12.230 --> 00:36:13.510 or whether they're seeing one
NOTE Confidence: 0.9928796

00:36:13.510 --> 00:36:14.790 of the physicians employed by
NOTE Confidence: 0.9928796

00:36:14.790 --> 00:36:15.690 the health system.
NOTE Confidence: 0.9836847

00:36:16.150 --> 00:36:17.609 We actually used to compete,

NOTE Confidence: 0.9836847

00:36:17.670 --> 00:36:18.710 and a patient who was

NOTE Confidence: 0.9836847

00:36:18.710 --> 00:36:19.910 coming to see us might

NOTE Confidence: 0.9836847

00:36:19.910 --> 00:36:21.430 call three different numbers to

NOTE Confidence: 0.9836847

00:36:21.430 --> 00:36:22.569 try to get an appointment.

NOTE Confidence: 0.9790797

00:36:23.655 --> 00:36:25.015 And so we've now created

NOTE Confidence: 0.9790797

00:36:25.015 --> 00:36:27.094 this aligned clinician enterprise. It

NOTE Confidence: 0.9790797

00:36:27.094 --> 00:36:29.195 doesn't change how people are

NOTE Confidence: 0.9790797

00:36:29.335 --> 00:36:29.835 employed,

NOTE Confidence: 0.9770657

00:36:30.215 --> 00:36:31.255 but it says we're gonna

NOTE Confidence: 0.9770657

00:36:31.255 --> 00:36:32.235 have one system.

NOTE Confidence: 0.9377895

00:36:32.695 --> 00:36:34.155 People come into the clinic.

NOTE Confidence: 0.9377895

00:36:34.375 --> 00:36:35.355 They won't know,

NOTE Confidence: 0.999754

00:36:36.200 --> 00:36:38.299 and our chairs will have

NOTE Confidence: 0.999754

00:36:38.359 --> 00:36:38.859 oversight

NOTE Confidence: 0.9935606

00:36:39.319 --> 00:36:40.920 across the system in terms

NOTE Confidence: 0.9935606

00:36:40.920 --> 00:36:41.660 of quality,
NOTE Confidence: 0.9858203

00:36:42.119 --> 00:36:42.859 our standards,
NOTE Confidence: 0.9839977

00:36:43.960 --> 00:36:44.759 in what we do. And
NOTE Confidence: 0.9839977

00:36:44.759 --> 00:36:46.039 this is led by doctor
NOTE Confidence: 0.9839977

00:36:46.039 --> 00:36:47.480 McGovern, who is our deputy
NOTE Confidence: 0.9839977

00:36:47.480 --> 00:36:47.980 dean,
NOTE Confidence: 0.9993947

00:36:48.519 --> 00:36:50.539 for clinical affairs. Doctor McGovern
NOTE Confidence: 0.9993947

00:36:50.680 --> 00:36:51.660 brings a unique
NOTE Confidence: 0.97781754

00:36:52.255 --> 00:36:54.035 perspective to this work because
NOTE Confidence: 0.97781754

00:36:54.175 --> 00:36:55.715 she herself is a geneticist
NOTE Confidence: 0.97781754

00:36:56.015 --> 00:36:57.614 chain trained in rare disorders
NOTE Confidence: 0.97781754

00:36:57.614 --> 00:36:58.975 in children and was chair
NOTE Confidence: 0.97781754

00:36:58.975 --> 00:37:00.494 of pediatrics for about ten
NOTE Confidence: 0.97781754

00:37:00.494 --> 00:37:01.935 years before she took on
NOTE Confidence: 0.97781754

00:37:01.935 --> 00:37:03.475 this organizational work.
NOTE Confidence: 0.94872284

00:37:05.180 --> 00:37:06.460 So access, you know, you

NOTE Confidence: 0.94872284
00:37:06.460 --> 00:37:07.839 don't think about it, but,
NOTE Confidence: 0.99708664
00:37:08.539 --> 00:37:09.739 if you've tried to get
NOTE Confidence: 0.99708664
00:37:09.739 --> 00:37:10.480 an appointment,
NOTE Confidence: 0.9797188
00:37:12.299 --> 00:37:13.759 sometimes it's pretty hard.
NOTE Confidence: 0.9625698
00:37:14.299 --> 00:37:15.339 We have to fix that.
NOTE Confidence: 0.9625698
00:37:15.339 --> 00:37:17.440 And so this this structure
NOTE Confidence: 0.9625698
00:37:17.500 --> 00:37:18.880 allows us to do that.
NOTE Confidence: 0.9968255
00:37:19.385 --> 00:37:20.665 It also allows us to
NOTE Confidence: 0.9968255
00:37:20.665 --> 00:37:21.944 set up something called a
NOTE Confidence: 0.9968255
00:37:21.944 --> 00:37:23.484 clinically integrated network,
NOTE Confidence: 0.9987736
00:37:23.864 --> 00:37:26.684 which then brings community physicians
NOTE Confidence: 0.99572533
00:37:27.224 --> 00:37:29.145 in partnership with us. So
NOTE Confidence: 0.99572533
00:37:29.145 --> 00:37:30.825 a patient with diabetes who's
NOTE Confidence: 0.99572533
00:37:30.825 --> 00:37:32.344 seen by a community doc
NOTE Confidence: 0.99572533
00:37:32.344 --> 00:37:33.964 within this integrated network
NOTE Confidence: 0.98031366

00:37:34.310 --> 00:37:35.130 or a faculty member
NOTE Confidence: 0.9717628

00:37:35.430 --> 00:37:37.210 or a northeast medical group
NOTE Confidence: 0.95621413

00:37:37.670 --> 00:37:39.609 physician gets the same care,
NOTE Confidence: 0.95621413

00:37:39.830 --> 00:37:41.350 and we're measuring that quality
NOTE Confidence: 0.95621413

00:37:41.350 --> 00:37:43.130 and we're improving that quality.
NOTE Confidence: 0.9800039

00:37:45.030 --> 00:37:46.170 It also involves,
NOTE Confidence: 0.99950093

00:37:46.469 --> 00:37:46.969 again,
NOTE Confidence: 0.9999056

00:37:47.505 --> 00:37:49.025 changing the quality of life
NOTE Confidence: 0.9999056

00:37:49.025 --> 00:37:49.844 for those
NOTE Confidence: 0.98062176

00:37:50.625 --> 00:37:52.385 physicians who are practicing. And
NOTE Confidence: 0.98062176

00:37:52.385 --> 00:37:54.244 I mentioned earlier the electronic
NOTE Confidence: 0.98062176

00:37:54.385 --> 00:37:55.744 health record and how that
NOTE Confidence: 0.98062176

00:37:55.744 --> 00:37:57.285 has changed the patient
NOTE Confidence: 0.9749128

00:37:57.825 --> 00:37:58.885 physician interaction.
NOTE Confidence: 0.999502

00:37:59.904 --> 00:38:00.805 We have been
NOTE Confidence: 0.98644406

00:38:01.130 --> 00:38:02.810 now piloting a program. Anybody

NOTE Confidence: 0.98644406
00:38:02.810 --> 00:38:03.870 here use a bridge?
NOTE Confidence: 0.99223834
00:38:05.610 --> 00:38:07.130 Okay. Anybody use a bridge
NOTE Confidence: 0.99223834
00:38:07.130 --> 00:38:08.650 in Haven? Probably not. So
NOTE Confidence: 0.99223834
00:38:08.650 --> 00:38:10.090 I I really would love
NOTE Confidence: 0.99223834
00:38:10.090 --> 00:38:10.810 to try that.
NOTE Confidence: 0.9986945
00:38:11.450 --> 00:38:12.810 So a bridge is an
NOTE Confidence: 0.9986945
00:38:12.810 --> 00:38:13.630 AI program
NOTE Confidence: 0.9190913
00:38:15.155 --> 00:38:16.675 that you download and you
NOTE Confidence: 0.9190913
00:38:16.675 --> 00:38:17.795 ask the patient if they're
NOTE Confidence: 0.9190913
00:38:17.795 --> 00:38:19.155 okay with you using it,
NOTE Confidence: 0.9190913
00:38:19.155 --> 00:38:20.675 and then you you take
NOTE Confidence: 0.9190913
00:38:20.675 --> 00:38:22.055 your history and
NOTE Confidence: 0.99857986
00:38:22.594 --> 00:38:23.094 it
NOTE Confidence: 0.9997649
00:38:23.715 --> 00:38:25.255 structures that as
NOTE Confidence: 0.9913119
00:38:26.035 --> 00:38:27.555 a perfect clinical note the
NOTE Confidence: 0.9913119

00:38:27.555 --> 00:38:28.515 way you've learned how to
NOTE Confidence: 0.9913119

00:38:28.515 --> 00:38:29.734 write a clinical note.
NOTE Confidence: 0.9860209

00:38:30.869 --> 00:38:33.190 And because it's got because
NOTE Confidence: 0.9860209

00:38:33.190 --> 00:38:35.829 it's AI, it's it's you
NOTE Confidence: 0.9860209

00:38:35.829 --> 00:38:37.130 know, you ask the patient
NOTE Confidence: 0.978698

00:38:37.510 --> 00:38:38.710 whatever the questions. And on
NOTE Confidence: 0.978698

00:38:38.710 --> 00:38:39.589 the way out the door,
NOTE Confidence: 0.978698

00:38:39.589 --> 00:38:40.789 the patient says, oh, by
NOTE Confidence: 0.978698

00:38:40.789 --> 00:38:42.069 the way, because it's always
NOTE Confidence: 0.978698

00:38:42.069 --> 00:38:42.710 on the way out the
NOTE Confidence: 0.978698

00:38:42.710 --> 00:38:44.469 door, I've been having chest
NOTE Confidence: 0.978698

00:38:44.469 --> 00:38:44.969 tightness.
NOTE Confidence: 0.93262744

00:38:45.864 --> 00:38:46.905 You know? And it started
NOTE Confidence: 0.93262744

00:38:46.905 --> 00:38:47.625 when I was at my
NOTE Confidence: 0.93262744

00:38:47.625 --> 00:38:48.745 mother in law's, and now
NOTE Confidence: 0.93262744

00:38:48.745 --> 00:38:50.105 I can't my mother-in-law, you

NOTE Confidence: 0.93262744

00:38:50.105 --> 00:38:51.385 know, and and we were

NOTE Confidence: 0.93262744

00:38:51.385 --> 00:38:52.585 watching the football games, and

NOTE Confidence: 0.93262744

00:38:52.585 --> 00:38:53.625 you can can you believe

NOTE Confidence: 0.93262744

00:38:53.625 --> 00:38:55.065 that how badly the titans

NOTE Confidence: 0.93262744

00:38:55.065 --> 00:38:56.025 suck and you know, which

NOTE Confidence: 0.93262744

00:38:56.025 --> 00:38:56.505 they do. But

NOTE Confidence: 0.9908666

00:38:58.460 --> 00:38:59.420 and, you know, blah blah

NOTE Confidence: 0.9908666

00:38:59.420 --> 00:39:00.779 blah. And the note takes

NOTE Confidence: 0.9908666

00:39:00.779 --> 00:39:02.719 all that extraneous stuff out

NOTE Confidence: 0.9487656

00:39:03.420 --> 00:39:04.779 and writes the, you know,

NOTE Confidence: 0.9487656

00:39:04.779 --> 00:39:06.059 patient presents with the chief

NOTE Confidence: 0.9487656

00:39:06.059 --> 00:39:07.819 complaint of this. You said

NOTE Confidence: 0.9487656

00:39:07.819 --> 00:39:09.279 this. Here's the plan.

NOTE Confidence: 0.982962

00:39:09.980 --> 00:39:11.475 And the we've we've started

NOTE Confidence: 0.982962

00:39:11.475 --> 00:39:12.675 with a small pilot, but

NOTE Confidence: 0.982962

00:39:12.675 --> 00:39:14.355 we're now extending it. And
NOTE Confidence: 0.982962

00:39:14.355 --> 00:39:15.015 the faculty
NOTE Confidence: 0.9953451

00:39:15.475 --> 00:39:16.915 and clinicians who have used
NOTE Confidence: 0.9953451

00:39:16.915 --> 00:39:18.115 this have said it's a
NOTE Confidence: 0.9953451

00:39:18.115 --> 00:39:18.935 game changer.
NOTE Confidence: 0.969149

00:39:19.955 --> 00:39:21.395 It's really improved the quality
NOTE Confidence: 0.969149

00:39:21.395 --> 00:39:22.835 of their lives. They're not
NOTE Confidence: 0.969149

00:39:22.835 --> 00:39:24.355 spending time at night writing
NOTE Confidence: 0.969149

00:39:24.355 --> 00:39:24.719 notes.
NOTE Confidence: 0.9936439

00:39:25.280 --> 00:39:26.239 And so these are the
NOTE Confidence: 0.9936439

00:39:26.239 --> 00:39:27.200 kinds of things that we
NOTE Confidence: 0.9936439

00:39:27.200 --> 00:39:28.099 need to do,
NOTE Confidence: 0.9904631

00:39:28.800 --> 00:39:30.320 to to help our our,
NOTE Confidence: 0.9904631

00:39:30.560 --> 00:39:31.060 clinicians.
NOTE Confidence: 0.92601645

00:39:33.680 --> 00:39:35.040 We also change the way
NOTE Confidence: 0.92601645

00:39:35.040 --> 00:39:35.780 money flows

NOTE Confidence: 0.9994155
00:39:36.400 --> 00:39:37.920 between the health system and
NOTE Confidence: 0.9994155
00:39:37.920 --> 00:39:38.580 the school.
NOTE Confidence: 0.9997913
00:39:39.605 --> 00:39:40.825 That's really fun.
NOTE Confidence: 0.98766035
00:39:42.005 --> 00:39:43.125 If you wanna get people's
NOTE Confidence: 0.98766035
00:39:43.125 --> 00:39:43.625 attention,
NOTE Confidence: 0.99837685
00:39:44.724 --> 00:39:45.844 you change the way money
NOTE Confidence: 0.99837685
00:39:45.844 --> 00:39:47.444 flows. And it's I won't
NOTE Confidence: 0.99837685
00:39:47.444 --> 00:39:49.145 go into all the complex
NOTE Confidence: 0.99837685
00:39:49.204 --> 00:39:50.405 details, but I'll give you
NOTE Confidence: 0.99837685
00:39:50.405 --> 00:39:51.525 a little hint of what
NOTE Confidence: 0.99837685
00:39:51.525 --> 00:39:52.505 it was like.
NOTE Confidence: 0.9993022
00:39:53.920 --> 00:39:55.600 We used to have thousands
NOTE Confidence: 0.9993022
00:39:55.600 --> 00:39:56.820 of one off deals
NOTE Confidence: 0.999683
00:39:57.200 --> 00:39:57.700 between
NOTE Confidence: 0.9997902
00:39:58.239 --> 00:39:59.219 the health system
NOTE Confidence: 0.9638097

00:39:59.680 --> 00:40:00.580 and the departments,
NOTE Confidence: 0.9991522

00:40:00.880 --> 00:40:03.120 often down to the physician
NOTE Confidence: 0.9991522

00:40:03.120 --> 00:40:03.620 level.
NOTE Confidence: 0.99592346

00:40:04.160 --> 00:40:05.700 I'm recruiting this person.
NOTE Confidence: 0.998556

00:40:07.265 --> 00:40:08.325 They need this salary.
NOTE Confidence: 0.99750096

00:40:08.705 --> 00:40:09.905 They probably aren't gonna make
NOTE Confidence: 0.99750096

00:40:09.905 --> 00:40:11.185 this salary. They really wanna
NOTE Confidence: 0.99750096

00:40:11.185 --> 00:40:12.305 do this. Can you give
NOTE Confidence: 0.99750096

00:40:12.305 --> 00:40:13.285 me some of that?
NOTE Confidence: 0.99894625

00:40:13.905 --> 00:40:14.405 And
NOTE Confidence: 0.97072977

00:40:15.185 --> 00:40:16.225 they were at least written
NOTE Confidence: 0.97072977

00:40:16.225 --> 00:40:16.725 down.
NOTE Confidence: 0.98983485

00:40:18.785 --> 00:40:19.285 But
NOTE Confidence: 0.9873119

00:40:20.540 --> 00:40:21.900 they would make an agreement,
NOTE Confidence: 0.9873119

00:40:21.900 --> 00:40:23.420 and then maybe somebody would
NOTE Confidence: 0.9873119

00:40:23.420 --> 00:40:24.800 come behind and say,

NOTE Confidence: 0.97305655

00:40:25.340 --> 00:40:26.140 I don't think we can

NOTE Confidence: 0.97305655

00:40:26.140 --> 00:40:27.500 afford that. We're not gonna

NOTE Confidence: 0.97305655

00:40:27.500 --> 00:40:28.940 honor that agreement or whatever

NOTE Confidence: 0.97305655

00:40:28.940 --> 00:40:29.600 it was.

NOTE Confidence: 0.92097485

00:40:30.780 --> 00:40:31.739 And now we have a

NOTE Confidence: 0.92097485

00:40:31.739 --> 00:40:33.575 rational system, which very formulaic.

NOTE Confidence: 0.92097485

00:40:33.795 --> 00:40:35.315 It says, if you are

NOTE Confidence: 0.92097485

00:40:35.315 --> 00:40:36.535 this kind of physician,

NOTE Confidence: 0.9716771

00:40:36.994 --> 00:40:38.994 your your benchmark salary is

NOTE Confidence: 0.9716771

00:40:38.994 --> 00:40:40.994 this, your benchmark work product

NOTE Confidence: 0.9716771

00:40:40.994 --> 00:40:42.195 is that, and then we're

NOTE Confidence: 0.9716771

00:40:42.195 --> 00:40:43.474 gonna put in the academic

NOTE Confidence: 0.9716771

00:40:43.474 --> 00:40:45.155 pieces of it, the overhead,

NOTE Confidence: 0.9716771

00:40:45.155 --> 00:40:45.815 the whatever.

NOTE Confidence: 0.96296597

00:40:46.114 --> 00:40:46.994 And by the way, we're

NOTE Confidence: 0.96296597

00:40:46.994 --> 00:40:48.295 gonna give the school
NOTE Confidence: 0.9995228

00:40:48.700 --> 00:40:50.140 a percent of revenues to
NOTE Confidence: 0.9995228

00:40:50.140 --> 00:40:51.120 the health system
NOTE Confidence: 0.9978828

00:40:51.980 --> 00:40:53.120 to be used for academic
NOTE Confidence: 0.9978828

00:40:53.180 --> 00:40:54.080 program support.
NOTE Confidence: 0.99922436

00:40:54.620 --> 00:40:55.840 It's much more rational.
NOTE Confidence: 0.96690816

00:40:57.739 --> 00:40:59.180 It's changed. So, you know,
NOTE Confidence: 0.96690816

00:40:59.180 --> 00:41:00.219 it created a lot of
NOTE Confidence: 0.96690816

00:41:00.219 --> 00:41:02.205 anxiety because change is hard.
NOTE Confidence: 0.98126334

00:41:02.685 --> 00:41:03.725 But what we did last
NOTE Confidence: 0.98126334

00:41:03.725 --> 00:41:04.925 year was we ran that
NOTE Confidence: 0.98126334

00:41:04.925 --> 00:41:05.425 system
NOTE Confidence: 0.99084306

00:41:05.725 --> 00:41:07.485 and our old system in
NOTE Confidence: 0.99084306

00:41:07.485 --> 00:41:07.985 parallel,
NOTE Confidence: 0.98847574

00:41:08.525 --> 00:41:10.045 and we held departments harmless.
NOTE Confidence: 0.98847574

00:41:10.045 --> 00:41:11.725 We said, whichever in whichever

NOTE Confidence: 0.98847574
00:41:11.725 --> 00:41:12.765 system you come out better,
NOTE Confidence: 0.98847574
00:41:12.765 --> 00:41:13.565 we'll give you that you
NOTE Confidence: 0.98847574
00:41:13.565 --> 00:41:14.765 know, that's the amount your
NOTE Confidence: 0.98847574
00:41:14.765 --> 00:41:16.225 department will have this year.
NOTE Confidence: 0.9895722
00:41:16.670 --> 00:41:17.950 And what that allowed us
NOTE Confidence: 0.9895722
00:41:17.950 --> 00:41:18.830 to do is to see
NOTE Confidence: 0.9895722
00:41:18.830 --> 00:41:20.430 how test how the model
NOTE Confidence: 0.9895722
00:41:20.430 --> 00:41:21.790 worked and make a few
NOTE Confidence: 0.9895722
00:41:21.790 --> 00:41:22.930 tweaks, but it worked
NOTE Confidence: 0.9893367
00:41:23.550 --> 00:41:25.950 as expected. And, frankly, lots
NOTE Confidence: 0.9893367
00:41:25.950 --> 00:41:26.989 of people have done this
NOTE Confidence: 0.9893367
00:41:26.989 --> 00:41:28.050 before us.
NOTE Confidence: 0.98583484
00:41:28.510 --> 00:41:29.550 By doing that kind of
NOTE Confidence: 0.98583484
00:41:29.550 --> 00:41:31.330 model, you align
NOTE Confidence: 0.9992248
00:41:32.135 --> 00:41:32.635 goals.
NOTE Confidence: 0.99623555

00:41:33.094 --> 00:41:33.915 So now
NOTE Confidence: 0.9876106

00:41:34.934 --> 00:41:36.295 if you're a person seeing
NOTE Confidence: 0.9876106

00:41:36.295 --> 00:41:37.974 patients and the operating room
NOTE Confidence: 0.9876106

00:41:37.974 --> 00:41:38.795 isn't working,
NOTE Confidence: 0.96470183

00:41:40.214 --> 00:41:41.255 you don't have a perverse
NOTE Confidence: 0.96470183

00:41:41.255 --> 00:41:42.614 incentive where you're getting paid
NOTE Confidence: 0.96470183

00:41:42.614 --> 00:41:44.055 anyway even if it's not
NOTE Confidence: 0.96470183

00:41:44.055 --> 00:41:45.415 working and, you know, you're
NOTE Confidence: 0.96470183

00:41:45.415 --> 00:41:46.934 getting incentive anyway even if
NOTE Confidence: 0.96470183

00:41:46.934 --> 00:41:48.520 it's not working. You say,
NOTE Confidence: 0.96316594

00:41:49.540 --> 00:41:50.980 I really you know, I
NOTE Confidence: 0.96316594

00:41:50.980 --> 00:41:51.960 need to see patients.
NOTE Confidence: 0.9963254

00:41:52.339 --> 00:41:53.880 And the health system says,
NOTE Confidence: 0.97016066

00:41:54.980 --> 00:41:56.339 we really need to get
NOTE Confidence: 0.97016066

00:41:56.339 --> 00:41:57.540 patients in the door, and
NOTE Confidence: 0.97016066

00:41:57.540 --> 00:41:58.980 you're solving problems. So what

NOTE Confidence: 0.97016066

00:41:58.980 --> 00:42:00.660 we've seen is that we're

NOTE Confidence: 0.97016066

00:42:00.660 --> 00:42:02.440 seeing many more patients, and,

NOTE Confidence: 0.93403697

00:42:03.275 --> 00:42:04.015 and, actually,

NOTE Confidence: 0.98715806

00:42:04.635 --> 00:42:06.315 we're solving problems together because

NOTE Confidence: 0.98715806

00:42:06.315 --> 00:42:07.455 we've got those aligned,

NOTE Confidence: 0.9998332

00:42:07.835 --> 00:42:08.335 incentives.

NOTE Confidence: 0.99679816

00:42:08.795 --> 00:42:10.415 So that's been the success,

NOTE Confidence: 0.99679816

00:42:10.475 --> 00:42:11.915 I would say, is that

NOTE Confidence: 0.99679816

00:42:11.915 --> 00:42:13.035 it's functioning the way we

NOTE Confidence: 0.99679816

00:42:13.035 --> 00:42:13.535 predicted.

NOTE Confidence: 0.9388121

00:42:13.995 --> 00:42:15.594 We put processes in place

NOTE Confidence: 0.9388121

00:42:15.594 --> 00:42:17.055 to make it more transparent,

NOTE Confidence: 0.9241836

00:42:17.780 --> 00:42:19.000 and it's enhanced collaboration.

NOTE Confidence: 0.99758506

00:42:19.540 --> 00:42:20.760 But you learn things.

NOTE Confidence: 0.9941718

00:42:21.060 --> 00:42:21.940 One of the things we

NOTE Confidence: 0.9941718

00:42:21.940 --> 00:42:23.619 learned was our departments really

NOTE Confidence: 0.9941718

00:42:23.619 --> 00:42:24.420 didn't know how to do

NOTE Confidence: 0.9941718

00:42:24.420 --> 00:42:25.000 a budget

NOTE Confidence: 0.9508226

00:42:26.820 --> 00:42:28.420 because they just knew what

NOTE Confidence: 0.9508226

00:42:28.420 --> 00:42:29.480 their deals were,

NOTE Confidence: 0.99344915

00:42:30.275 --> 00:42:31.635 and they would say, I

NOTE Confidence: 0.99344915

00:42:31.635 --> 00:42:32.435 think I'll be able to

NOTE Confidence: 0.99344915

00:42:32.435 --> 00:42:33.475 negotiate for a little bit

NOTE Confidence: 0.99344915

00:42:33.475 --> 00:42:34.675 more next year. Let's see.

NOTE Confidence: 0.99344915

00:42:34.675 --> 00:42:35.975 I'll just add this much.

NOTE Confidence: 0.98237747

00:42:36.755 --> 00:42:37.955 And so now we're actually

NOTE Confidence: 0.98237747

00:42:37.955 --> 00:42:39.395 thinking about just as we

NOTE Confidence: 0.98237747

00:42:39.395 --> 00:42:41.555 do everywhere and you do,

NOTE Confidence: 0.98237747

00:42:41.555 --> 00:42:43.080 you know, at home, like,

NOTE Confidence: 0.98237747

00:42:43.080 --> 00:42:44.280 I have this amount, and

NOTE Confidence: 0.98237747

00:42:44.280 --> 00:42:44.780 I

NOTE Confidence: 0.99981254

00:42:45.080 --> 00:42:46.300 think I can increase

NOTE Confidence: 0.99844605

00:42:46.600 --> 00:42:47.980 the, you know,

NOTE Confidence: 0.9825974

00:42:48.760 --> 00:42:49.880 money that I'm bringing in

NOTE Confidence: 0.9825974

00:42:49.880 --> 00:42:51.719 by whatever. And here and

NOTE Confidence: 0.9825974

00:42:51.719 --> 00:42:53.239 here are our goals. Here

NOTE Confidence: 0.9825974

00:42:53.239 --> 00:42:54.520 are our priorities. Here's what

NOTE Confidence: 0.9825974

00:42:54.520 --> 00:42:55.094 we're gonna

NOTE Confidence: 0.98725176

00:42:55.655 --> 00:42:56.695 invest in. Something that the

NOTE Confidence: 0.98725176

00:42:56.695 --> 00:42:57.734 school has to do, the

NOTE Confidence: 0.98725176

00:42:57.734 --> 00:42:59.734 departments have to do. So

NOTE Confidence: 0.98725176

00:42:59.734 --> 00:43:00.775 we we need to learn

NOTE Confidence: 0.98725176

00:43:00.775 --> 00:43:01.915 how to do that better.

NOTE Confidence: 0.9636965

00:43:03.175 --> 00:43:03.895 Some of our,

NOTE Confidence: 0.97397953

00:43:05.734 --> 00:43:08.075 our departments had very archaic

NOTE Confidence: 0.97397953

00:43:08.215 --> 00:43:09.435 compensation plans,

NOTE Confidence: 0.97792643

00:43:10.180 --> 00:43:12.180 and they were they learned,
NOTE Confidence: 0.97792643

00:43:12.180 --> 00:43:14.260 like, wow. This is I'm
NOTE Confidence: 0.97792643

00:43:14.260 --> 00:43:16.020 not paying people fairly. I'm
NOTE Confidence: 0.97792643

00:43:16.020 --> 00:43:17.380 rewarding things that I don't
NOTE Confidence: 0.97792643

00:43:17.380 --> 00:43:18.200 wanna reward,
NOTE Confidence: 0.99219686

00:43:18.500 --> 00:43:19.860 and that was highlighted when
NOTE Confidence: 0.99219686

00:43:19.860 --> 00:43:20.900 the how the money came
NOTE Confidence: 0.99219686

00:43:20.900 --> 00:43:21.719 into them.
NOTE Confidence: 0.8739754

00:43:23.155 --> 00:43:23.895 It enhanced
NOTE Confidence: 0.9796517

00:43:24.195 --> 00:43:25.715 budgeting process, silly things that
NOTE Confidence: 0.9796517

00:43:25.875 --> 00:43:26.835 well, not silly things, but
NOTE Confidence: 0.9796517

00:43:26.835 --> 00:43:27.715 things that you don't need
NOTE Confidence: 0.9796517

00:43:27.715 --> 00:43:28.755 to, I think, at this
NOTE Confidence: 0.9796517

00:43:28.755 --> 00:43:30.195 point, really think about except
NOTE Confidence: 0.9796517

00:43:30.195 --> 00:43:31.495 to understand how complicated
NOTE Confidence: 0.97822875

00:43:31.955 --> 00:43:33.235 the world of health care,

NOTE Confidence: 0.9998466
00:43:33.795 --> 00:43:34.535 can be.
NOTE Confidence: 0.9816362
00:43:35.520 --> 00:43:36.480 So what are we doing?
NOTE Confidence: 0.9816362
00:43:36.640 --> 00:43:37.520 You know, I think we've
NOTE Confidence: 0.9816362
00:43:37.520 --> 00:43:39.120 finalized our strategic plan. We're
NOTE Confidence: 0.9816362
00:43:39.120 --> 00:43:40.660 now starting to build those,
NOTE Confidence: 0.9981394
00:43:41.120 --> 00:43:42.420 destination services.
NOTE Confidence: 0.99435365
00:43:43.120 --> 00:43:43.920 We have to make sure
NOTE Confidence: 0.99435365
00:43:43.920 --> 00:43:44.880 that patients can get in
NOTE Confidence: 0.99435365
00:43:44.880 --> 00:43:46.160 the door. If you advertise
NOTE Confidence: 0.99435365
00:43:46.160 --> 00:43:47.280 that you're doing this really
NOTE Confidence: 0.99435365
00:43:47.280 --> 00:43:48.555 cool thing and a patient
NOTE Confidence: 0.99435365
00:43:48.555 --> 00:43:49.434 calls and they can't be
NOTE Confidence: 0.99435365
00:43:49.434 --> 00:43:50.714 seen for six months, that's
NOTE Confidence: 0.99435365
00:43:50.714 --> 00:43:52.094 not gonna last very long.
NOTE Confidence: 0.9619583
00:43:52.635 --> 00:43:54.734 We're continuing to execute on
NOTE Confidence: 0.9619583

00:43:54.875 --> 00:43:56.954 population health, that clinically integrated

NOTE Confidence: 0.9619583

00:43:56.954 --> 00:43:58.974 network, and building primary care.

NOTE Confidence: 0.98316187

00:44:00.474 --> 00:44:01.835 We it may not be

NOTE Confidence: 0.98316187

00:44:01.835 --> 00:44:03.114 with faculty. It may be

NOTE Confidence: 0.98316187

00:44:03.114 --> 00:44:04.760 with those community docs or

NOTE Confidence: 0.98316187

00:44:04.760 --> 00:44:06.040 with Northeast Medical Group, but

NOTE Confidence: 0.98316187

00:44:06.040 --> 00:44:07.660 we are way underdeveloped

NOTE Confidence: 0.8472846

00:44:08.520 --> 00:44:10.040 in primary care in Yale

NOTE Confidence: 0.8472846

00:44:10.040 --> 00:44:11.180 New Haven Health System.

NOTE Confidence: 0.99278796

00:44:11.719 --> 00:44:13.500 Removing those barriers to operations,

NOTE Confidence: 0.9998236

00:44:13.880 --> 00:44:14.940 helping our clinicians

NOTE Confidence: 0.9972441

00:44:15.480 --> 00:44:16.780 feel better about themselves,

NOTE Confidence: 0.9798336

00:44:17.964 --> 00:44:19.325 getting the word out. And

NOTE Confidence: 0.9798336

00:44:19.325 --> 00:44:20.285 the things that we're doing

NOTE Confidence: 0.9798336

00:44:20.285 --> 00:44:20.944 in alignment,

NOTE Confidence: 0.9857867

00:44:21.244 --> 00:44:23.505 we can actually leverage in

NOTE Confidence: 0.9857867
00:44:23.724 --> 00:44:25.025 in other areas,
NOTE Confidence: 0.99877274
00:44:25.724 --> 00:44:26.704 including education.
NOTE Confidence: 0.9805785
00:44:27.325 --> 00:44:29.244 That aligned clinician enterprise has
NOTE Confidence: 0.9805785
00:44:29.244 --> 00:44:29.744 made
NOTE Confidence: 0.90901244
00:44:30.285 --> 00:44:31.344 primary care,
NOTE Confidence: 0.9899339
00:44:32.510 --> 00:44:33.010 clerkship
NOTE Confidence: 0.94908303
00:44:33.390 --> 00:44:36.130 or or clinical sites available
NOTE Confidence: 0.94908303
00:44:36.270 --> 00:44:37.570 that we didn't have before.
NOTE Confidence: 0.671564
00:44:39.469 --> 00:44:39.969 The,
NOTE Confidence: 0.98910046
00:44:41.230 --> 00:44:42.589 in the past, our faculty
NOTE Confidence: 0.98910046
00:44:42.589 --> 00:44:44.210 had to do everything twice,
NOTE Confidence: 0.9989845
00:44:44.585 --> 00:44:45.864 get credentialed in the school,
NOTE Confidence: 0.9989845
00:44:45.864 --> 00:44:46.904 get credentialed in the health
NOTE Confidence: 0.9989845
00:44:46.904 --> 00:44:48.505 system. We can start to
NOTE Confidence: 0.9989845
00:44:48.505 --> 00:44:50.265 integrate that and take away
NOTE Confidence: 0.9989845

00:44:50.265 --> 00:44:51.244 some of the pain.
NOTE Confidence: 0.98173517

00:44:52.025 --> 00:44:52.525 So
NOTE Confidence: 0.975543

00:44:53.385 --> 00:44:54.744 I went through all of
NOTE Confidence: 0.975543

00:44:54.744 --> 00:44:56.585 the different areas, but coming
NOTE Confidence: 0.975543

00:44:56.585 --> 00:44:57.724 back to this fundamentally,
NOTE Confidence: 0.96067286

00:44:58.265 --> 00:44:59.700 it all relates to this
NOTE Confidence: 0.96067286

00:44:59.700 --> 00:45:01.219 mission, right, which is, as
NOTE Confidence: 0.96067286

00:45:01.219 --> 00:45:01.880 we started,
NOTE Confidence: 0.8978372

00:45:02.580 --> 00:45:03.780 the school of medic of
NOTE Confidence: 0.8978372

00:45:03.780 --> 00:45:06.020 medicine educates and nurtures creative
NOTE Confidence: 0.8978372

00:45:06.020 --> 00:45:06.520 leaders,
NOTE Confidence: 0.98980767

00:45:07.060 --> 00:45:09.140 promoting curiosity and critical inquiry
NOTE Confidence: 0.98980767

00:45:09.140 --> 00:45:10.440 in an inclusive environment.
NOTE Confidence: 0.96512944

00:45:12.364 --> 00:45:13.805 The discovery and innovation piece
NOTE Confidence: 0.96512944

00:45:13.805 --> 00:45:15.085 that we talked about, that
NOTE Confidence: 0.96512944

00:45:15.085 --> 00:45:16.545 that's not done in isolation,

NOTE Confidence: 0.9994555

00:45:16.844 --> 00:45:17.664 but it involves

NOTE Confidence: 0.9633858

00:45:18.125 --> 00:45:19.424 our partners in the university,

NOTE Confidence: 0.9633858

00:45:19.565 --> 00:45:20.385 like in biomedical

NOTE Confidence: 0.8726119

00:45:21.565 --> 00:45:23.984 engineering to do, biomedical imaging,

NOTE Confidence: 0.85166425

00:45:24.444 --> 00:45:26.170 our local community who participate

NOTE Confidence: 0.85166425

00:45:26.170 --> 00:45:27.330 in the Yale Center for

NOTE Confidence: 0.85166425

00:45:27.330 --> 00:45:28.850 Clinical Investigation, and the world.

NOTE Confidence: 0.85166425

00:45:28.850 --> 00:45:29.290 And then, importantly, why this

NOTE Confidence: 0.85166425

00:45:29.290 --> 00:45:29.690 is a medical school and

NOTE Confidence: 0.85166425

00:45:29.690 --> 00:45:30.830 not a research institute?

NOTE Confidence: 0.9533008

00:45:31.770 --> 00:45:33.290 It's because we're all here

NOTE Confidence: 0.9533008

00:45:33.290 --> 00:45:34.989 fundamentally because we wanna make

NOTE Confidence: 0.9810919

00:45:38.285 --> 00:45:39.965 the health of individual patients

NOTE Confidence: 0.9810919

00:45:39.965 --> 00:45:40.925 and the health of our

NOTE Confidence: 0.9810919

00:45:40.925 --> 00:45:42.145 society better,

NOTE Confidence: 0.98860705

00:45:42.525 --> 00:45:43.885 and we need to do
NOTE Confidence: 0.98860705

00:45:43.885 --> 00:45:45.825 that locally as well as,
NOTE Confidence: 0.9964084

00:45:46.844 --> 00:45:48.445 broadly. And I think as
NOTE Confidence: 0.9964084

00:45:48.445 --> 00:45:49.645 we innovate in the health
NOTE Confidence: 0.9964084

00:45:49.645 --> 00:45:50.145 system,
NOTE Confidence: 0.99806863

00:45:50.765 --> 00:45:51.965 if we learn to do
NOTE Confidence: 0.99806863

00:45:51.965 --> 00:45:53.820 it well, we can export
NOTE Confidence: 0.99806863

00:45:53.820 --> 00:45:55.340 that to other academic health
NOTE Confidence: 0.99806863

00:45:55.340 --> 00:45:56.320 systems. So,
NOTE Confidence: 0.9700643

00:45:56.700 --> 00:45:58.080 I think we have pretty
NOTE Confidence: 0.9700643

00:45:58.220 --> 00:45:59.580 pretty good time for for
NOTE Confidence: 0.9700643

00:45:59.580 --> 00:46:01.100 questions, and I will stop
NOTE Confidence: 0.9700643

00:46:01.100 --> 00:46:02.880 talking and open it up.
NOTE Confidence: 0.98491

00:46:15.395 --> 00:46:17.235 Okay. Thanks, Dean Brown. So,
NOTE Confidence: 0.98491

00:46:17.235 --> 00:46:18.035 yeah, we can open it
NOTE Confidence: 0.98491

00:46:18.035 --> 00:46:18.995 up to q and a.

NOTE Confidence: 0.98491

00:46:19.315 --> 00:46:20.195 I'll just try to, like,

NOTE Confidence: 0.98491

00:46:20.195 --> 00:46:21.075 pass the mic to whoever

NOTE Confidence: 0.98491

00:46:21.075 --> 00:46:22.170 has questions so we can

NOTE Confidence: 0.98491

00:46:22.250 --> 00:46:22.969 also get it on the

NOTE Confidence: 0.98491

00:46:22.969 --> 00:46:23.849 people who might be on

NOTE Confidence: 0.98491

00:46:23.849 --> 00:46:25.290 Zoom. So does anyone have

NOTE Confidence: 0.98491

00:46:25.290 --> 00:46:26.030 any questions?

NOTE Confidence: 0.83928466

00:46:30.969 --> 00:46:31.930 I can go first as

NOTE Confidence: 0.83928466

00:46:31.930 --> 00:46:32.650 well. Takes a while, and

NOTE Confidence: 0.83928466

00:46:32.650 --> 00:46:34.349 then the damn breaks. Yeah.

NOTE Confidence: 0.9897852

00:46:35.184 --> 00:46:36.224 One of my questions was

NOTE Confidence: 0.9897852

00:46:36.224 --> 00:46:38.065 you talked about how, primary

NOTE Confidence: 0.9897852

00:46:38.065 --> 00:46:39.665 care is an opportunity for

NOTE Confidence: 0.9897852

00:46:39.665 --> 00:46:40.805 improvement for Yale.

NOTE Confidence: 0.9253976

00:46:41.344 --> 00:46:42.545 Just curious. Maybe you touched

NOTE Confidence: 0.9253976

00:46:42.545 --> 00:46:43.105 on it a little bit
NOTE Confidence: 0.9253976

00:46:43.105 --> 00:46:43.744 earlier, but,
NOTE Confidence: 0.92404824

00:46:44.385 --> 00:46:46.145 what sorts of things is
NOTE Confidence: 0.92404824

00:46:46.145 --> 00:46:47.105 Yale looking into to try
NOTE Confidence: 0.92404824

00:46:47.105 --> 00:46:47.905 to improve that? And, like,
NOTE Confidence: 0.92404824

00:46:47.905 --> 00:46:48.704 what are sort of some
NOTE Confidence: 0.92404824

00:46:48.704 --> 00:46:49.790 of the measures place to
NOTE Confidence: 0.92404824

00:46:50.050 --> 00:46:50.884 Yeah. Define that? You know,
NOTE Confidence: 0.92404824

00:46:50.884 --> 00:46:50.975 so, interestingly, we have in
NOTE Confidence: 0.92404824

00:46:50.975 --> 00:46:51.066 internal medicine a primary care
NOTE Confidence: 0.92404824

00:46:51.066 --> 00:46:51.175 program residency program. We graduate
NOTE Confidence: 0.92404824

00:46:51.175 --> 00:46:51.810 from that residency program more,
NOTE Confidence: 0.9953243

00:47:05.625 --> 00:47:06.985 physician trained in primary care
NOTE Confidence: 0.9953243

00:47:06.985 --> 00:47:07.864 than anywhere else in the
NOTE Confidence: 0.9953243

00:47:07.864 --> 00:47:08.364 country.
NOTE Confidence: 0.99945235

00:47:08.825 --> 00:47:10.364 We've never retained them.

NOTE Confidence: 0.98313665
00:47:11.305 --> 00:47:12.445 They're out in the community.
NOTE Confidence: 0.9943585
00:47:12.985 --> 00:47:13.465 And,
NOTE Confidence: 0.9967753
00:47:13.864 --> 00:47:14.985 I think it it was
NOTE Confidence: 0.9967753
00:47:14.985 --> 00:47:15.485 a
NOTE Confidence: 0.9696566
00:47:16.425 --> 00:47:17.005 a decision
NOTE Confidence: 0.99789155
00:47:17.385 --> 00:47:18.445 about the
NOTE Confidence: 0.9855138
00:47:21.070 --> 00:47:22.609 role of the medical school.
NOTE Confidence: 0.9989504
00:47:23.150 --> 00:47:23.650 And
NOTE Confidence: 0.9722961
00:47:24.350 --> 00:47:26.350 I think we again, the
NOTE Confidence: 0.9722961
00:47:26.350 --> 00:47:27.330 question of
NOTE Confidence: 0.9979611
00:47:27.790 --> 00:47:29.390 whether we build a huge
NOTE Confidence: 0.9979611
00:47:29.390 --> 00:47:31.150 primary care cadre within the
NOTE Confidence: 0.9979611
00:47:31.150 --> 00:47:32.530 school or as
NOTE Confidence: 0.94787055
00:47:32.835 --> 00:47:34.035 affiliates of the school is
NOTE Confidence: 0.94787055
00:47:34.035 --> 00:47:34.915 one we still need to
NOTE Confidence: 0.94787055

00:47:34.915 --> 00:47:36.855 think about. But we're graduating

NOTE Confidence: 0.94787055

00:47:36.915 --> 00:47:38.435 as people and just retaining

NOTE Confidence: 0.94787055

00:47:38.435 --> 00:47:39.234 them would go a long

NOTE Confidence: 0.94787055

00:47:39.234 --> 00:47:39.734 way.

NOTE Confidence: 0.99802417

00:47:40.035 --> 00:47:41.075 And most of the primary

NOTE Confidence: 0.99802417

00:47:41.075 --> 00:47:42.435 care providers in our community

NOTE Confidence: 0.99802417

00:47:42.435 --> 00:47:43.415 are our own graduates.

NOTE Confidence: 0.9610887

00:47:44.435 --> 00:47:44.675 So

NOTE Confidence: 0.83487856

00:47:46.370 --> 00:47:46.870 yeah,

NOTE Confidence: 0.88395154

00:47:53.489 --> 00:47:53.989 yes.

NOTE Confidence: 0.9993723

00:47:56.930 --> 00:47:57.670 Thank you.

NOTE Confidence: 0.95844525

00:47:58.594 --> 00:47:59.875 So you spoke about how

NOTE Confidence: 0.95844525

00:47:59.875 --> 00:48:00.835 we're doing a pretty good

NOTE Confidence: 0.95844525

00:48:00.835 --> 00:48:03.075 job at recruiting your IMs

NOTE Confidence: 0.95844525

00:48:03.075 --> 00:48:05.015 as associate or assistant professors,

NOTE Confidence: 0.9654848

00:48:05.474 --> 00:48:06.914 but, again, retaining them at

NOTE Confidence: 0.9654848
00:48:06.914 --> 00:48:08.055 the professor level.
NOTE Confidence: 0.992256
00:48:08.755 --> 00:48:10.194 I'm curious if we have
NOTE Confidence: 0.992256
00:48:10.194 --> 00:48:11.635 an idea of why that
NOTE Confidence: 0.992256
00:48:11.635 --> 00:48:12.090 is,
NOTE Confidence: 0.9962576
00:48:12.570 --> 00:48:13.930 and what the strategies are
NOTE Confidence: 0.9962576
00:48:13.930 --> 00:48:16.190 to retain these faculty members.
NOTE Confidence: 0.9814795
00:48:17.210 --> 00:48:17.710 So,
NOTE Confidence: 0.95925456
00:48:18.330 --> 00:48:19.870 the the why there's attrition?
NOTE Confidence: 0.9861736
00:48:20.570 --> 00:48:21.690 Some of it is attrition.
NOTE Confidence: 0.9861736
00:48:21.690 --> 00:48:22.570 Some of it is just
NOTE Confidence: 0.9861736
00:48:22.570 --> 00:48:23.070 delay,
NOTE Confidence: 0.9988748
00:48:23.770 --> 00:48:24.510 so that
NOTE Confidence: 0.99717313
00:48:25.614 --> 00:48:26.895 we have to move people
NOTE Confidence: 0.99717313
00:48:26.895 --> 00:48:28.495 from assistant to associate to
NOTE Confidence: 0.99717313
00:48:28.495 --> 00:48:28.995 professor.
NOTE Confidence: 0.9992011

00:48:30.495 --> 00:48:31.555 I I would say
NOTE Confidence: 0.9672015

00:48:32.255 --> 00:48:32.995 a factor
NOTE Confidence: 0.97689605

00:48:33.295 --> 00:48:34.975 in general is that there
NOTE Confidence: 0.97689605

00:48:34.975 --> 00:48:35.475 is,
NOTE Confidence: 0.97095025

00:48:37.135 --> 00:48:37.635 unfortunately,
NOTE Confidence: 0.9998759

00:48:38.095 --> 00:48:39.315 competition among
NOTE Confidence: 0.9981932

00:48:39.890 --> 00:48:41.170 schools of medicine for the
NOTE Confidence: 0.9981932

00:48:41.170 --> 00:48:42.530 same small group of people.
NOTE Confidence: 0.9981932

00:48:42.530 --> 00:48:44.450 So we definitely have to
NOTE Confidence: 0.9981932

00:48:44.450 --> 00:48:44.950 continue
NOTE Confidence: 0.97348017

00:48:45.890 --> 00:48:47.010 at every point in the
NOTE Confidence: 0.97348017

00:48:47.010 --> 00:48:49.170 pipeline to retain. So even
NOTE Confidence: 0.97348017

00:48:49.170 --> 00:48:50.450 from high school to college
NOTE Confidence: 0.97348017

00:48:50.450 --> 00:48:51.730 and college to med school.
NOTE Confidence: 0.97348017

00:48:51.730 --> 00:48:52.569 Right? And then we're doing
NOTE Confidence: 0.97348017

00:48:52.569 --> 00:48:53.730 a lot of programs around

NOTE Confidence: 0.97348017
00:48:53.730 --> 00:48:54.230 that.
NOTE Confidence: 0.98908025
00:48:55.525 --> 00:48:56.565 One of the reasons that
NOTE Confidence: 0.98908025
00:48:56.565 --> 00:48:58.165 we did the faculty development
NOTE Confidence: 0.98908025
00:48:58.165 --> 00:49:00.005 annual questionnaire is the notion
NOTE Confidence: 0.98908025
00:49:00.005 --> 00:49:01.545 of what I call
NOTE Confidence: 0.9989852
00:49:02.005 --> 00:49:02.985 proactive retention.
NOTE Confidence: 0.99893355
00:49:04.244 --> 00:49:05.765 The academic model in the
NOTE Confidence: 0.99893355
00:49:05.765 --> 00:49:07.065 past has been
NOTE Confidence: 0.8964098
00:49:07.925 --> 00:49:09.125 you wait until somebody has
NOTE Confidence: 0.8964098
00:49:09.125 --> 00:49:10.244 got an offer from somewhere
NOTE Confidence: 0.8964098
00:49:10.244 --> 00:49:10.744 else,
NOTE Confidence: 0.9982473
00:49:11.450 --> 00:49:12.650 and then you rescue them
NOTE Confidence: 0.9982473
00:49:12.650 --> 00:49:13.150 back,
NOTE Confidence: 0.9999099
00:49:14.089 --> 00:49:14.589 which
NOTE Confidence: 0.9998989
00:49:14.969 --> 00:49:15.630 is crazy.
NOTE Confidence: 0.9335929

00:49:17.049 --> 00:49:18.730 Now sometimes you you you
NOTE Confidence: 0.9335929

00:49:18.730 --> 00:49:19.630 do that, but
NOTE Confidence: 0.9882053

00:49:20.329 --> 00:49:21.450 the reason that it happens
NOTE Confidence: 0.9882053

00:49:21.450 --> 00:49:22.569 that way is often we're
NOTE Confidence: 0.9882053

00:49:22.569 --> 00:49:23.630 not paying attention.
NOTE Confidence: 0.9891517

00:49:24.585 --> 00:49:25.864 And the idea of that
NOTE Confidence: 0.9891517

00:49:25.864 --> 00:49:27.705 faculty development annual questionnaire is
NOTE Confidence: 0.9891517

00:49:27.705 --> 00:49:28.905 that you're now having one
NOTE Confidence: 0.9891517

00:49:28.905 --> 00:49:29.805 on one meetings,
NOTE Confidence: 0.9965965

00:49:30.425 --> 00:49:31.305 and you're saying,
NOTE Confidence: 0.9944886

00:49:31.864 --> 00:49:33.625 this person is experiencing that
NOTE Confidence: 0.9944886

00:49:33.625 --> 00:49:35.145 obstacle. I didn't know about
NOTE Confidence: 0.9944886

00:49:35.145 --> 00:49:36.525 it. I need to invest
NOTE Confidence: 0.9944886

00:49:36.585 --> 00:49:38.844 now in removing that obstacle.
NOTE Confidence: 0.98887086

00:49:39.540 --> 00:49:40.980 And what happens is you
NOTE Confidence: 0.98887086

00:49:40.980 --> 00:49:42.180 show the person that you

NOTE Confidence: 0.98887086
00:49:42.180 --> 00:49:43.080 value them.
NOTE Confidence: 0.99888057
00:49:44.260 --> 00:49:44.760 You
NOTE Confidence: 0.9884129
00:49:45.140 --> 00:49:46.040 create also
NOTE Confidence: 0.90580237
00:49:46.340 --> 00:49:47.640 a a sense of,
NOTE Confidence: 0.98287076
00:49:48.660 --> 00:49:50.020 loyalty and pride in the
NOTE Confidence: 0.98287076
00:49:50.020 --> 00:49:50.520 institution.
NOTE Confidence: 0.9747651
00:49:51.234 --> 00:49:52.515 And so that is much
NOTE Confidence: 0.9747651
00:49:52.515 --> 00:49:53.875 more effective in and if,
NOTE Confidence: 0.9747651
00:49:53.875 --> 00:49:54.675 you you know, if you
NOTE Confidence: 0.9747651
00:49:54.675 --> 00:49:55.795 do that all along the
NOTE Confidence: 0.9747651
00:49:55.795 --> 00:49:56.295 way,
NOTE Confidence: 0.9892575
00:49:56.835 --> 00:49:57.974 it's probably still,
NOTE Confidence: 0.9730689
00:49:58.275 --> 00:49:59.875 you know, maybe the same
NOTE Confidence: 0.9730689
00:49:59.875 --> 00:50:00.915 amount of money, but it's
NOTE Confidence: 0.9730689
00:50:00.915 --> 00:50:02.515 much more effective than those
NOTE Confidence: 0.9730689

00:50:02.594 --> 00:50:04.114 throwing those huge packages when
NOTE Confidence: 0.9730689

00:50:04.114 --> 00:50:05.075 somebody's on their way out
NOTE Confidence: 0.9730689

00:50:05.075 --> 00:50:05.655 the door.
NOTE Confidence: 0.9990478

00:50:13.180 --> 00:50:14.540 I can ask another question.
NOTE Confidence: 0.9990478

00:50:14.540 --> 00:50:15.040 Yeah.
NOTE Confidence: 0.9669252

00:50:15.500 --> 00:50:16.940 So thanks for sharing the
NOTE Confidence: 0.9669252

00:50:16.940 --> 00:50:17.820 numbers on,
NOTE Confidence: 0.9842444

00:50:18.665 --> 00:50:19.625 the number of students that
NOTE Confidence: 0.9842444

00:50:19.625 --> 00:50:21.145 were from underrepresented backgrounds in
NOTE Confidence: 0.9842444

00:50:21.145 --> 00:50:22.025 medicine in the class of
NOTE Confidence: 0.9842444

00:50:22.025 --> 00:50:23.145 twenty twenty eight. So I
NOTE Confidence: 0.9842444

00:50:23.145 --> 00:50:23.885 was just curious,
NOTE Confidence: 0.9609309

00:50:24.265 --> 00:50:25.864 given the Supreme Court decision
NOTE Confidence: 0.9609309

00:50:25.864 --> 00:50:27.305 on affirmative action, what do
NOTE Confidence: 0.9609309

00:50:27.305 --> 00:50:28.585 you think about the Yale
NOTE Confidence: 0.9609309

00:50:28.585 --> 00:50:30.744 recruitment and admission process allowed

NOTE Confidence: 0.9609309
00:50:30.744 --> 00:50:31.785 us to still admit so
NOTE Confidence: 0.9609309
00:50:31.785 --> 00:50:33.549 many students or or present
NOTE Confidence: 0.9609309
00:50:33.549 --> 00:50:34.589 that as an emphasis. Really
NOTE Confidence: 0.9609309
00:50:34.589 --> 00:50:35.950 doubled down on that outreach
NOTE Confidence: 0.9609309
00:50:35.950 --> 00:50:36.450 piece,
NOTE Confidence: 0.995184
00:50:37.390 --> 00:50:39.170 both before and after,
NOTE Confidence: 0.9818614
00:50:40.190 --> 00:50:41.410 the process. So
NOTE Confidence: 0.97406214
00:50:41.789 --> 00:50:43.069 making sure that the pool
NOTE Confidence: 0.97406214
00:50:43.069 --> 00:50:44.910 of applicants was diverse, and
NOTE Confidence: 0.97406214
00:50:44.910 --> 00:50:45.410 then
NOTE Confidence: 0.9950697
00:50:45.789 --> 00:50:47.309 once people had been admitted,
NOTE Confidence: 0.9950697
00:50:47.309 --> 00:50:49.364 making sure that they saw
NOTE Confidence: 0.9697348
00:50:49.905 --> 00:50:51.585 what was so special about
NOTE Confidence: 0.9697348
00:50:51.585 --> 00:50:52.785 Yale School of Medicine. So
NOTE Confidence: 0.9697348
00:50:52.785 --> 00:50:53.825 we had more people at
NOTE Confidence: 0.9697348

00:50:53.825 --> 00:50:54.705 second look, and many of
NOTE Confidence: 0.9697348

00:50:54.705 --> 00:50:56.385 you, thank you, participated in
NOTE Confidence: 0.9697348

00:50:56.385 --> 00:50:56.885 that.
NOTE Confidence: 0.9601946

00:50:58.145 --> 00:50:58.645 And,
NOTE Confidence: 0.9900444

00:50:59.265 --> 00:51:00.225 I think that's what we
NOTE Confidence: 0.9900444

00:51:00.225 --> 00:51:01.185 need to do. We've got
NOTE Confidence: 0.9900444

00:51:01.185 --> 00:51:02.065 a very good story to
NOTE Confidence: 0.9900444

00:51:02.065 --> 00:51:03.344 tell. You guys are fantastic,
NOTE Confidence: 0.9900444

00:51:03.344 --> 00:51:04.225 and we just need to
NOTE Confidence: 0.9900444

00:51:04.225 --> 00:51:04.680 let people
NOTE Confidence: 0.9998858

00:51:15.400 --> 00:51:16.619 see it.
NOTE Confidence: 0.9468283

00:51:17.535 --> 00:51:18.575 Thank you for your talk,
NOTE Confidence: 0.9468283

00:51:18.575 --> 00:51:19.474 and congratulations
NOTE Confidence: 0.94803274

00:51:19.775 --> 00:51:21.875 on the fifty million march.
NOTE Confidence: 0.9721794

00:51:22.494 --> 00:51:23.395 I was wondering,
NOTE Confidence: 0.99286103

00:51:23.855 --> 00:51:24.974 what the plans are for

NOTE Confidence: 0.99286103
00:51:24.974 --> 00:51:26.355 the newly found
NOTE Confidence: 0.7257942
00:51:26.734 --> 00:51:27.474 new money.
NOTE Confidence: 0.9883947
00:51:31.140 --> 00:51:32.760 So we have already
NOTE Confidence: 0.93260294
00:51:34.260 --> 00:51:35.960 some of that ability to
NOTE Confidence: 0.93260294
00:51:36.180 --> 00:51:37.160 reduce the
NOTE Confidence: 0.9925808
00:51:38.180 --> 00:51:39.540 debt this the the last
NOTE Confidence: 0.9925808
00:51:39.540 --> 00:51:40.819 two years to ten thousand
NOTE Confidence: 0.9925808
00:51:40.819 --> 00:51:42.680 dollars comes from that money.
NOTE Confidence: 0.99763507
00:51:43.859 --> 00:51:45.140 We are using it to
NOTE Confidence: 0.99763507
00:51:45.140 --> 00:51:45.640 support,
NOTE Confidence: 0.93380433
00:51:45.940 --> 00:51:47.355 as I said, the predoc
NOTE Confidence: 0.93380433
00:51:47.355 --> 00:51:48.715 and post the gaps in
NOTE Confidence: 0.93380433
00:51:48.715 --> 00:51:50.175 the predocs and the postdocs.
NOTE Confidence: 0.97212046
00:51:51.435 --> 00:51:52.635 Those are probably the two
NOTE Confidence: 0.97212046
00:51:52.635 --> 00:51:53.135 biggest,
NOTE Confidence: 0.9996394

00:51:53.755 --> 00:51:54.255 pieces.
NOTE Confidence: 0.9946182
00:51:58.440 --> 00:51:59.480 You never have as much
NOTE Confidence: 0.9946182
00:51:59.480 --> 00:52:00.440 money as you have good
NOTE Confidence: 0.9946182
00:52:00.440 --> 00:52:00.940 ideas.
NOTE Confidence: 0.9924531
00:52:06.599 --> 00:52:07.480 Yeah. Thank you for the
NOTE Confidence: 0.9924531
00:52:07.480 --> 00:52:07.980 presentation.
NOTE Confidence: 0.97341245
00:52:08.680 --> 00:52:10.780 So I see you,
NOTE Confidence: 0.8955965
00:52:11.320 --> 00:52:13.420 yield is trying to incorporate
NOTE Confidence: 0.9999519
00:52:14.415 --> 00:52:15.155 AI into
NOTE Confidence: 0.9895191
00:52:15.535 --> 00:52:17.135 medicine now. So is there
NOTE Confidence: 0.9895191
00:52:17.135 --> 00:52:17.875 gonna be
NOTE Confidence: 0.997508
00:52:18.255 --> 00:52:19.375 an avenue in the future
NOTE Confidence: 0.997508
00:52:19.375 --> 00:52:21.375 for medical students to or
NOTE Confidence: 0.997508
00:52:21.375 --> 00:52:22.114 to incorporate,
NOTE Confidence: 0.9341636
00:52:23.295 --> 00:52:24.675 AI data science and
NOTE Confidence: 0.9907539
00:52:24.975 --> 00:52:26.515 medical education? Yes.

NOTE Confidence: 0.7322614

00:52:27.599 --> 00:52:29.380 And so so Jessica,

NOTE Confidence: 0.9610626

00:52:30.319 --> 00:52:32.160 there's a new role in

NOTE Confidence: 0.9610626

00:52:32.160 --> 00:52:32.660 technology,

NOTE Confidence: 0.9878168

00:52:33.519 --> 00:52:35.380 that we're recruiting for,

NOTE Confidence: 0.9492918

00:52:36.079 --> 00:52:37.039 because we have to we

NOTE Confidence: 0.9492918

00:52:37.039 --> 00:52:38.079 have to there are lots

NOTE Confidence: 0.9492918

00:52:38.079 --> 00:52:39.279 of things I think we

NOTE Confidence: 0.9492918

00:52:39.279 --> 00:52:41.059 need to do. There's the

NOTE Confidence: 0.9716396

00:52:42.705 --> 00:52:44.145 there's the how do you

NOTE Confidence: 0.9716396

00:52:44.145 --> 00:52:45.185 do AI, which I think

NOTE Confidence: 0.9716396

00:52:45.185 --> 00:52:46.165 is pretty simple.

NOTE Confidence: 0.9982176

00:52:46.625 --> 00:52:48.305 But there's the critical thinking

NOTE Confidence: 0.9982176

00:52:48.305 --> 00:52:49.765 aspect of it, which is

NOTE Confidence: 0.9384685

00:52:51.025 --> 00:52:51.905 how do I know if

NOTE Confidence: 0.9384685

00:52:51.905 --> 00:52:52.645 it's right?

NOTE Confidence: 0.9814479

00:52:52.945 --> 00:52:53.985 You know, we've spent a
NOTE Confidence: 0.9814479

00:52:53.985 --> 00:52:54.865 lot of time over the
NOTE Confidence: 0.9814479

00:52:54.865 --> 00:52:56.145 years teaching students how to
NOTE Confidence: 0.9814479

00:52:56.145 --> 00:52:56.885 read papers.
NOTE Confidence: 0.9512525

00:52:57.500 --> 00:52:58.859 We now we need to
NOTE Confidence: 0.9512525

00:52:58.859 --> 00:53:00.619 develop the science around how
NOTE Confidence: 0.9512525

00:53:00.619 --> 00:53:01.920 do I assess the accuracy
NOTE Confidence: 0.9512525

00:53:01.980 --> 00:53:02.640 of this,
NOTE Confidence: 0.98898184

00:53:02.940 --> 00:53:03.579 how do I know if
NOTE Confidence: 0.98898184

00:53:03.579 --> 00:53:04.859 it's biased, if it's been
NOTE Confidence: 0.98898184

00:53:04.859 --> 00:53:07.280 trained on a biased set.
NOTE Confidence: 0.98898184

00:53:07.579 --> 00:53:08.559 As you can imagine,
NOTE Confidence: 0.9993022

00:53:10.005 --> 00:53:11.224 you know,
NOTE Confidence: 0.9082266

00:53:12.244 --> 00:53:12.904 a a a a dataset
NOTE Confidence: 0.9082266

00:53:12.964 --> 00:53:14.265 trained on a very homogeneous
NOTE Confidence: 0.9082266

00:53:14.404 --> 00:53:14.904 population

NOTE Confidence: 0.9557679
00:53:15.204 --> 00:53:16.645 then applied in a very
NOTE Confidence: 0.9557679
00:53:16.645 --> 00:53:17.545 diverse population
NOTE Confidence: 0.99329007
00:53:17.844 --> 00:53:19.145 could actually cause harm.
NOTE Confidence: 0.9967511
00:53:19.525 --> 00:53:20.964 And so we need the
NOTE Confidence: 0.9967511
00:53:20.964 --> 00:53:21.464 science,
NOTE Confidence: 0.9608658
00:53:21.980 --> 00:53:22.940 which is mostly what I
NOTE Confidence: 0.9608658
00:53:22.940 --> 00:53:23.980 talked about of how you
NOTE Confidence: 0.9608658
00:53:23.980 --> 00:53:25.339 develop that, but as we
NOTE Confidence: 0.9608658
00:53:25.339 --> 00:53:26.880 need to help our students.
NOTE Confidence: 0.95518565
00:53:27.260 --> 00:53:29.099 And I think, like all
NOTE Confidence: 0.95518565
00:53:29.099 --> 00:53:30.160 good things in education,
NOTE Confidence: 0.9883333
00:53:31.579 --> 00:53:32.559 you are learning
NOTE Confidence: 0.94936484
00:53:33.099 --> 00:53:34.425 at a very fast rate
NOTE Confidence: 0.94936484
00:53:34.425 --> 00:53:36.905 and bringing different things than
NOTE Confidence: 0.94936484
00:53:36.905 --> 00:53:38.185 I think if the formal
NOTE Confidence: 0.94936484

00:53:38.185 --> 00:53:39.625 curriculum will will bring. But

NOTE Confidence: 0.94936484

00:53:39.625 --> 00:53:40.344 we need to make sure

NOTE Confidence: 0.94936484

00:53:40.344 --> 00:53:41.005 that we're,

NOTE Confidence: 0.9481451

00:53:42.265 --> 00:53:43.565 informing that with,

NOTE Confidence: 0.9836872

00:53:45.145 --> 00:53:45.645 principles.

NOTE Confidence: 0.99716663

00:53:47.145 --> 00:53:47.885 Thank you.

NOTE Confidence: 0.9859981

00:53:58.650 --> 00:53:59.610 Okay. If there's no other

NOTE Confidence: 0.9859981

00:53:59.610 --> 00:54:01.130 questions, we can thank Dean

NOTE Confidence: 0.9859981

00:54:01.130 --> 00:54:01.630 Brown.