



YALE CHILD STUDY CENTER

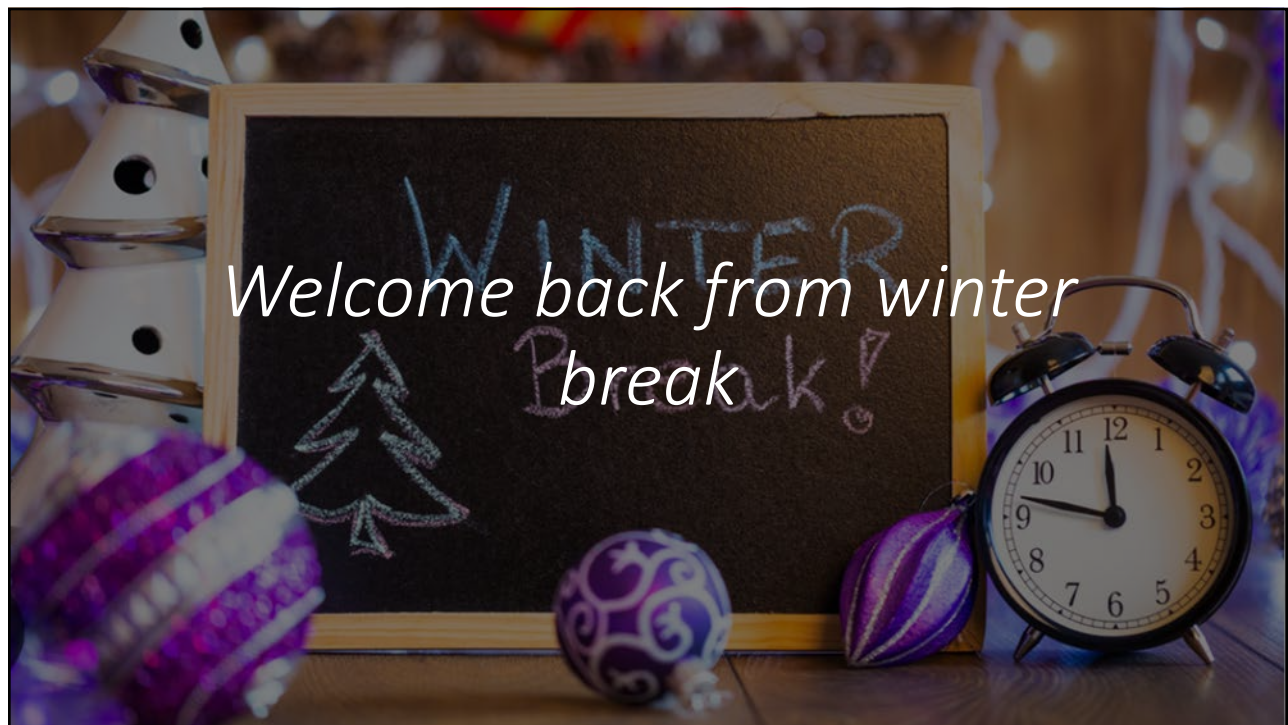
Where discovery inspires care

Looking Ahead to 2024

January 9, 2024

Yale Medicine | Yale SCHOOL OF MEDICINE

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Reflections on the Winter Solstice.....

Darkness into light year after year

A large photograph of Stonehenge at sunrise. The sun is low on the horizon, creating a bright orange and yellow glow that filters through the stone structures. The sky is filled with soft, golden clouds. The foreground is a grassy field.

3

Goodbye to a challenging year but...

A collage of various images representing the challenges of the year. It includes: a night view of a city with palm trees and a bright light source; a soldier in full combat gear carrying a rifle through a snowy landscape; a man standing amidst a large pile of rubble; a hand with the word 'HATE' written on the fingers; a group of people, some holding rifles, in an indoor setting; a sign for 'METROPOLITAN NASHVILLE'; a street scene with several damaged, rusted cars; a person walking on a bridge at sunset; a group of colorful human figures standing on a path; and an aerial view of a city with significant destruction and debris.

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Balancing Realism & Hope...

NICHOLAS KRISTOF

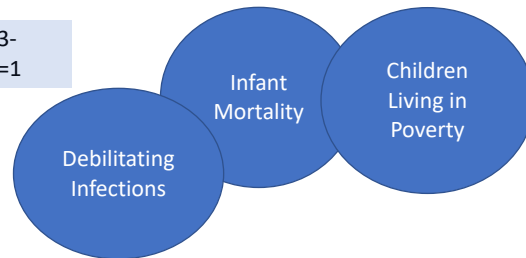
This Was a Terrible Year, and Also Maybe the Best One Yet for Humanity

Dec. 30, 2023

<https://www.nytimes.com/2023/12/30/opinion/2023-humanity-poverty-growth.html?searchResultPosition=1>



Reductions in...



Life-Altering New Vaccines and Treatments for Chronic Conditions (e.g., Sickle Cell)

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Balancing Challenges with Optimism



- Department Snapshots
 - Faculty
 - Finances
 - ABC's of Fund Raising
- What's happened since September?
- Systemic & local changes
- What holds us together?
- Returning to our theme for this academic year, staying grounded

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A Department Snapshot



CSC Community (566) FY24 (as of 1/1/24)

Ladder (65)
 Traditional Track: 8 (Assist: 3 Assoc: 1 Prof: 4)
 Clinician Scientist Track: 8 (Assist: 1 Assoc: 2 Prof: 5)
 Clinician Educator Track: 12 (Assist: 6 Assoc: 2 Prof: 4)
 Investigator Track: 6 (Assist: 4 Assoc: 2)
 Academic Clinician Track: 31 (Assist: 25 Assoc: 4 Prof: 2)

Research (37)
 Associate Research Scientist: 25
 Research Scientist: 7
 Senior Research Scientist: 5

Non-Ladder (83) 185 Faculty total
 Instructor: 9
 Lecturer: 29
 Clinical Instructor (Social Work): 11
 Assistant Clinical Professor (Social Work): 34

Adjunct (52)
 Assistant Professor Adjunct: 32
 Associate Professor Adjunct: 8
 Professor Adjunct: 12

Voluntary & Emeritus (119)
 Clinical Instructor: 24
 Assistant Clinical Professor: 77
 Associate Clinical Professor: 10
 Clinical Professor: 4
 Emeritus: 4

Trainees (106)
 Postdoctoral Fellows: 6
 Postdoctoral Associates: 18
 Postgraduate Fellows: 3
 Postgraduate Associates: 53
 Clinical Fellows: 26

Staff (104)

Demographics

Gender (Ladder/Research/Non-Ladder)
 Female: 75.3% Male: 24.2% Non-Binary: .5%

Race (Ladder/Research/Non-Ladder)
 Asian: 5.91%
 Black: 8.6%
 Hispanic: 12.37
 Native Hawaiian or Other Pacific Islander: .54%
 White: 68.82%
 Two or More Races: 1.08%
 Unknown: 2.69%

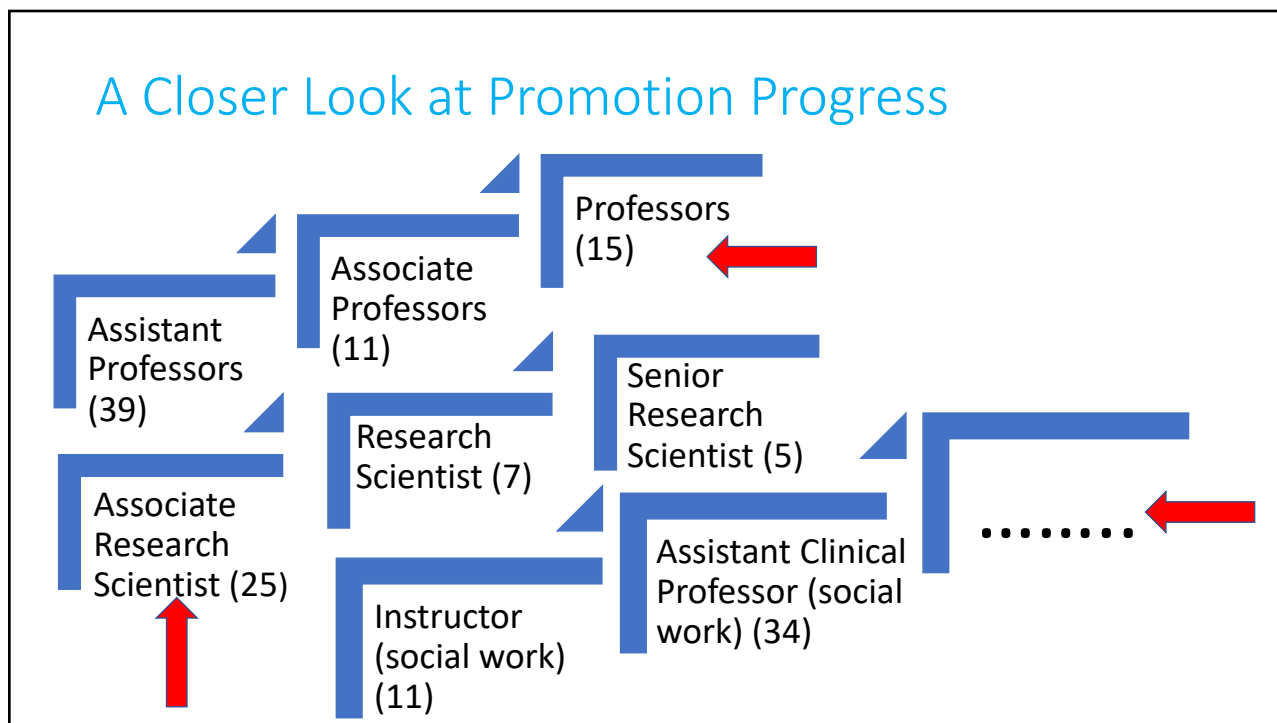
Gender (Trainees)
 Female: 78.3% Male: 21.7%

Race (Trainees)
 Asian: 23.58%
 Black: 8.49%
 Hispanic: 8.49%
 White: 50.94%
 Two or More Races: 5.66%
 Unknown: 2.83%

Gender (Staff)
 Female: 81.73% Male: 17.31% Prefer not to say: .96%


Race (Staff)
 American Indian or Alaska Native: .96%
 Asian: 2.88%
 Black: 14.42%
 Hispanic: 11.54%
 White: 67.31%
 Two or More Races: .96%
 Unknown: 1.92%

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Department Financial Snapshot



Total Operating Results (actual FY23)

\$52.2m Revenue (includes restricted gifts & endowments, and faculty special use funds)
 \$59.8m Expenditures

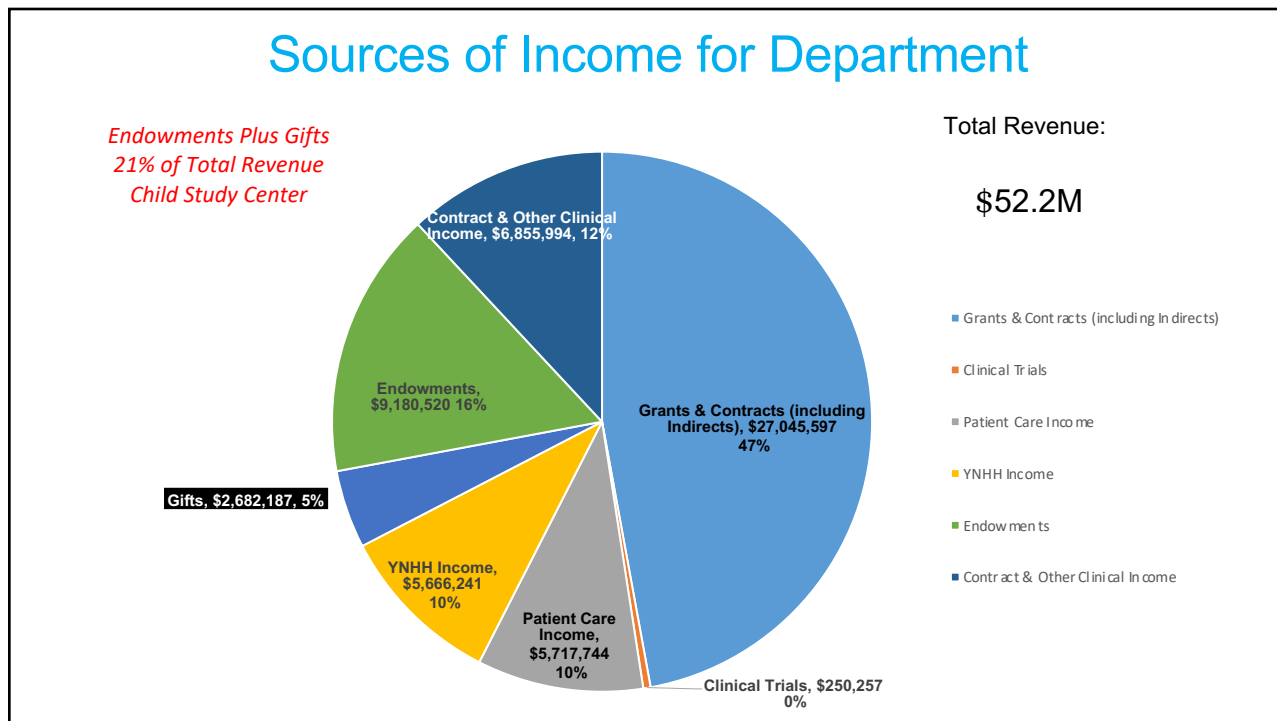
Grants & Contracts

Direct Expenditures	\$27.0m
Indirect Expenditures	<u>\$5.2m</u>
Total Expenditures	\$32.2m
Number of Grant Proposals	169
Number of Active Awards	142

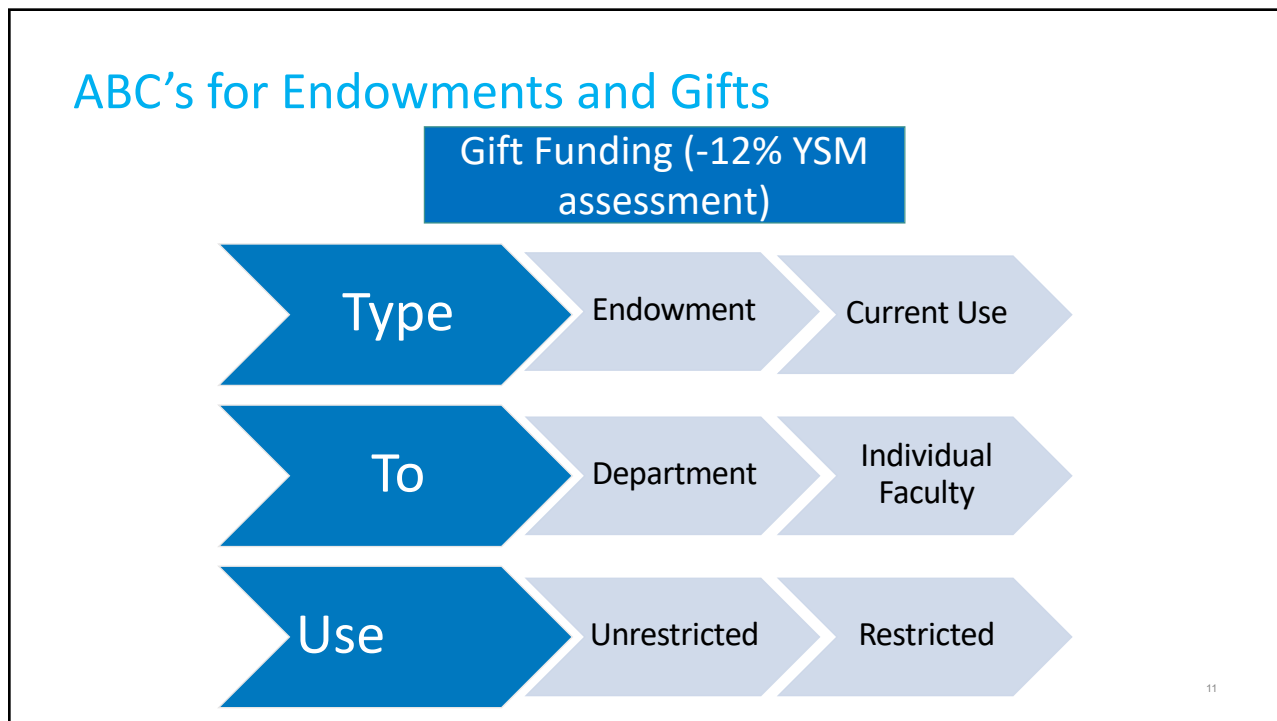
Patient Care

Annual Billings	\$12.1m	←
Inpatient (\$1.36m)		
Outpatient (\$10.74m)		
Annual Collections	\$5.68m	←
Inpatient (\$.36m)		
Outpatient (\$5.32m)		
Shared Services-YNHH	\$5.67m	
Clinical Trial	\$0.25m	

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Balances in Current Use & Endowment Returns (Why We Fund Raise!)

Under Control of:	FY21	FY22	FY23 (% Restricted)*
Department	1,108,708	1,739,294	1,609,717 (94%)**
Faculty***	18,228,283	21,668,448	21,492,298 (31%)

* Restricted—can be used only for specific guidelines/purposes
 ** Department unrestricted funds supporting research & education
 *** Also includes special use funds ((always unrestricted) coming to faculty from consults, fee for service contracts, incentives, extra wk

Unrestricted gifts to faculty or the department give the most flexibility

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Reminders & Progress from September 2023 Opening

- Goals for the Academic Yr
 - Climate and Culture
 - Research
 - Education & Professional Development
 - Operations & Communication
 - Clinical Services

Theme for the 2023-24 Academic Yr
Staying Grounded.



<https://medicine.yale.edu/childstudy/media-player/ycsc-welcome-back-state-of-the-department/>

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ORGANIZATIONAL CULTURE AND CLIMATE



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Since September 2023



Ingrid Canady




December 13, 2023



Dr. James Comer On Life and Leadership: Looking Ahead to Fuller Inclusion

On Leadership



CSC Leadership Blog
<https://medicine.yale.edu/childstudy/news/newsletters-blogs/on-leadership/>




A new CSC Lecture Series Inaugurated October 30, 2023



Pam Sutton-Wallace, MPH
COO, YNHHS



Daryn David,
Ph.D.

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Looking Ahead 2024-

Leadership Lecture Series



Sonja LaBarbera, SLP Gaylord
Specialty Healthcare President & CEO
February 27, 2024



Nii Addy, PhD
Associate Professor of Psychiatry
April 23, 2024

Racial Equity Workshop
for Leadership
January 17, 2024
January 24, 2024



Continuing
Friday Focus
Sessions



First session: January 16, 2024

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Culture-Climate Goals 2023-2024

- Next Round of Viola Bernard Awards
- Health Equity
- Viola Bernard Symposium
- Resuming Friday Focus Sessions
- Accountability including annual assessments, exit interviews, etc.
- Ongoing training in best search practices
- Community Engagement & Input
- Partnering with Labs around diverse recruitment
- Advocacy for Postgrads
- Continuing Mentoring program in partnership
- Continued restorative practices implementation



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Impact of Rising Rent on Recruiting & Retention: An Equity Concern

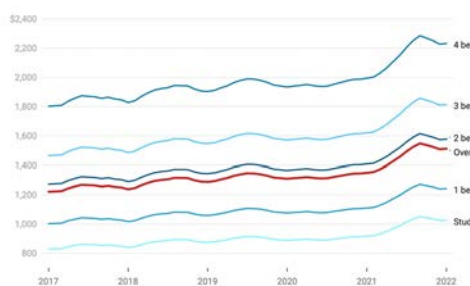


Chart: Ginny Monk / Hearst Connecticut Media Group - Source: Apartment List - Get the data

REAL ESTATE

Renting in New Haven: Study ranks Elm City among least affordable in U.S.

Nicole Funaro
July 22, 2021

REAL ESTATE

Why rent has risen sharply in Connecticut the past 18 months

Ginny Monk
Feb. 6, 2022 | Updated: Feb. 6, 2022 7:52 a.m.

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Be Aware of the Growing Pressures Nationally

U.S.

Texas Lawmakers Pass Ban on D.E.I. Programs at State Universities

It's the latest state to defund diversity, equity and inclusion initiatives.

By Audra D. S. Burch

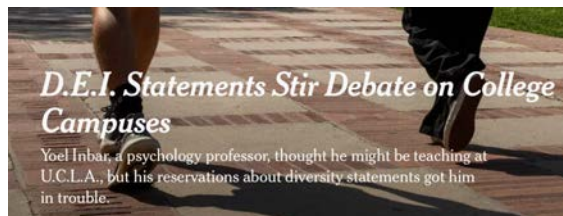
OPINION
GUEST ESSAY

D.E.I. Programs Are Getting in the Way of Liberal Education

July 27, 2023

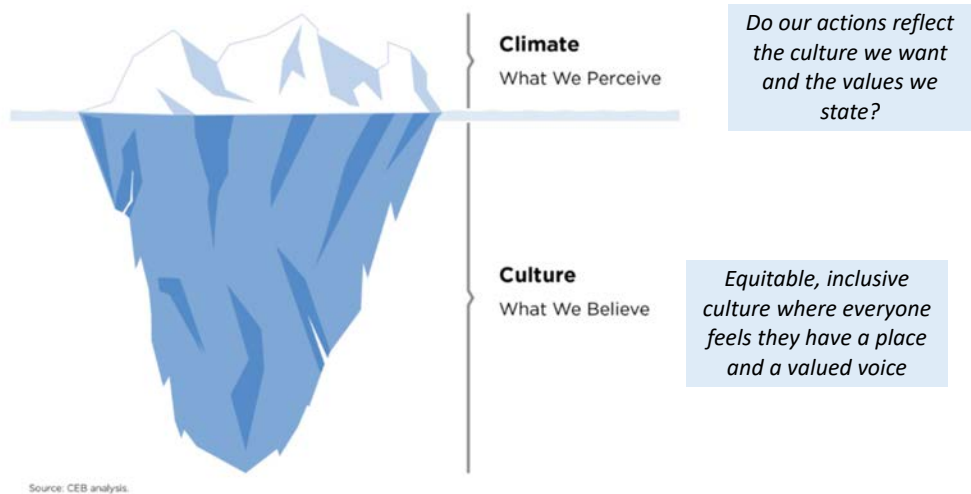
LETTERS

University D.E.I. Programs: Do They Help or Harm Education?



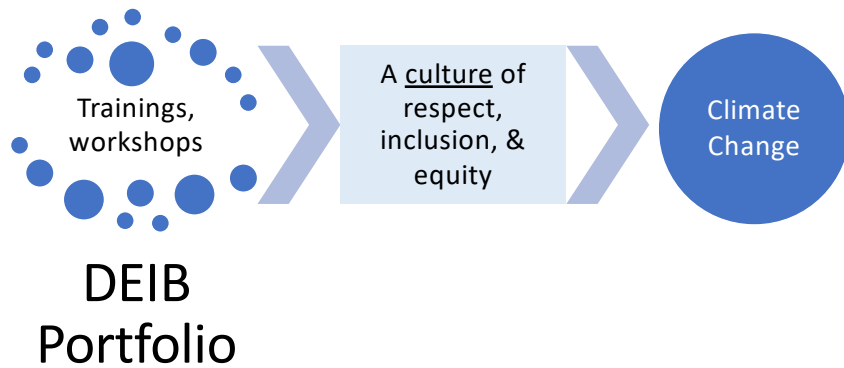
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Climate and Culture



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Goal of our Ongoing DEIB Efforts



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Research Mission



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Sampling of Notable Research News Since Sept.

Chawarska selected as 2023 Fellow for International Society for Autism Research

Cipriano

The 10 Most Significant Education Studies of 2023

Aneni and team selected as winners of National Institute on Drug Abuse challenge award

Jessica Hoffmann Awarded IES Grant to Study High School RULER Efficacy

Aslin Receives Prestigious Dickson Prize in Science

Mendes, H. W., Neelakantan, U., Liu, Y., Fitzpatrick, S. E., Chen, T., Wu, W., ... & Hoffman, E. J. (2023). *Cell reports*, 42(3).

Jourdon, A., Wu, F., Mariani, J., Caputo, D., Norton, S., Tomasini, L., ... & Vaccarino, F. M. (2023). *Nature Neuroscience*, 26(9), 1505-1515.

Rutherford, H. J., Yatziv, T., Vess, M., & Brooker, R. J. (2023). *Infant Mental Health Journal*, 44(2), 218-227.

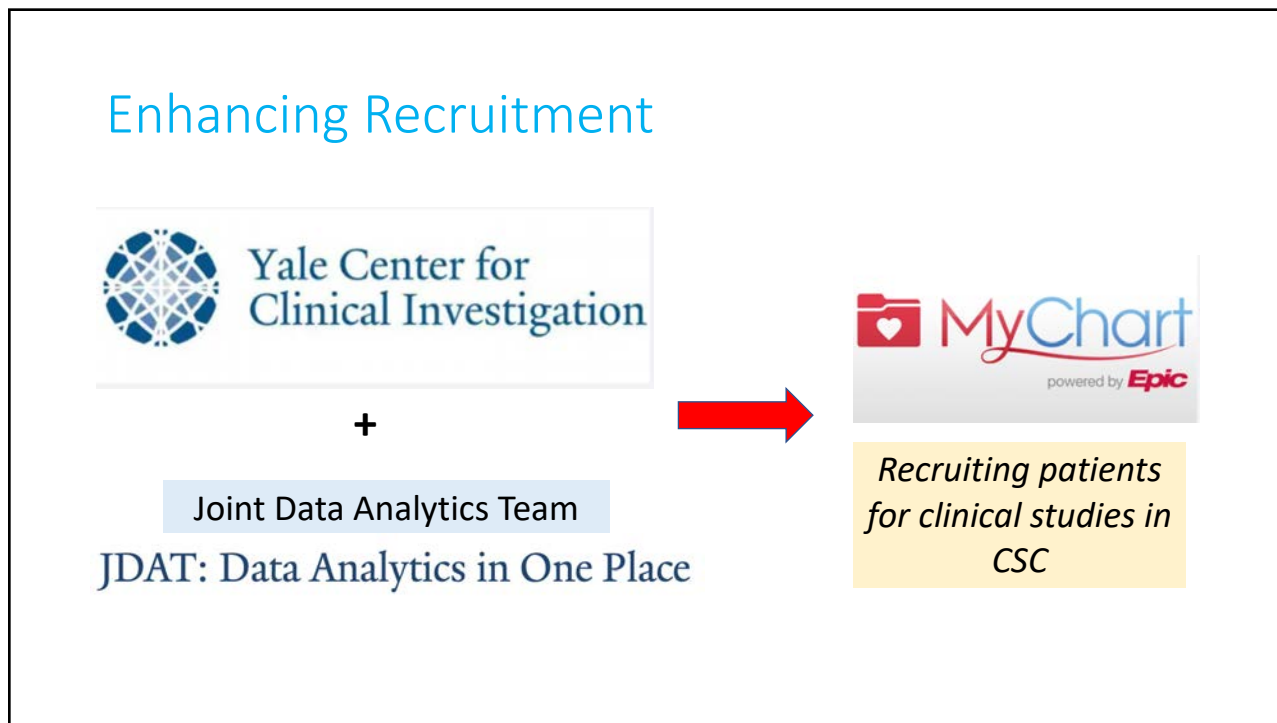
Henriksen, M., Skrove, M., Hoftun, G. B., Lydersen, S., Stover, C., Kalvin, C. B., & Sukhodolsky, D. G. (2023). *Journal of Child and Family Studies*, 32(4), 1177-1191.

23

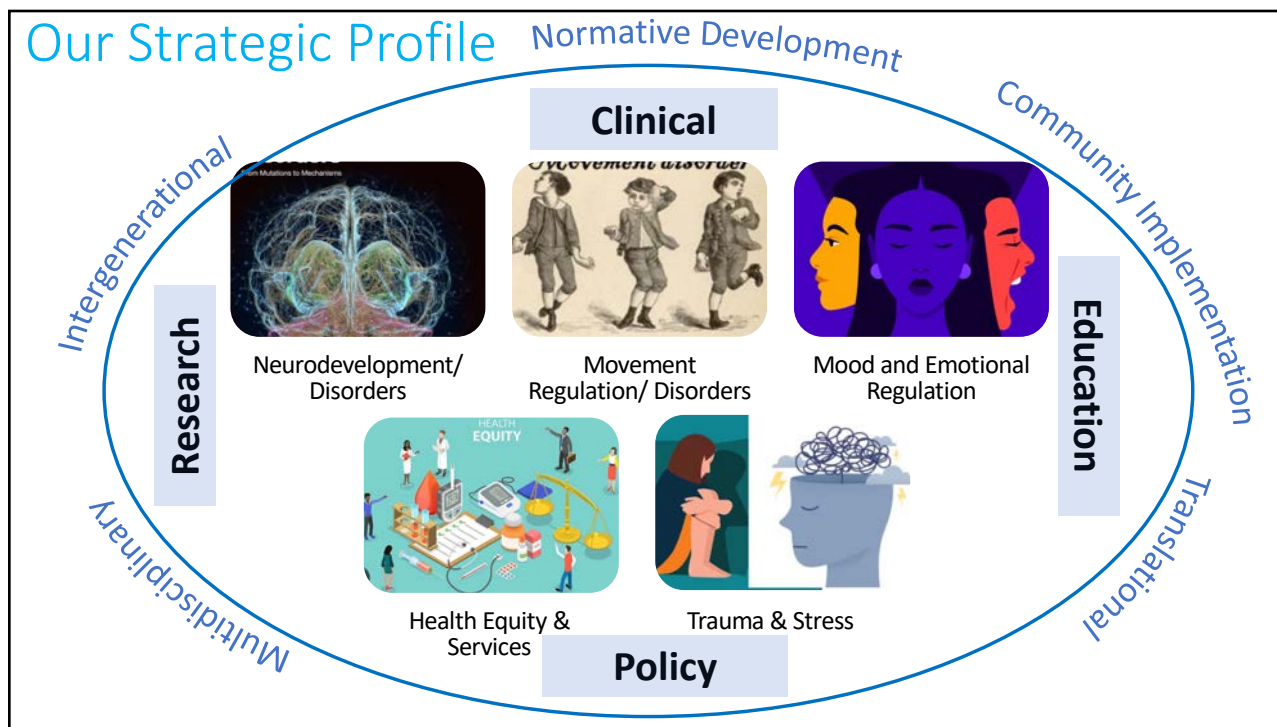
Research Missions Goals 2023-2024

- Implement a subject recruitment plan shared across labs**
- Work collaboratively with YCCI to increase pediatric behavioral health enrollment in clinical trials**
- Implement Mentoring Program**
- Clarify guidelines for applying for K awards**
- RESEARCH In PROGRESS**
Research in Progress Sessions
- T32**
Plan for center and/or training grants (coordinating with other medical school departments)
- STRATEGIC PLAN**
Set strategic goals for research growth/enhancement (gaps and opportunities)
- Strengthen CSC clinical-research interface**

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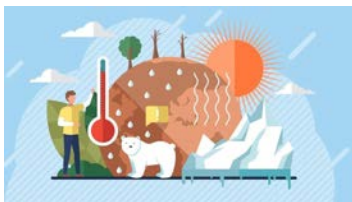


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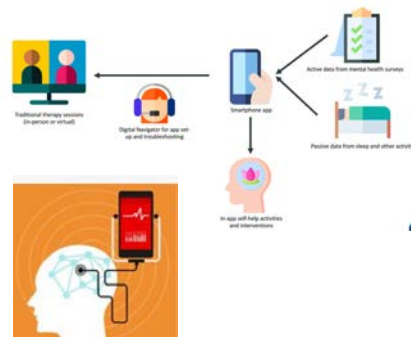
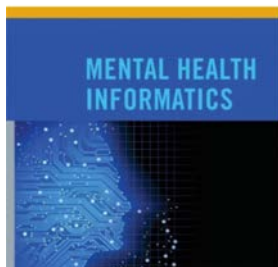


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Potential New Research Areas Bridging to Other Departments



Climate Change and Mental Health



Digital Mental Health Interventions

In collaboration with



In collaboration with



Biomedical Informatics & Data Science

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Education and Professional Development



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Goals for Education (and Professional Development) for 2023-2024

TBN
New Vice-Chair
Role in
Professional
Development

Improve Educational "Climate" for our training programs	<ul style="list-style-type: none"> Attend to impact of heavy clinical demands & ensure education always present Rebuild "learning community" after distancing impact of pandemic
Develop a professional development program in child and family behavioral health	<ul style="list-style-type: none"> For pediatricians becoming a REACH training site Reinvigorate consultative relationships with schools (and other community organizations)
Consistent communication about department trainings and development opportunities	<ul style="list-style-type: none"> Engaging both our internal and external communities Developing a unified professional development "brand"

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Piloting Coaching Approach for Training Programs


Phase One

Learning Ins and Outs of Peer Coaching

➔

Phase Two

Individual Coaching Sessions



Daryn David, Ph.D.

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Education & Professional Development since September



For Pediatricians



Becoming a training site for REACH; two trainings in fall 2023; ongoing in 2024



December 2023

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Becoming a Framing Hub

FRAME WORKS

Changing the conversation on social issues

Using framing to unlock change

Upcoming Sessions:
January 30, 2024
February 22, 2024

Framing Resource

Changing the Narrative Together: Three Effective Strategies for Talking about Youth Mental Health

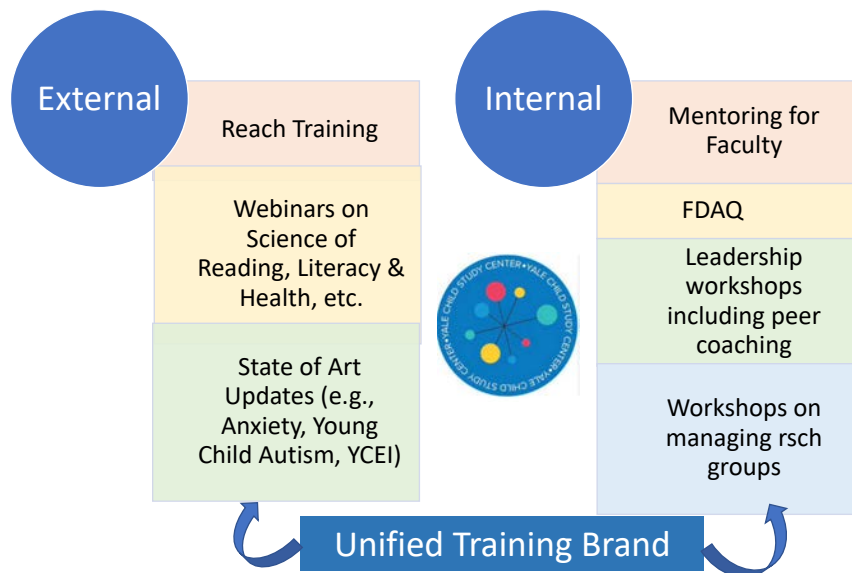
Can Frames Make Change? Using Communications Science to Translate the Science of Child Mental Health

The Story We're Telling About Youth Mental Health is Hurting Our Kids

Framing Fundamentals for Multigenerational Approaches to Mental Health

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What is “Professional Development”?



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Operations & Communication



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Operations Progress Since September 2023



Clarifying organizational structure for department governance



Clarifying job responsibilities across department (and lines of accountability)



Series of leadership presentations and regular blog on leadership development



Continuing to introduce concept of service leadership



- Workshops in January and February
- Integrated with FDAQ process
- Completed by new academic year and reviewed annually

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Communications Progress Since September

Regularly updated comms-related guidance on intranet

Easier Intranet Access



Monthly comms open office hour

On-going news stories & announcements via Beatrix

Monthly IBO & admin staff spotlights

Updated comprehensive list of committees & groups

Improved information flow via comms ambassadors

Quarterly CSC Insider focused on people in community

Other Suggestions?

Community surveys on expertise and funding needs

Upcoming second annual "year in review" special newsletter



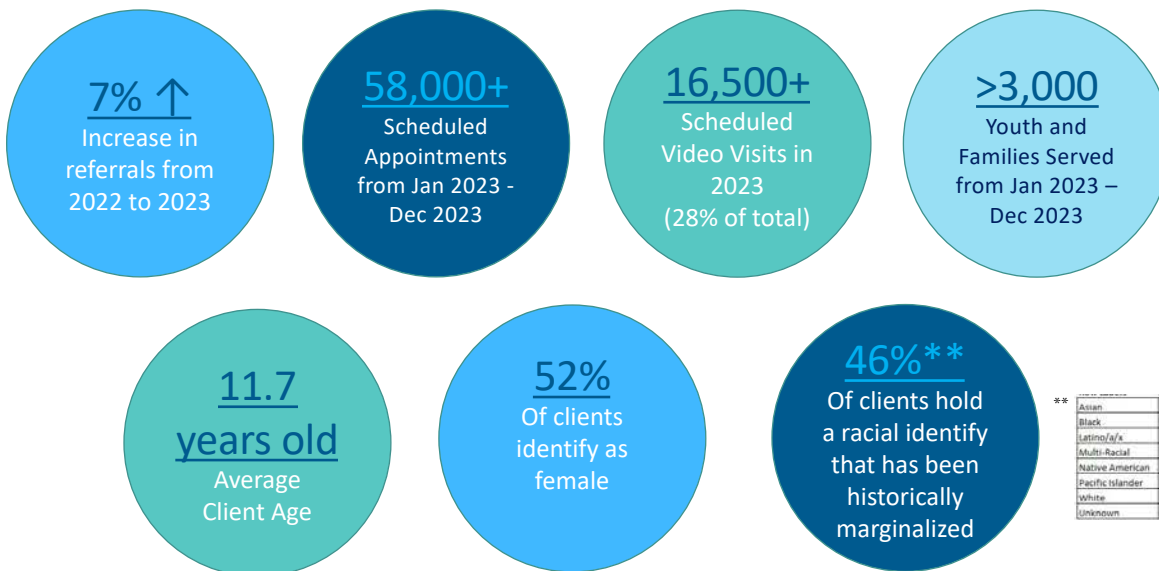
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Clinical Services

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Our Current State 2023 Outpatient Services (January -December 2023)

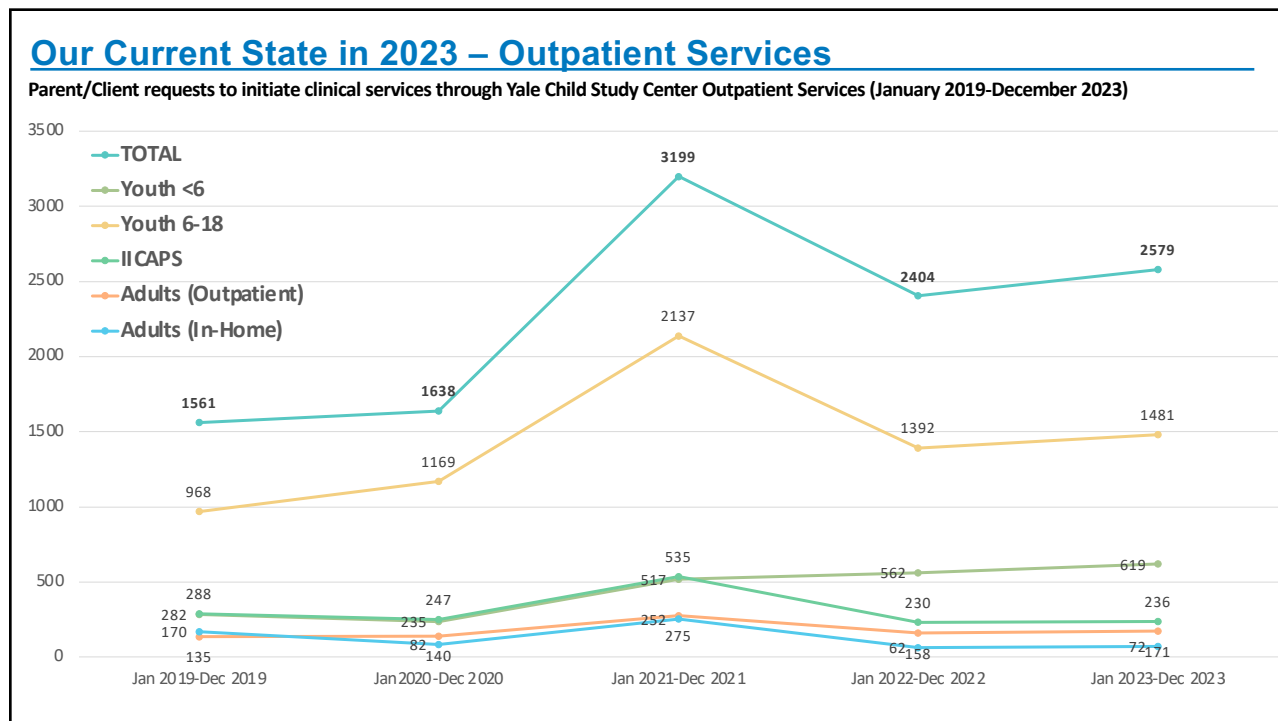


**

Asian	3%
Black	17%
Latino/a/x	23%
Multi-Racial	4%
Native American	0.2%
Pacific Islander	0.1%
White	48%
Unknown	6%

*Data include all 350 George Services, Children’s Day Hospital, In-Home Services, and Pediatric Psychology.

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Our Current State in 2023 (January 2023–December 2023)

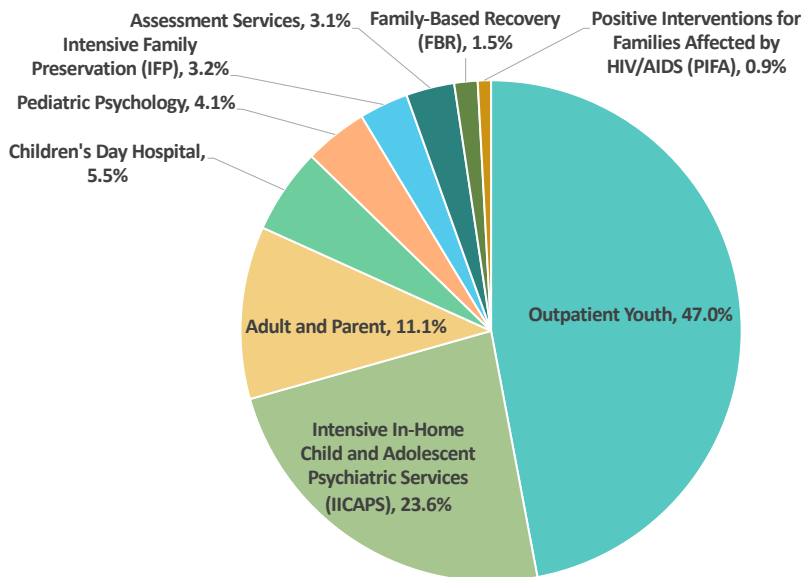
Hospital-Based Services: Children’s Behavioral Health ED, Child Psychiatric Inpatient Service, and Consultation Liaison

		FY19	FY20	FY21	FY22	FY23
Children’s Behavioral Health ED	Total Visits	1,967	1,635	1,817	2,006	1,851
	Boarder hours	4,104	9,118	30,505	32,654	Pending data
Child Psychiatric Inpatient Service (CPIS)	Discharges	463	388	366	356	360
	Average LOS (days)	11.9	13.1	17.4	15.7	14.9
Consultation Liaison (CL)	New Consults	132	154	125	107	118

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Our Current State in 2023 (January 2023-December 2023)

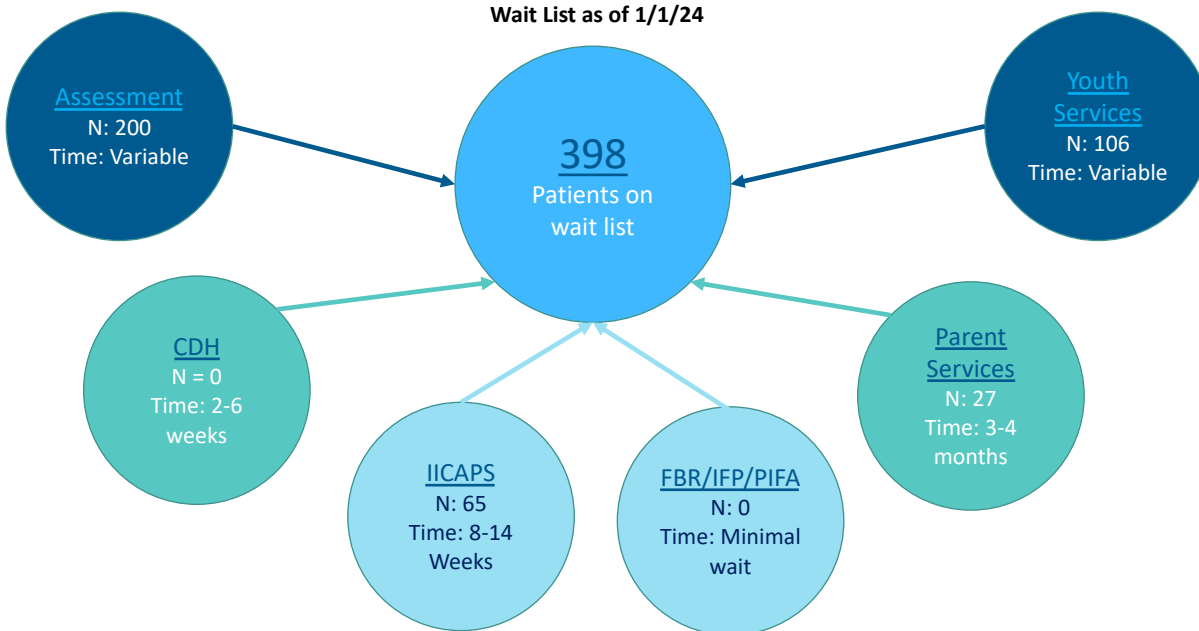
Proportion of scheduled patient volume by type of service.



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Our Current State in 2023 (January 2023-December 2023)

Wait List as of 1/1/24




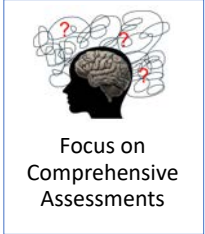
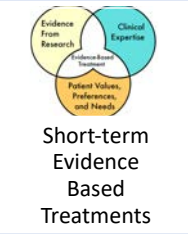

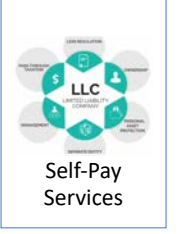
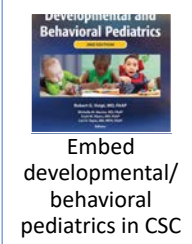


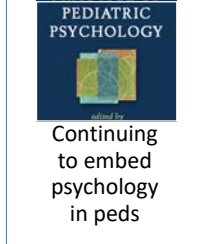
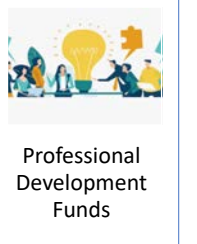



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Progress since September 2023

			
Racially Informed Clinical Formulation	Action Items from Kraft consultation – workflow, workforce development, culture of respect	Added Developmental and Behavioral Pediatrics— Dr. Veronica Meneses	New Funds Flow approach started & presented in community townhalls

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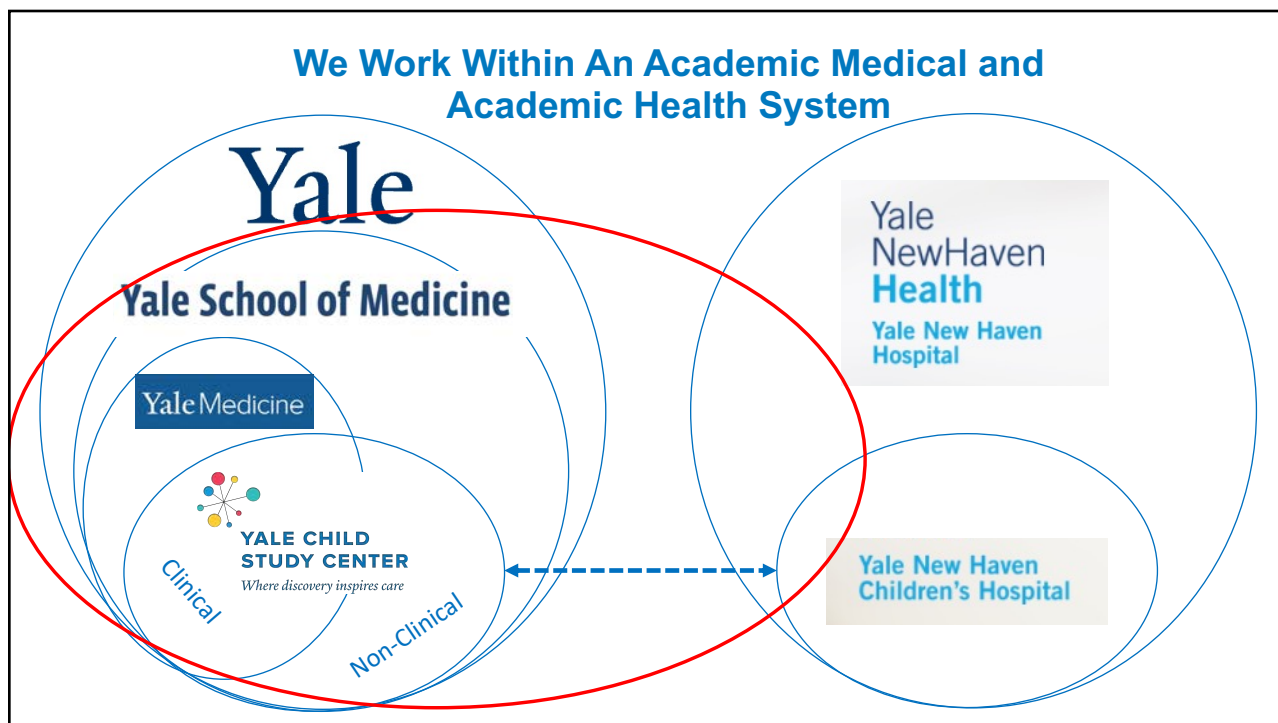
Clinical Goals for 2023-2024

 Workplace centered around respect and inclusion	 Focus on Comprehensive Assessments	 Short-term Evidence Based Treatments	 Develop Referral Partnerships	 Self-Pay Services
 Embed developmental/behavioral pediatrics in CSC	 Enhanced Telehealth & Digital Interventions	 Improve measurement-based care in outpatient services	 Continuing to embed psychology in peds	 Professional Development Funds
  				
<div style="background-color: #e0e0e0; padding: 5px; display: inline-block;">Growing Partnership with Dept. Pediatrics</div>				

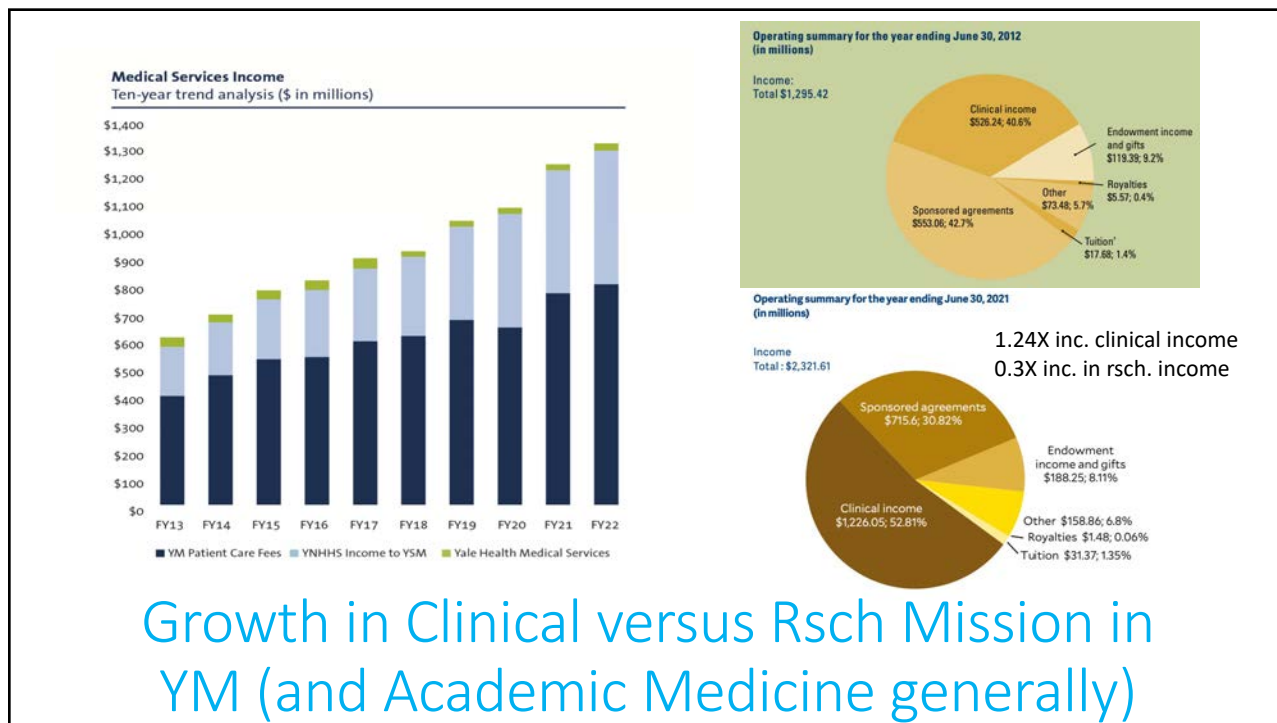
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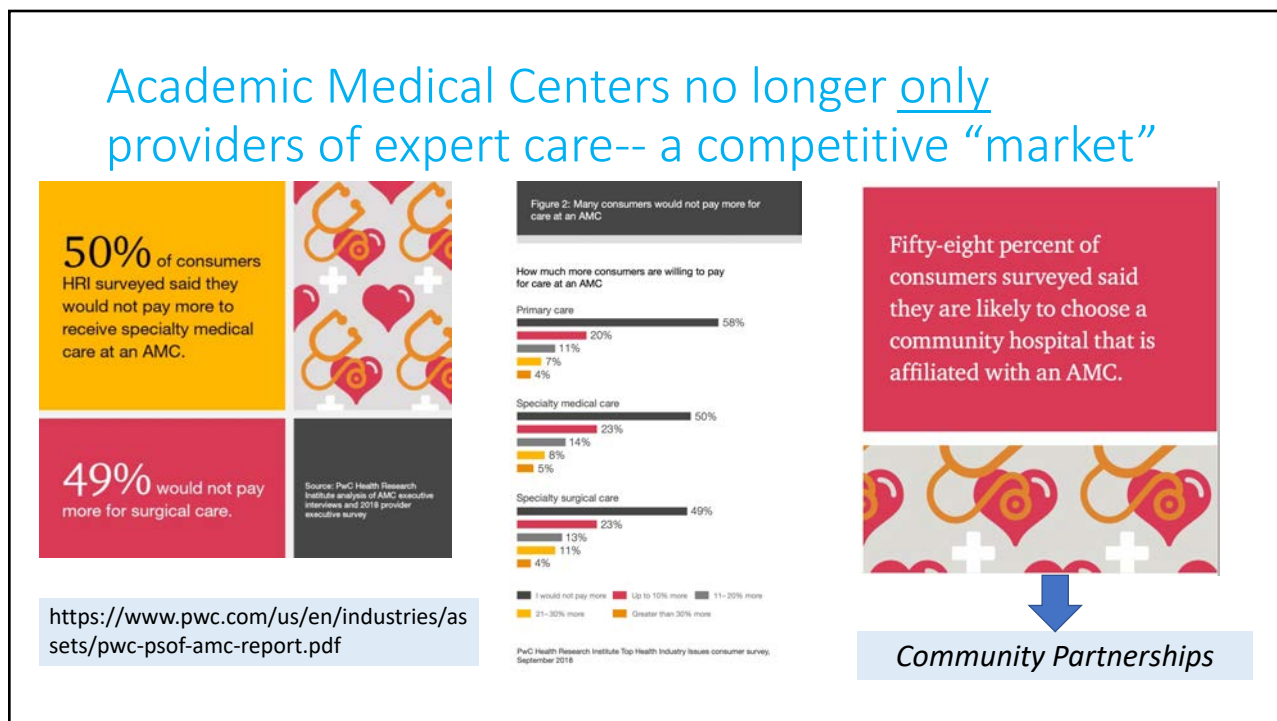
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Resulting Major Changes to YM's Clinical Mission

Closer Alignment with YNHHS health system

Integrating clinical networks within and outside medical center into one clinically integrated network

New approach to how funding flows from health system to school to support clinical care

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<https://ynhhs.yale.edu>

Yale New Haven Health System and Yale School of Medicine Alignment



Working Together

For nearly 60 years, Yale New Haven Health System (YNHHS) and Yale School of Medicine (YSM) have affiliated with one another to provide the highest quality care to people in the Northeast region and around the world.

Both organizations have grown significantly, advancing our knowledge, innovation, and capabilities along the way. With advancement comes opportunity to do even more for the communities we serve by closely aligning our operations, care delivery, and strategic investments. An enhanced partnership will allow us to grow more effectively and flourish in today's constantly changing and challenging health care environment.



- Joint Strategic Planning including for behavioral health
- Joint Infrastructure (e.g., IRB, credentialing)
- Joint Clinical Programming
- More Transparent Funds Flow

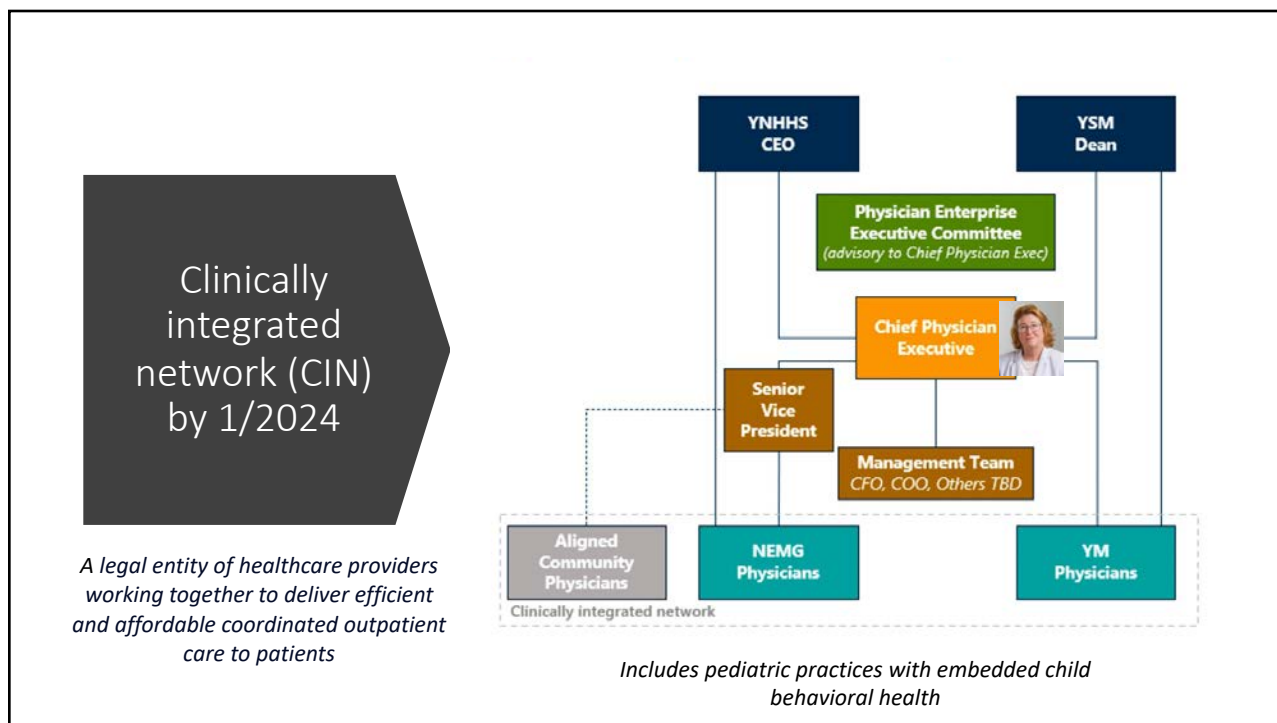
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Children's Hospital
Strategy—October 2023

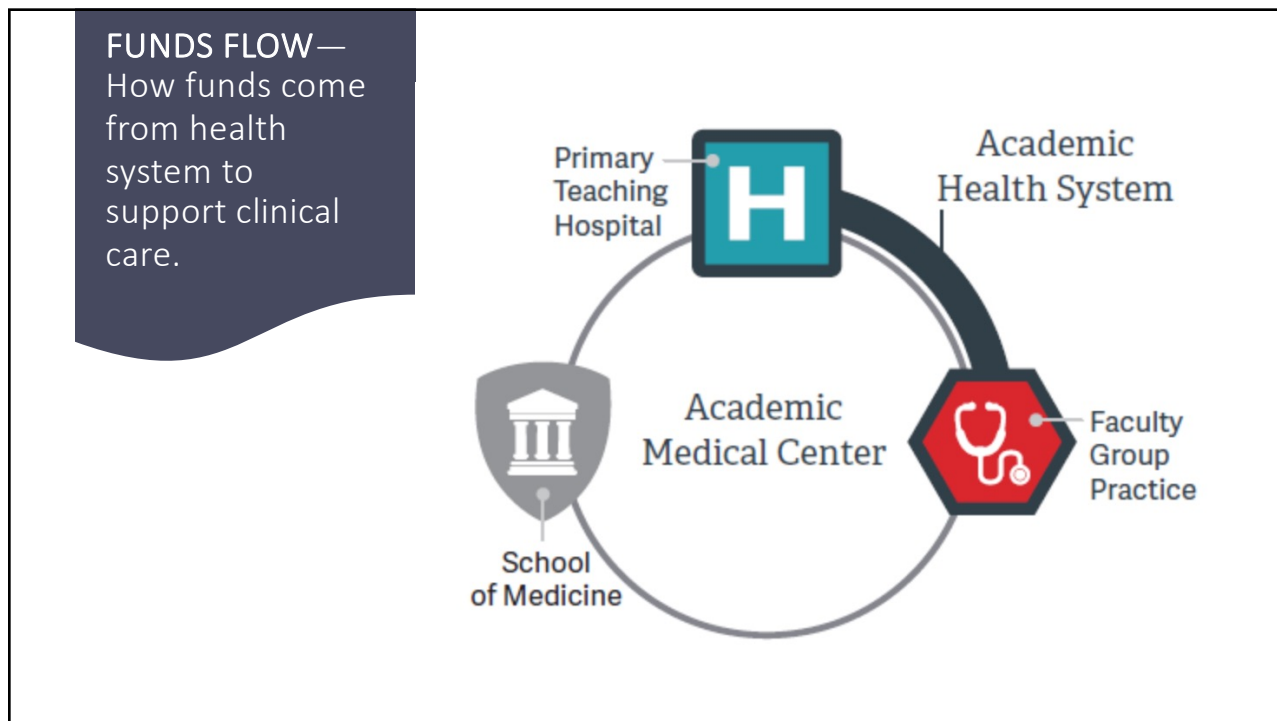
Yale SCHOOL OF MEDICINE | Yale New-Haven Health

Short Strategy	Strategy
Fetal Care Center	Complete capital project for freestanding Fetal Care Center in New Haven and satellite center in Greenwich granting brand recognition at a local, regional, and national level.
Children's Heart Center	Elevate the Children's Heart Center programming by leveraging pipelines through Fetal Care and Community OBGYN referrals along with investments in access improvement.
Neurosciences & Epilepsy Clinical Programming	Advance the development of neuroscience & epilepsy clinical programming and improve access to outpatient pediatric specialty care improving the pipeline to surgical services.
Pediatric Solid Organ Transplant	Rebuild and expand Pediatric Solid Organ Transplant programming to maintain YNHCH's status as being the only center for Children's liver transplantation center and 1 of 2 for kidney transplantation in Connecticut.
Rare Diseases & Gene Therapy	Establish a gene therapy clinical trial program provides the opportunity to be at the forefront of research and clinical practice drawing in a wider geography of patients. (Destination Service)
Hematology, Oncology, & Bone Marrow Transplant	Revitalization of Heme/Onc/BMT programming through targeted recruitment and program expansion across the service area.
Pediatric Orthopedics	Grow programming and expand the footprint of pediatric orthopedics services by capitalizing on the high demand for orthopedic services across the shoreline.
Pediatric Behavioral Health	Improve access to behavioral health services through telehealth consult functionality, provide behavioral health services across the care continuum through the embedded behavioral health care model, and complete the build of pediatric mental health urgent care center in PED

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Important Changes Under New Funds Flow Model (in place since July 2023)

	Traditional/Past Revenue Model	Funds Flow Model
Space	On Department budget	Moved to central budget
Malpractice	On Department budget	Moved to central budget
YM/YSM Assessments	On Department budget	Moved to central budget
Clinical Income (to Child Study)	Based on clinical revenue paid by insurance carrier	Based on \$/RVU* paid by health system**

*RVU-Relative Value Unit set nationally, linked to billing codes, and based on the extent of clinician work and expertise required to deliver the service

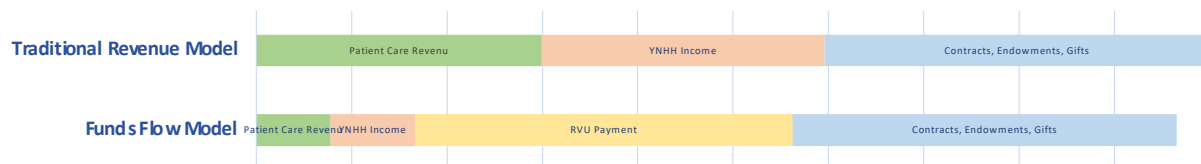
**Some services such as hospital-based medical directors or pediatric psychologists embedded in medical settings supported by direct payment for salary (staffing model)

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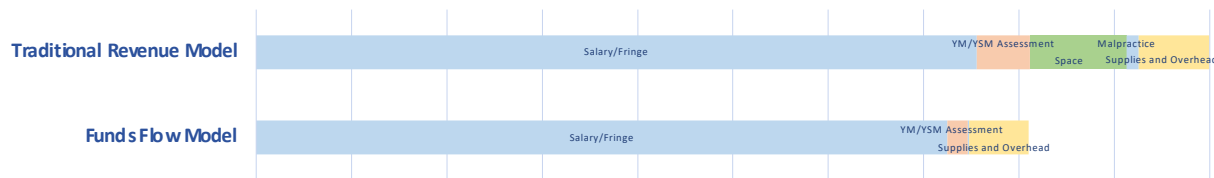
Overall Beneficial Fiscal Impact for CSC: Traditional & New Models FY23

Traditional Revenue Model (Deficit)	Funds Flow Model (Deficit)*
-\$6,929,115	-\$2,653,044

CLINICAL INCOME CHANGES:



CLINICAL EXPENSE CHANGES:



*Working with funds flow team to clarify remaining areas of practice not yet under new model.

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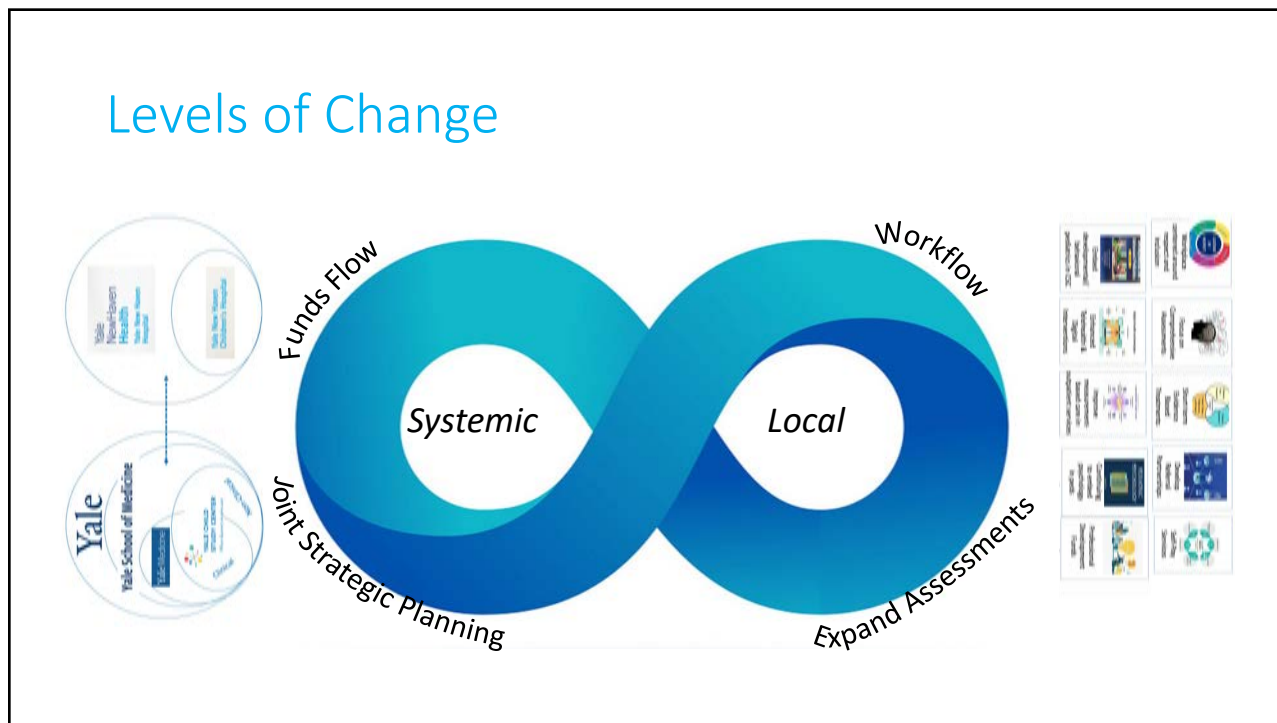
What Does Funds Flow Mean For Individual Clinicians?

	Traditional/Past Revenue Model	Funds Flow Model
Clinical Capacity	Measured by clinical hours/cases	Measured by clinical hours/cases
Clinical Activity	Measured by clinical hours/RVUs	Measured by clinical hours/RVUs
Clinical Faculty Salary	Based on 50 th percentile of AAMC where available. Based on regional/health system benchmarks.	Based on 50 th percentile of AAMC where available. Based on regional/health system benchmarks.
Clinical Incentives	Assessed based on clinical hours	Assessed based on clinical hours

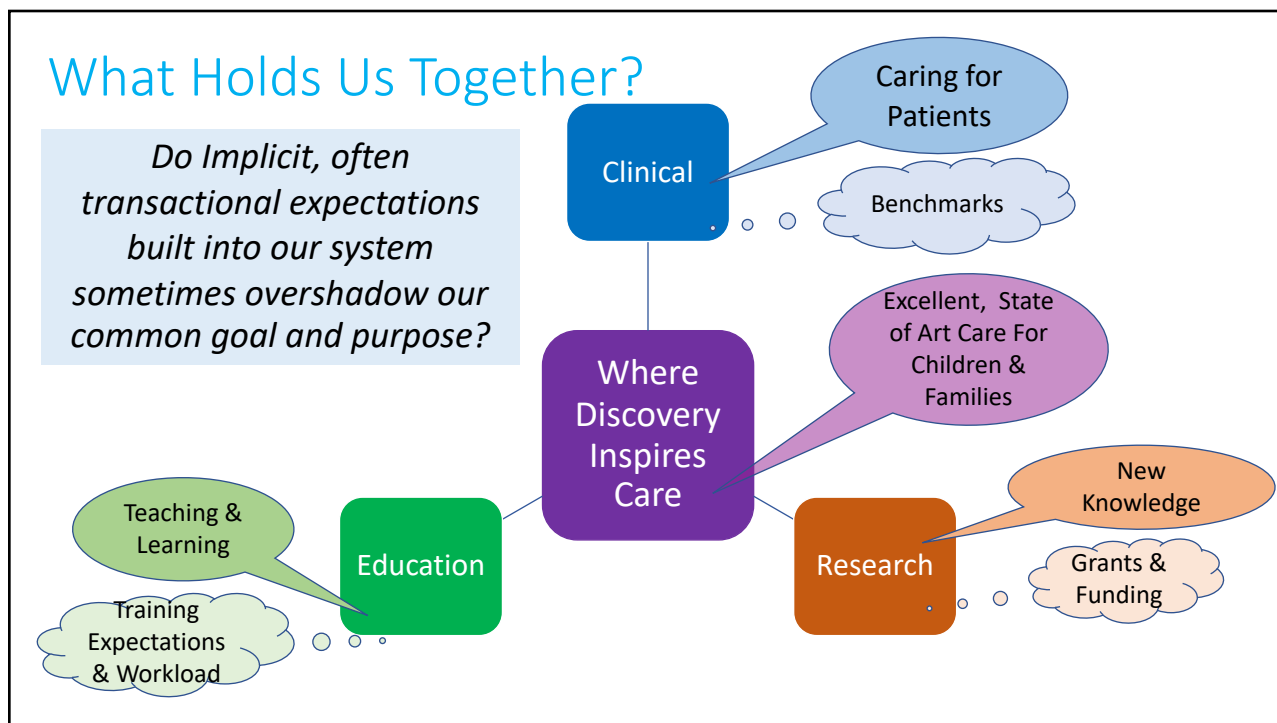
The changes are at the Department/Practice level:

	Traditional/Past Revenue Model	Funds Flow Model
Clinical Income (to Child Study)	Based on clinical revenue paid by insurance carrier	Based on \$/RVU paid by health system
Expenses	Space, Assessments, Malpractice paid by Department	Space, Assessments, Malpractice covered centrally

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Returning to our Theme for the Year:
Why Staying Grounded is Critical

Being grounded focuses us on what is most meaningful--how our community values & centers care & discovery --and how we care for each other.

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Time For Discussion

The illustration features silhouettes of five people in profile, engaged in conversation. Above them is a network of white circular nodes connected by thin lines. Each node contains a different icon: a gear, a lightbulb, a laptop, a globe, a magnifying glass, a bar chart, a document, a speech bubble, a hand pointing, a pie chart, a smartphone, a mail envelope, and a person in a suit. The background is a solid teal color.

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