

WEBVTT

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00:00:03.227 --> 00:00:06.124

Linda Durnell: I'm really looking forward to this topic today.

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00:00:08.887 --> 00:00:33.866

Linda Durnell: Okay, it's 3 o'clock. Well, hello, hello, everyone. Thank you for attending and or downloading this later at your leisure. Appreciate that. I have the immense pleasure today to interview Dr. Yusuf Yadze, who's the director of the center for bioengineering, innovation and design, which they call the Seaboard program at Johns Hopkins University in Whiting school

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00:00:33.867 --> 00:00:48.997

Linda Durnell: engineering. This is an incredibly highly regarded program at Hopkins that prepares students to be leaders in the healthcare innovation and design space with a strong emphasis on global health challenges.

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00:00:49.347 --> 00:01:06.506

Linda Durnell: And no one is better equipped to not only create it, but be its leader. As Dr. Yazdi. He holds a Phd. In biomedical engineering from the University of Texas. At Austin. He holds an Mba. In entrepreneurial management from the University of Pennsylvania's Wharton School of business.

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00:01:06.507 --> 00:01:32.336

Linda Durnell: He's received numerous awards and recognitions, and too many to list. But he had the Johnson and Johnson standards of leadership award during his time as a corporate director at J. And J's corporate office of science and technology. And I think, more importantly, from my perspective is, he's a fellow of the American Institute for Medical and Biological Engineering, which is comprised of the top 2% of medical and biological engineers in the country.

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00:01:32.517 --> 00:01:56.916

Linda Durnell: I could go on, but we all wanna hear directly from Yusuf. So let's begin by saying, Welcome, thank you for taking time out of your incredibly busy schedule. To meet with us today. Yusuf.

But my first question is, what is your hope and expectations for the global health innovation as a whole. And how is the seabed program helping further innovation? On a global scale?

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00:01:57.227 --> 00:02:14.986

Youseph Yazdi, Johns Hopkins CBID: Thank you so much, Linda, for the kind introduction and for the invitation, and for for organizing this Fireside Chat series. I look forward to listening to all of them in the series and to sharing them with my students. Thank you so much for organizing that

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00:02:15.007 --> 00:02:18.227

Youseph Yazdi, Johns Hopkins CBID: great question. I would say

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00:02:18.377 --> 00:02:25.296

Youseph Yazdi, Johns Hopkins CBID: the field of global health. Innovation is supposed to be solving important problems

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00:02:25.397 --> 00:02:37.347

Youseph Yazdi, Johns Hopkins CBID: in health care around the world, especially in low and middle income countries. And we see a lot of amazing innovative ideas around the world, both in

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00:02:37.497 --> 00:02:44.796

Youseph Yazdi, Johns Hopkins CBID: regions, in lmics and also in wealthier countries like the United States, in various programs, including seabed.

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00:02:44.827 --> 00:03:08.907

Youseph Yazdi, Johns Hopkins CBID: But there's a problem. The problem is that for some reason the rigor and discipline which is which we use in places like Johnson and Johnson, where I spend about half of my career in medical device development is somehow largely absent when it comes to innovating for for lmics. And I think that what, in order to succeed.

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00:03:09.297 --> 00:03:23.107

Youseph Yazdi, Johns Hopkins CBID: you ask, what would my vision be? Is that people have the same discipline, the same tools, the same methodology, the same mindset in developing solutions for everywhere around the world, and it goes both ways.

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00:03:23.917 --> 00:03:41.376

Youseph Yazdi, Johns Hopkins CBID: Best practices of rigor and discipline in looking at all stakeholders when designing a healthcare solution is critical both in the Us. And for designing for something for Kenya or any other country that's emerging from into the into the world. But also

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00:03:41.457 --> 00:03:51.786

Youseph Yazdi, Johns Hopkins CBID: we have a lot to learn in the United States from the effort to design low cost cost, effective products for emerging markets.

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00:03:51.797 --> 00:04:01.376

Youseph Yazdi, Johns Hopkins CBID: And and I can get into that in greater detail later. But I think it's a 2 way street where where there's a lot that can be learned from both parties.

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00:04:02.306 --> 00:04:15.226

Linda Durnell: Hmm, interesting. So how do you approach designing a medical device or technology that is sustainable? What is there a clear path to market? And how how does that work into the Cb program?

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00:04:16.957 --> 00:04:22.427

Youseph Yazdi, Johns Hopkins CBID: Well, that's a wonderful question, because the method that you use is critical to your success

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00:04:22.507 --> 00:04:39.316

Youseph Yazdi, Johns Hopkins CBID: designing a new healthcare solution takes incredible creativity and energy. But I've seen my share thousands, perhaps, of of investment pitches when I was at J and J. And here at Hopkins

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00:04:39.487 --> 00:04:50.876

Youseph Yazdi, Johns Hopkins CBID: and Project, you know, presentations where the ideas presented are just really incredibly creative. And the team is highly motivated. But

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00:04:51.217 --> 00:04:54.776

Youseph Yazdi, Johns Hopkins CBID: the reality is that very few of them actually turn into real products.

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00:04:54.967 --> 00:05:01.386

Youseph Yazdi, Johns Hopkins CBID: and actually save lives and improve lives and save money in a healthcare system, either here or abroad.

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00:05:01.417 --> 00:05:05.407

Youseph Yazdi, Johns Hopkins CBID: So what we've done at Cbd is we've looked at some of those failure modes.

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00:05:05.717 --> 00:05:12.136

Youseph Yazdi, Johns Hopkins CBID: both failure modes that occur in a wealthy corporation like J. And J. Or Medtronic or Boston Scientific.

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00:05:12.217 --> 00:05:27.916

Youseph Yazdi, Johns Hopkins CBID: where millions of dollars could be thrown at a project, and failure modes that occur in a frugal environment like in an academic setting or a setting where you're in a startup. And you need to watch every penny and every every day of the year is important. So

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00:05:28.357 --> 00:05:38.926

Youseph Yazdi, Johns Hopkins CBID: what we've done is create a a design and innovation methodology for early stage medical device development or healthcare solution development

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00:05:39.137 --> 00:05:43.006

Youseph Yazdi, Johns Hopkins CBID: that addresses some of those main failure modes.

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00:05:43.537 --> 00:06:05.866

Youseph Yazdi, Johns Hopkins CBID: And I look back at when I was a Phd student. I was working in a lab at Ut Austin, using biophotonics, lasers, spectroscopy to to solve important problems in medicine, namely, in my case it was focused on breast and cervical cancer detection. And can we make a better diagnostic and guess what

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00:06:06.367 --> 00:06:36.286

Youseph Yazdi, Johns Hopkins CBID: we focused on the techn? My, my advisor said you. So if you can work on whatever you want to work on it, better end up using a laser as the solution in spectroscopy. Otherwise, what are you doing in my lab, and we came up with an amazing diagnostic that works much better than the existing, you know. Pap smear in terms of sensitivity and specificity and use the laser a hundred \$1,000 laser that required, like a bunch of optical fibers, etc. Technically the performance was fantastic, but

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00:06:36.397 --> 00:06:38.307

Youseph Yazdi, Johns Hopkins CBID: it never helped anybody.

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00:06:38.787 --> 00:07:05.666

Youseph Yazdi, Johns Hopkins CBID: Fact it did. It was part of the IP that was used to spin out a company called Life Specs, that J. And J. Invested in my first contact with Jj. DC. The investment arm of Johnson Johnson when I was a grad student, and it was invested in this company, was formed, and the company really didn't last very long. I think it passed away in very appropriate death for a startup, because it really was a tech driven initiative.

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00:07:05.667 --> 00:07:23.459

Youseph Yazdi, Johns Hopkins CBID: It was not. It did not pay attention to some very important things. Early on, when I got to J and JI started ethicon endosurgery, their division that makes surgical tools. And I was in this group that was focused on the skunkworks, you know, the advanced R&D, and

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00:07:24.467 --> 00:07:43.827

Youseph Yazdi, Johns Hopkins CBID: and we came up with some amazing ideas, and we spent millions of dollars in developing these ideas. And I remember one day I was at lunch with somebody in marketing. And I said, This is what I'm working on. And she said, Listen, dude. If you were to talk to me a year ago I could have saved you a lot of time and money, because this is not gonna go anywhere. And here are the reasons.

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00:07:44.057 --> 00:07:48.977

Youseph Yazdi, Johns Hopkins CBID: And I've had similar conversations with people in regulatory affairs and reimbursement, and others

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00:07:49.467 --> 00:08:04.136

Youseph Yazdi, Johns Hopkins CBID: so failure, mode number one is thinking, is tech push, another failure. Mode is not paying attention to some of these things called downstream issues that are so critical to the success of a project. But you must think about them from very beginning.

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00:08:04.517 --> 00:08:13.797

Youseph Yazdi, Johns Hopkins CBID: would say, if you think of all the 100 things that you have to know and do to be to be a successful med tech or healthcare innovator.

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00:08:13.817 --> 00:08:21.547

Youseph Yazdi, Johns Hopkins CBID: any time a student asks me, Professor Yazdi, when should I think about that? The answer is always the same.

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00:08:21.897 --> 00:08:22.927

Youseph Yazdi, Johns Hopkins CBID: Now

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00:08:23.647 --> 00:08:27.306

Youseph Yazdi, Johns Hopkins CBID: the question is, to what extent do you think about that.

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00:08:27.387 --> 00:08:38.287

Youseph Yazdi, Johns Hopkins CBID: If you're early on in the project, you may have a 1 h conversation with someone who knows how medical device are regulated or paid for you don't need to hire a consultant for \$100,000 to go through that

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00:08:38.317 --> 00:08:43.896

Youseph Yazdi, Johns Hopkins CBID: later on. When you have a more mature project, you may get deeper and deeper into that topic.

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00:08:44.017 --> 00:08:59.006

Youseph Yazdi, Johns Hopkins CBID: But you always want to have a brief understanding, at least of all of those issues, because all of those issues will affect your design. And that's true for design for the Us. And it's true for design, for global health or frugal environments, emerging markets.

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00:08:59.357 --> 00:09:04.467

Youseph Yazdi, Johns Hopkins CBID: And that's the process that we teach and we practice at Johns Hopkins, Cbid.

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00:09:04.907 --> 00:09:14.516

Linda Durnell: Hmm, so the thought. So the importance of incorporating user needs and human factors into the design process process. That's what you're talking about. Correct.

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00:09:14.757 --> 00:09:18.886

Youseph Yazdi, Johns Hopkins CBID: User needs human factors and a hundred other things.

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00:09:19.827 --> 00:09:31.017

Youseph Yazdi, Johns Hopkins CBID: I would characterize them to simplify, of course, because I'm faculty now. So I we have to simplify things and categorize them. So we really put all of these different things into 4 buckets.

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00:09:31.897 --> 00:09:37.217

Youseph Yazdi, Johns Hopkins CBID: All the clinical and health care related things that have to be done.

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00:09:37.367 --> 00:09:46.286

Youseph Yazdi, Johns Hopkins CBID: The stakeholder analysis, the evidence generation, the understanding of the constraints and the performance, all that on the clinical side.

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00:09:46.547 --> 00:09:50.066

Youseph Yazdi, Johns Hopkins CBID: all of the business related things that have to get done.

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00:09:50.267 --> 00:10:08.586

Youseph Yazdi, Johns Hopkins CBID: Who's going to regulate this? What are the evidence they need? What is the competitive landscape? How are you going to protect yourself from competition, for example, through intellectual property and other means of protection. Who's going to pay for it? How much are people willing to pay for a solution to that problem, etc. Fourth, a third category.

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00:10:08.597 --> 00:10:24.007

Youseph Yazdi, Johns Hopkins CBID: All of the technical related things that you have to do, all the engineering and building and testing and evaluating from a technical performance. Perspective. And fourth, and the most neglected are all the things having to do with the world of entrepreneurship.

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00:10:24.037 --> 00:10:27.736

Youseph Yazdi, Johns Hopkins CBID: Putting together a team because you're building something from scratch.

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00:10:27.827 --> 00:10:32.997

Youseph Yazdi, Johns Hopkins CBID: This is not something I learned in business. School business schools don't teach a focus a lot on entrepreneurship.



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00:10:33.197 --> 00:10:35.576

Youseph Yazdi, Johns Hopkins CBID: They focus on running business.

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00:10:35.617 --> 00:11:02.556

Youseph Yazdi, Johns Hopkins CBID: and but building a business is different than running a business. A different mindset and different skill sets and different tasks are required. So in each of these 4 categories, clinical business, technical and entrepreneurial. There are things that have to get done. There are risks associated with the project, and there's risk mitigation strategies. And there are resources. And there are connections needed for each of those 4 categories.

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00:11:02.677 --> 00:11:21.196

Youseph Yazdi, Johns Hopkins CBID: So what we do is in our programs. We make sure that students pay attention to all 4 of those categories throughout the year in designing and developing their their innovative new solution. So human factors is a critical element of that. But there are others in the other 3 quadrants, as well.

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00:11:21.727 --> 00:11:29.257

Linda Durnell: So what do you think? Having done this for for a while, is the most challenging for your students out of those buckets.

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00:11:29.737 --> 00:11:35.847

Youseph Yazdi, Johns Hopkins CBID: It's a great question. And when we started Cbid back in 2,009,

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00:11:36.067 --> 00:11:42.466

Youseph Yazdi, Johns Hopkins CBID: our students were, it was mainly a program designed for engineers to learn how to design and develop medical devices.

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00:11:44.217 --> 00:11:48.577

Youseph Yazdi, Johns Hopkins CBID: What we've done over the years is

we realized, if we want to do this right.

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00:11:49.247 --> 00:11:56.186

Youseph Yazdi, Johns Hopkins CBID: we have to incorporate a wider catchment of people participating in the program. So

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00:11:56.237 --> 00:12:22.576

Youseph Yazdi, Johns Hopkins CBID: what's the most difficult? If you're an engineer and you're a nerdy, introverted technical geek like me, and you know you'd rather just spend all your day just playing with a laser as opposed to actually interacting with other human beings. Perhaps. So you have to learn how to work on a team. So ironically, the entrepreneurial part of working on a team with people from very different backgrounds, different perspectives, different life stories.

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00:12:22.637 --> 00:12:27.227

Youseph Yazdi, Johns Hopkins CBID: different levels of energy and interest and personalities

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00:12:27.307 --> 00:12:28.956

Youseph Yazdi, Johns Hopkins CBID: is a challenge

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00:12:29.717 --> 00:12:32.457

Youseph Yazdi, Johns Hopkins CBID: understanding the world of doctors.

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00:12:32.487 --> 00:12:49.697

Youseph Yazdi, Johns Hopkins CBID: The mindset of a physician is very different than the mindset of an engineer, although we're both professions are geared toward rolling up your sleeves, hands on getting things done, and but they have very different perspectives on the world. So, understanding that perspective.

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00:12:49.767 --> 00:12:56.527

Youseph Yazdi, Johns Hopkins CBID: So I would say, those are the most challenging for the engineers coming into this model for the

physicians who are coming into the model.

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00:12:56.757 --> 00:13:06.156

Youseph Yazdi, Johns Hopkins CBID: It's also a challenge. In many ways. They're much more. Usually they're much more open because they're trained to interact with strangers all the time. In the most intimate ways.

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00:13:06.327 --> 00:13:30.746

Youseph Yazdi, Johns Hopkins CBID: But but their mindset of of doctors is a lot of memorization, not a lot of structured theoretical basis for a lot of what's been, what's done in medicine. It's an art they call the art of medicine. So we have to teach them that there's some some principles here. Physics behind different techniques and different, you know, processes. And so every one of those people come in from the business perspective.

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00:13:30.867 --> 00:13:45.027

Youseph Yazdi, Johns Hopkins CBID: They have to learn new things. And some people are coming to us with with entrepreneurship this year. We're gonna have somebody who's a very accomplished, successful entrepreneur in the class, not really a lot in the other 3 categories. So he's gonna have a lot to learn as well.

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00:13:45.597 --> 00:13:46.377

Linda Durnell: Hmm.

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00:13:46.617 --> 00:14:06.992

Linda Durnell: so with the hands on project, it obviously is a mix of instruction. So the experiential learning part of it, we hear a lot about that. That's what you would define. Is the hands on project work, right? Covering all these essential solutions, identifying validating medical needs? Right?

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00:14:07.617 --> 00:14:08.957

Linda Durnell: is this

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00:14:09.067 --> 00:14:16.977

Linda Durnell: really kind of the secret sauce. Is this really important? Or is this just a means to an end? And they're equally important.

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00:14:18.367 --> 00:14:25.447

Youseph Yazdi, Johns Hopkins CBID: You know I look back on. I think it's an excellent question. It has to do with how things are taught and how things are learned.

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00:14:26.077 --> 00:14:31.166

Youseph Yazdi, Johns Hopkins CBID: like all of us here on this call, learned how to use zoom

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00:14:31.967 --> 00:14:36.997

Youseph Yazdi, Johns Hopkins CBID: a lot of us, because there was no choice. We had to do it.

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00:14:37.867 --> 00:14:53.227

Youseph Yazdi, Johns Hopkins CBID: None of probably none of us attended any tutorials, or took any classes on how to do it, but we just kind of did it, and did it in a pretty poor way for a long, long time, and some people are still stuck in that mode. But but when you're desperately need to solve, do something and solve a problem.

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00:14:53.427 --> 00:14:55.957

Youseph Yazdi, Johns Hopkins CBID: That's where learning really sticks.

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00:14:55.957 --> 00:14:56.607

Linda Durnell: Freedom.

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00:14:56.957 --> 00:15:12.357

Youseph Yazdi, Johns Hopkins CBID: Is the reason why we all learn to say, Mama, Dada, and you know I'm thirsty or I'm hungry. It's just the

best way to learn. So what we've done at Cbbid is, we've created an entrepreneurial environment.

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00:15:12.807 --> 00:15:22.846

Youseph Yazdi, Johns Hopkins CBID: First, we we expose our students in the program to the clinical problems in a way that they feel it viscerally.

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00:15:22.877 --> 00:15:28.687

Youseph Yazdi, Johns Hopkins CBID: The goal is to let people develop a sense of passion for solving the problem.

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00:15:29.287 --> 00:15:36.977

Youseph Yazdi, Johns Hopkins CBID: and then we throw them into a team. And they say, Okay, we say, Ok, go for it. Run with this ball like a startup for a year

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00:15:37.487 --> 00:15:43.877

Youseph Yazdi, Johns Hopkins CBID: and come up with a solution. And we make sure the problem that they're working on is something that's worthy.

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00:15:44.737 --> 00:15:58.766

Youseph Yazdi, Johns Hopkins CBID: And we make sure they understand how important it is that they solve it. We can't force them to come up with something new, and sometimes they do, sometimes they don't, but at least they all get a chance to work on something really meaningful.

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00:15:59.077 --> 00:16:05.517

Youseph Yazdi, Johns Hopkins CBID: People ask me, how do you teach creativity and innovation? Can you even teach creativity and innovation?

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00:16:05.867 --> 00:16:09.567

Youseph Yazdi, Johns Hopkins CBID: Where does it come from? Is it something you were born with.

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00:16:09.837 --> 00:16:14.127

Youseph Yazdi, Johns Hopkins CBID: I would say, creativity and innovation comes from

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00:16:14.727 --> 00:16:18.427

Youseph Yazdi, Johns Hopkins CBID: need. It's driven from passion and from need.

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00:16:18.517 --> 00:16:22.186

Youseph Yazdi, Johns Hopkins CBID: When when our students go overseas and see a baby

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00:16:22.197 --> 00:16:29.546

Youseph Yazdi, Johns Hopkins CBID: losing their life after a few hours of life, because no one knows how to clear their breathing.

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00:16:29.547 --> 00:16:30.207

Linda Durnell: Hmm.

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00:16:30.367 --> 00:16:43.566

Youseph Yazdi, Johns Hopkins CBID: So they can't breathe. They spend the first brief time of their life without being able to breathe, because the nurse or the midwife there taking care of that baby doesn't have the tools or the training to properly clear their airways

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00:16:45.037 --> 00:16:48.476

Youseph Yazdi, Johns Hopkins CBID: that hits them hard in the gut and in the heart.

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00:16:48.557 --> 00:16:56.756

Youseph Yazdi, Johns Hopkins CBID: and they don't have to be told to work hard to get a grade. They're motivated. They're there at 2 A. M. In the design studio working

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00:16:56.827 --> 00:17:00.007

Youseph Yazdi, Johns Hopkins CBID: because they want to save those lives.

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00:17:00.077 --> 00:17:04.297

Youseph Yazdi, Johns Hopkins CBID: And that's, I think, the key element. And that's why we teach everything we teach

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00:17:04.307 --> 00:17:05.986

Youseph Yazdi, Johns Hopkins CBID: in the context.

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00:17:06.377 --> 00:17:06.767

Steve Schachter: Okay.

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00:17:06.767 --> 00:17:07.307

Youseph Yazdi, Johns Hopkins CBID: Project.

102

00:17:07.307 --> 00:17:07.737

Steve Schachter: Hmm.

103

00:17:07.737 --> 00:17:09.527

Youseph Yazdi, Johns Hopkins CBID: Immersion in the project.

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00:17:10.247 --> 00:17:23.627

Linda Durnell: I mean, that's and and is most of this the global health focus? Or is it more just underserved areas as that umbrella of where you try to direct them, and where the need really exists.

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00:17:24.297 --> 00:17:26.967

Youseph Yazdi, Johns Hopkins CBID: You know, these principles are common everywhere.

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00:17:27.227 --> 00:17:36.366

Youseph Yazdi, Johns Hopkins CBID: Of course, in the US. When people talk about healthcare innovation or Med tech innovation, usually it's the dollar signs which strike them and attract them and motivate them.

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00:17:36.447 --> 00:17:39.077

Youseph Yazdi, Johns Hopkins CBID: And of course that's important.

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00:17:39.367 --> 00:17:50.247

Youseph Yazdi, Johns Hopkins CBID: But what we're trying to teach in our program is that if you really the the thing that's worthy of your time and spending your life on is not working on something to make money.

109

00:17:50.687 --> 00:17:58.926

Youseph Yazdi, Johns Hopkins CBID: money is a vehicle and the profit in our business, which is huge. It's a 4 trillion dollar industry.

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00:17:59.217 --> 00:18:12.137

Youseph Yazdi, Johns Hopkins CBID: Is there to be a mechanism to create sustainable impact? Of course, we need to build things that are profitable because we need to attract capital, to build those things to save lives.

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00:18:12.577 --> 00:18:13.597

Youseph Yazdi, Johns Hopkins CBID: So

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00:18:13.767 --> 00:18:39.536

Youseph Yazdi, Johns Hopkins CBID: that's really important. These principles of being motivated by the desire to have a positive impact on the world, on patients who are suffering from disease, on people who are suffering from injury and helping them live more productive lives. This is something which is at the bedrock of creativity and innovation, and should be at the bedrock of every single Med tech innovation project. If it's not, then they're in it for something



they're in it for the wrong reasons.

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00:18:40.587 --> 00:18:41.756

Linda Durnell: Like hearing that.

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00:18:41.757 --> 00:18:42.527

Youseph Yazdi, Johns Hopkins CBID: Yeah, yeah.

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00:18:42.527 --> 00:18:48.144

Linda Durnell: I love hearing that that just is just made my, my, my month

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00:18:48.577 --> 00:19:13.496

Linda Durnell: and and I'm really happy and to see you teaching that because I agree with you wholeheartedly that it's the contribution that it matters, and the contribution is different for everyone. Our mission is all very different, and we can go about it in different ways. And I think that's one of the reasons I am so drawn to your work at, C bid, because you take all those factors into consideration, the personal factors of each

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00:19:13.497 --> 00:19:38.134

Linda Durnell: person as well, and help direct them to the place where they contribute most meaningfully and purposefully in their own world. So when we look at it, we've talked about experiential learning and the Global Health Fork focus. But I wanna shift a little bit now to mentorship, because I think that's a really key part of your success as well. I know that they work closely with experts in Johns Hopkins.

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00:19:38.467 --> 00:19:52.020

Linda Durnell: in public health nursing, engineering, corporate government partners. Can you talk a little bit about that and that component of the program, and where it fits in terms of de designing and developing something meaningful.

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00:19:53.647 --> 00:20:01.507

Youseph Yazdi, Johns Hopkins CBID: That's an excellent question. And I would say especially, I want to appeal to all of those who are listening to this this, podcast.

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00:20:01.597 --> 00:20:10.406

Youseph Yazdi, Johns Hopkins CBID: Who are professionals in industry or professionals in in this field, in some legal capacity or any other area.

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00:20:10.937 --> 00:20:17.246

Youseph Yazdi, Johns Hopkins CBID: students crave interaction with people who are actually doing things in the real world

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00:20:17.407 --> 00:20:27.497

Youseph Yazdi, Johns Hopkins CBID: mean? I'm I'm an academic now. I've been a I've been faculty here at Johns Hopkins for 14 years, but I would say.

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00:20:27.577 --> 00:20:36.657

Youseph Yazdi, Johns Hopkins CBID: whenever students have a chance to interact with somebody who has actually implemented some of the ideas they're being taught in class.

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00:20:36.817 --> 00:20:39.177

Youseph Yazdi, Johns Hopkins CBID: they love it. They just love it.

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00:20:39.417 --> 00:20:43.976

Youseph Yazdi, Johns Hopkins CBID: So in our program, we do have classroom lectures given.

126

00:20:44.287 --> 00:21:06.857

Youseph Yazdi, Johns Hopkins CBID: But almost 90% of the information the students are getting is from people who have experience in doing that thing. So what that means is that in each of those 4 quadrants I mentioned on the clinical side, for example, they're interacting with experienced clinicians in the trenches helping patients, they round

with those doctors or surgeons, they observe the procedures.

127

00:21:06.857 --> 00:21:26.087

Youseph Yazdi, Johns Hopkins CBID: they they ask them questions, they observe their you know their pain points that they suffer through in trying to help their patients on the business side. We we have experts in regulation of medical devices. We do mock presub meetings down at White Oak in the FDA. We have top law firm.

128

00:21:26.487 --> 00:21:35.146

Youseph Yazdi, Johns Hopkins CBID: the country that's doing regulatory, consulting Hogan Lavelles, advising the students pro bono on their projects. So

129

00:21:35.217 --> 00:21:49.586

Youseph Yazdi, Johns Hopkins CBID: on the on the reimbursement side, we have an excellent faculty member who is affiliate faculty, but she runs a consulting company that advises on reimbursement and evidence generation to achieve that

130

00:21:49.707 --> 00:21:59.147

Youseph Yazdi, Johns Hopkins CBID: on building prototypes we have excellent partners who build devices, and they come in and give talks on those subjects, and then work with our teams on how to build things.

131

00:21:59.257 --> 00:22:12.247

Youseph Yazdi, Johns Hopkins CBID: So in every dimension of each of those 4 quadrants that I mentioned, business, technical, clinical, entrepreneurial, we have experienced professionals who are doing the most of the much of the teaching.

132

00:22:12.697 --> 00:22:25.712

Linda Durnell: Hmm! That's wonderful. Along those lines. I know I've worked with you full disclosure on a grant and about breast cancer awareness and

133

00:22:26.767 --> 00:22:32.167

Linda Durnell: innovation. In Uganda, which has the highest incidence of breast cancer in the world.

134

00:22:32.347 --> 00:22:50.876

Linda Durnell: And so I understand, having worked with you on this grant and some of your people part of the process, and the type of students, the caliber students that you have, which is quite amazing. But could you give us an example of one of your students? A project that probably is

135

00:22:50.877 --> 00:23:05.446

Linda Durnell: maybe already gone through the program and some type of outcome. Can you give us something that we can understand more clearly about all the pieces you've been talking about, and how it really worked in the real world. Could you give us an example.

136

00:23:05.447 --> 00:23:07.209

Youseph Yazdi, Johns Hopkins CBID: Sure, sure. So

137

00:23:08.077 --> 00:23:25.576

Youseph Yazdi, Johns Hopkins CBID: One example is a company. That was recently acquired. The name of the company is Spina Line. It was a project in our undergraduate, in in our, in our Masters program that in the first year they looked at at an important problem in spine surgery

138

00:23:26.147 --> 00:23:32.856

Youseph Yazdi, Johns Hopkins CBID: that spine surges don't have all the information they need to have a successful surgical outcome.

139

00:23:33.137 --> 00:23:46.856

Youseph Yazdi, Johns Hopkins CBID: They have 2 dimensional X-rays or 3 dimensional CTS. And they don't have a lot of dynamic information about the patient. They don't have a lot of interoperative information, all the information that they need. So the team designed a solution for that.

140

00:23:47.047 --> 00:23:55.396

Youseph Yazdi, Johns Hopkins CBID: It was that during the first year, when they were students, they came up with a with a solution to the problem which kind of

141

00:23:56.007 --> 00:24:12.070

Youseph Yazdi, Johns Hopkins CBID: stank I could say it was a cool. It was a cool idea to their credit, but it wasn't, and rarely, by the way, is the idea that starts out is, you know, as getting people excited about the project, the one that ends up being the one you know. The idea that ends up being the product.

142

00:24:12.397 --> 00:24:19.117

Youseph Yazdi, Johns Hopkins CBID: so. But they were onto something, and they had a great team, and they had a great problem to solve.

143

00:24:19.157 --> 00:24:42.167

Youseph Yazdi, Johns Hopkins CBID: And they validated the problem over the course of that first year and made sure that it's worthy problem, and that people are willing to pay for a solution. And they even know how much people are willing to pay for a solution, and who is willing to pay for that solution? And they made sure that the. There was a lot of alignment among various stakeholders on solving the problem and paying for a solution. If you come up with something that works.

144

00:24:42.397 --> 00:24:59.267

Youseph Yazdi, Johns Hopkins CBID: they came up with something that kinda worked but didn't actually end up working. And then the second iteration, they came up with something even better. What we did after they graduated in May is that they had some support, and then they continued to get support from Hopkins, and from others to continue to design the to evolve the product.

145

00:24:59.287 --> 00:25:12.626

Youseph Yazdi, Johns Hopkins CBID: They spun out a company around that they really they really struggled for many years, but they eventually showed great success, and they were acquired by another major Med Tech

corporation.

146

00:25:12.987 --> 00:25:20.786

Youseph Yazdi, Johns Hopkins CBID: We had another one on the global health side that was focused on, how do we improve outcomes in telemedicine

147

00:25:21.717 --> 00:25:46.416

Youseph Yazdi, Johns Hopkins CBID: and students worked on that they came up with a concept, and that was spun out as a not-for-profit company in telehealth.org. Very successful. One of our student graduates became the CEO and co-founder of that, along with the the co-founder of seabed, became the cofounder of In telehealth.org as well, and and it's been a phenomenal success.

148

00:25:46.517 --> 00:26:08.907

Youseph Yazdi, Johns Hopkins CBID: They were able to raise money from Google and other other philanthropic funds. And then, now they're they're doing really really well. In fact, to the point where they've come back and sponsored a cbit team to improve on their and on their design, and incorporating large language models and things like Chat Gpt and others into their telemedicine system.

149

00:26:09.007 --> 00:26:11.687

Youseph Yazdi, Johns Hopkins CBID: So that's kind of the big picture of that.

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00:26:11.917 --> 00:26:17.556

Linda Durnell: That's fantastic. I mean, those are huge successes as well. So you know

151

00:26:17.707 --> 00:26:43.812

Linda Durnell: what it it just to sort of wrap it up because I do wanna leave some time for questions and answers. And I know there's a lot of people that really have some amazing questions much. You know that they they desperately need answers. So I wanna leave time for that. But just to wrap it up before that is what is your hope and expectation going forward, I mean, is it gonna continue on like this,

or is this something?

152

00:26:44.957 --> 00:26:47.140

Linda Durnell: Is this something that

153

00:26:48.917 --> 00:26:52.177

Linda Durnell: is good as is? Or do you see a new trajectory.

154

00:26:52.987 --> 00:26:55.297

Youseph Yazdi, Johns Hopkins CBID: Great question. So

155

00:26:55.527 --> 00:26:59.876

Youseph Yazdi, Johns Hopkins CBID: our model that we teach in seabed is

156

00:27:00.957 --> 00:27:03.137

Youseph Yazdi, Johns Hopkins CBID: an iterative model

157

00:27:03.157 --> 00:27:10.396

Youseph Yazdi, Johns Hopkins CBID: that we do not have. We have the humility to know that we haven't gotten it right to start

158

00:27:11.297 --> 00:27:34.816

Youseph Yazdi, Johns Hopkins CBID: that we that we we are going to be building as we go along. It is our understanding that being a creative problem. Solver is not like building a new building where the codes and everything is almost 99% known. And you can make a, you can do a project planning, you know, table and stick to it down to the month.

159

00:27:35.017 --> 00:27:44.547

Youseph Yazdi, Johns Hopkins CBID: and you know, and and just build it. Get the get a check build the building, and you know exactly what's going to happen in every week of the project.

160

00:27:45.307 --> 00:27:51.196

Youseph Yazdi, Johns Hopkins CBID: Innovation and creativity is a very different activity. It's more like hiking in the mountains.

161

00:27:51.337 --> 00:28:01.626

Youseph Yazdi, Johns Hopkins CBID: where you can see the 10 steps ahead of you. But you can't see the next 10 steps until you go those first 10 steps

162

00:28:01.627 --> 00:28:17.726

Youseph Yazdi, Johns Hopkins CBID: and seabed. We've treated it like a startup from the very beginning, and I think that's what made it very exciting for me, and I remember when I was leaving J. And J. Corporate to come here. One of the things that really attracted me to this, to this creation of this new center

163

00:28:17.727 --> 00:28:41.977

Youseph Yazdi, Johns Hopkins CBID: is this idea of entrepreneurial building up of the center over time. So we started out, focused on Med Tech and focused on us and focused on engineers. In the first year after the first year we we launched our global health innovation program where we had 2 projects. Every team did, one focused on us and wealthy healthcare systems. One focused on lmics.

164

00:28:41.977 --> 00:28:47.536

Youseph Yazdi, Johns Hopkins CBID: low in middle income countries or emerging markets that we say in industry.

165

00:28:47.567 --> 00:29:07.827

Youseph Yazdi, Johns Hopkins CBID: another thing we did is, we broadened the pool of candidates. Another thing we did is to incorporate more and more training in in these 4 quadrants. We designed and developed this 4 quadrant mindset and taught it and incorporated into our curriculum. So. And then we added a fellowship program after about 10 years.

166



00:29:07.827 --> 00:29:28.827

Youseph Yazdi, Johns Hopkins CBID: That's become an amazing runway for the best of the best projects to take off and be able to have some incubation and develop their idea into something that actually turns into a startup. So I would say every single year at Seabid we've added some innovative new twists.

167

00:29:28.827 --> 00:29:53.056

Youseph Yazdi, Johns Hopkins CBID: and we've corrected some mistakes. So one of the things that we do that I've never seen done in any other academic program is that in next couple of days, now that we're winding down the semester, we'll have a town hall, and we'll have all the students meet with the faculty and discuss what they loved about the program, what they didn't like about the program. What was great about the experience and what was difficult about the experience.

168

00:29:53.197 --> 00:30:03.237

Youseph Yazdi, Johns Hopkins CBID: And this is done after weeks of men are great. So they're not worried about that, and we get excellent feedback. I'll give you some examples, Linda, some feedback we got one year.

169

00:30:03.877 --> 00:30:08.917

Youseph Yazdi, Johns Hopkins CBID: One year we got some feedback that you know we have some excellent people from industry

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00:30:08.967 --> 00:30:10.986

Youseph Yazdi, Johns Hopkins CBID: presenting to us.

171

00:30:11.297 --> 00:30:15.416

Youseph Yazdi, Johns Hopkins CBID: but we don't have very many women leaders in medtic

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00:30:15.947 --> 00:30:17.677

Youseph Yazdi, Johns Hopkins CBID: being our mentors and talking.

173

00:30:18.113 --> 00:30:27.706

Linda Durnell: And that's really critical. That's super critical for those students that need to see and understand and learn from a different perspective.

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00:30:27.707 --> 00:30:29.417

Youseph Yazdi, Johns Hopkins CBID: Absolutely, and

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00:30:29.467 --> 00:30:49.817

Youseph Yazdi, Johns Hopkins CBID: and half the class are women, and sometimes more than half the class are women. So that was a big miss on our part. So what we did immediately is that we we created a podcast where the 2 most passionate students were eager to to fix this problem, created a podcast called Winning Health.

176

00:30:49.927 --> 00:30:53.927

Youseph Yazdi, Johns Hopkins CBID: where they interviewed women leaders in healthcare innovation.

177

00:30:54.647 --> 00:30:57.407

Youseph Yazdi, Johns Hopkins CBID: That was a fantastic series. They did 2 seasons.

178

00:30:57.998 --> 00:31:25.087

Youseph Yazdi, Johns Hopkins CBID: and then they got busy with other things in their careers took off. So we're probably gonna restart it. Sometime. We we we increased our. We changed our board membership makeup to include more successful women innovators, including the chief technology officer at Bd medical other top executives in in, in other Med tech corporations on our board, and the they provide guidance and mentorship to the teams as well.

179

00:31:26.247 --> 00:31:43.236

Linda Durnell: I think that that really speaks highly to what you teach. It's not just an innovative device or approach, it's just an innovative mindset, you know. So they looked at that in a new way and said, Well, wait a minute. Here. A problem exists right?

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00:31:43.327 --> 00:32:00.576

Linda Durnell: And what can we do about it. It's like a whole range of new solutions for previous problems, right? I mean, if you had to put it in a nutshell, and that just shows, I think, the breadth and the depth of this learning, and how it can be applied.

181

00:32:01.207 --> 00:32:03.757

Youseph Yazdi, Johns Hopkins CBID: Yes, indeed! Indeed! Well put.

182

00:32:04.177 --> 00:32:25.305

Linda Durnell: So. Alright wonderful! I I I just love, I love talking with you, and I I think your experience and expertise is just so incredibly critical to people around the world. You've had a profound effect. Through all the work that you've done and all the people you've partnered with and and taught, and

183

00:32:26.097 --> 00:32:51.466

Linda Durnell: and I on behalf of all of us, I wanna give a a heartfelt thank you to that. For your work. Thank you, Yusuf, so I'd like to open it up. I know I'm not on screen. For some reason I'm totally frozen, and which is is fine. That happens? So I'm just gonna open it up to questions. Please unmute and ask Dr. Yaz, any questions that you have.

184

00:32:58.807 --> 00:33:01.517

Tanuj Hasija: Thank you. I have a question. If I may ask.

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00:33:02.537 --> 00:33:03.316

Youseph Yazdi, Johns Hopkins CBID: Yes. Please. Yeah.

186

00:33:03.317 --> 00:33:03.823

Linda Durnell: Go ahead!

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00:33:04.737 --> 00:33:19.196

Tanuj Hasija: Yeah. So thank you. Thank you. Wonderful. And inspirational and motivational talk, my question is, regarding a hybrid team. So as we are going more towards, you know, globalization, you talked about including lmic.

188

00:33:19.317 --> 00:33:32.976

Tanuj Hasija: and especially post covid, I mean, we have a lot more interactions happening online through zoom, what are the challenges? And possibly according to your potential solutions of, you know, building hybrid team. So you know.

189

00:33:33.017 --> 00:33:45.157

Tanuj Hasija: meeting in person and also meeting online. Because obviously, when we are talking about passionate people, it makes a difference if they are physically inappimate to each other while compared to meeting online.

190

00:33:45.812 --> 00:34:01.996

Youseph Yazdi, Johns Hopkins CBID: Excellent point, and I totally agree it's kind of hard to to get the full experience of being in a room brainstorming on something. I mean, if you come to the seabed space here we on the on the Johns Hopkins campus.

191

00:34:01.997 --> 00:34:26.726

Youseph Yazdi, Johns Hopkins CBID: All the walls are writable, the chairs and the tables, and the I guess no one's written on the ceiling, but you know every the glass everywhere is writable, and to get in a room with a bunch of people late at night, and just really try to solve a problem and and build on each other's ideas where someone will sketch something and someone will say, Oh, but this won't work. Let's try this, and let's add this and it. It's really

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00:34:26.727 --> 00:34:38.436

Youseph Yazdi, Johns Hopkins CBID: helpful. And and or they'll they'll bring things in and try to build stuff and say, this is what I mean like, and we have a bunch of just stuff relying around the design studio for people to try out ideas and share those so.

193

00:34:38.597 --> 00:34:53.337

Youseph Yazdi, Johns Hopkins CBID: But that said, you can't always be in the same place, I would say. At least it would be good if the teams can get to know each other. And because it's like going on a trip, it's like going on a journey together.

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00:34:53.337 --> 00:35:11.356

Youseph Yazdi, Johns Hopkins CBID: So they really they really have to know each other, and like each other, and want to work with each other and be motivated to care about each other. So we we tried to have some of that here, with the understanding that after they get to know each other, some of them are not always gonna be able to be in the same physical space.

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00:35:12.087 --> 00:35:14.877

Youseph Yazdi, Johns Hopkins CBID: And in some cases

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00:35:15.077 --> 00:35:19.916

Youseph Yazdi, Johns Hopkins CBID: we've had experiences doing workshops with teams

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00:35:19.967 --> 00:35:24.306

Youseph Yazdi, Johns Hopkins CBID: that are not in the same place. And I'll give you an interesting example.

198

00:35:24.877 --> 00:35:35.167

Youseph Yazdi, Johns Hopkins CBID: we received a scholarship of a grant from a program funded by the Us. State Department and the Bezos Foundation.

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00:35:35.207 --> 00:35:37.237

Youseph Yazdi, Johns Hopkins CBID: called the Stevens Initiative.

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00:35:37.367 --> 00:35:45.616

Youseph Yazdi, Johns Hopkins CBID: It was named after Ambassador Stevens, who sadly lost his life in Benghazi, if you remember the news

about that.

201

00:35:46.077 --> 00:35:51.456

Youseph Yazdi, Johns Hopkins CBID: and he had a passion all his life for bringing people in the Us. And the Middle East together.

202

00:35:51.457 --> 00:36:16.297

Youseph Yazdi, Johns Hopkins CBID: to be more collaborative in their thinking. So the funding program was to create a program like seabed where teams would work on solving problems except half the team would be here in Baltimore at Johns Hopkins, and half the team would be in the Middle East, and we did this in partnership with 2 universities, a university in Beirut au B. American University of Beirut.

203

00:36:16.297 --> 00:36:19.787

Youseph Yazdi, Johns Hopkins CBID: and a university in the Gaza Strip in Gaza.

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00:36:19.927 --> 00:36:42.666

Youseph Yazdi, Johns Hopkins CBID: and about 50 people participated in in in Beirut, 50, about a hundred in Gaza, and equal numbers here in Baltimore, and the challenges given, for example, in Beirut had to do was during the Syrian Civil War, and there were a lot of refugees. So the challenge was, what are some of the healthcare challenges that people in refugee camps are facing.

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00:36:43.197 --> 00:37:05.986

Youseph Yazdi, Johns Hopkins CBID: So the teams in Beirut would go and visit the camps, come back and report to their colleagues here in in Baltimore on what they observed, and then they would. There would be 3, let's say, 3 and 3 3 people here, 3 people there on one team working together we had these large screen displays. So instead of zoom, where everyone is like this big on the screen, the screens were designed to be life size.

206

00:37:06.407 --> 00:37:07.007

Linda Durnell: Hmm.

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00:37:07.007 --> 00:37:31.726

Youseph Yazdi, Johns Hopkins CBID: It was a technology called Shared studios that we had a partner called Shared Studios, still active organization, and so that when they met in one room. They had the sense that they're in the same room. It was very beautiful setup, and we have some nice videos about that. But they worked jointly on solving the problem. When they presented to us in the faculty, they would stand side by side, half of them in one side of the world, half of the other side of the world.

208

00:37:31.727 --> 00:37:42.496

Youseph Yazdi, Johns Hopkins CBID: but the same size, same lighting, same audio, so that they could communicate as a team, and they would make presentations. And it's amazing. The transition from one speaker to another was just like flawless.

209

00:37:42.717 --> 00:37:52.407

Youseph Yazdi, Johns Hopkins CBID: as if they were together. And and some of them worked on some amazing healthcare challenges. For example, refugee camps. There were a lot of gender based violence.

210

00:37:52.407 --> 00:38:17.397

Youseph Yazdi, Johns Hopkins CBID: A lot of women were afraid to go to the bathroom or go to the latrine or go to the showers, and they had to, and because of violence in the camp, because the social structure had broken down. So the team designed ways to deal with that kind of like the blue lights they have across campuses in the United States where you go and you push a button, and the cops show up, you know, except there was no blue lights, it was like an app. Others had to do with other aspects of healthcare, how to improve air, quality inside

211

00:38:17.397 --> 00:38:28.357

Youseph Yazdi, Johns Hopkins CBID: of tents, etc. In Gaza. What had to do with how do you? How do you handle the management of chronic health care conditions in a situation where the healthcare system is failing.

212

00:38:28.357 --> 00:38:56.956

Youseph Yazdi, Johns Hopkins CBID: you know. That was also an or how

do you triage patients who are headed to the emergency room during a crisis. And they're they're different emergency rooms and how to get them to go to the right place where it's not overloaded. So there. It was a wonderful experience. It taught people how to work together. It helped people to understand each other. I would say, using video, got you 75% of the way. But it's not a hundred percent. And I think there's no substitute for being in person.

213

00:38:58.747 --> 00:38:59.087

Linda Durnell: That's.

214

00:38:59.087 --> 00:39:00.036

Tanuj Hasija: Thank you. Later.

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00:39:00.037 --> 00:39:20.527

Linda Durnell: That's just incredible. And I think that it's so key to Yusuf about creating solutions in conflict zones as well, and conflict areas that can, you know, be replicated other parts of the world, especially in in Palestine and Israel right now? As well. So I think that is super important?

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00:39:21.297 --> 00:39:23.367

Linda Durnell: Any other questions? Yes. Go ahead.

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00:39:23.367 --> 00:39:46.876

Youseph Yazdi, Johns Hopkins CBID: I would I would just add to that you mentioned we had a one of the participants was an Israeli from Haifa, and she was visiting Baltimore because she was going to work, you know, as a researcher here, and she joined one of the teams. And and she said, you know all my life. I I I live in a city where one third of the population is is Arab, and I never worked on any project with any Arabs.

218

00:39:46.917 --> 00:40:09.777

Youseph Yazdi, Johns Hopkins CBID: and I had to travel all the way to Baltimore, to Johns Hopkins University to work on a project with with people from the other community, and it was a beautiful thing. And she said, I really feel like we. We both sides understand each other a lot



better, and there's nothing like walk. You know the native Americans had an expression that if you really wanna understand somebody, you have to walk in their their shoes, you know, for a certain distance.

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00:40:09.887 --> 00:40:18.986

Youseph Yazdi, Johns Hopkins CBID: And I really think that the thing that can bring people together, diverse teams with diverse backgrounds is

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00:40:19.577 --> 00:40:22.027

Youseph Yazdi, Johns Hopkins CBID: focused on something bigger than yourself

221

00:40:22.197 --> 00:40:36.087

Youseph Yazdi, Johns Hopkins CBID: and solving a problem that all humanity shares, whether it's saving the life of a baby or saving the life of a mother or saving someone dealing with cancer, whatever it is. That's what really can bring people together.

222

00:40:36.377 --> 00:40:54.676

Linda Durnell: Hmm, well, said Yusuf, in VR we cause my research is in virtual reality. We call that perspective taking, and it's a key component for behavior change. So walking in their other shoes, we totally understand that. Yes, I think. We've got a hand up. Go ahead.

223

00:40:56.887 --> 00:41:02.136

Sainkhuu Enkh-Otgon: Hi, so thank you very much. First of all, thank you for for this talk. I have a one question

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00:41:02.417 --> 00:41:10.356

Sainkhuu Enkh-Otgon: so. Could you please talk more about your global health trip. And how do you choose the host country? Thank you.

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00:41:11.397 --> 00:41:13.966

Youseph Yazdi, Johns Hopkins CBID: Excellent question.

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00:41:14.137 --> 00:41:24.157

Youseph Yazdi, Johns Hopkins CBID: our global health projects, because we believe in one of the principles of design and problem solving is to go to where the problem exists.

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00:41:24.997 --> 00:41:47.887

Youseph Yazdi, Johns Hopkins CBID: and and seeing it firsthand. And this is something the the folks at Toyota really have a whole theory about it and teach about in their design school. But it's about, you know, going to where the problem exists, seeing firsthand interviewing the people who are impacted by that problem. So in the US. We do that through extensive clinical immersion. Here in Johns Hopkins Hospital, where students will spend

228

00:41:47.887 --> 00:42:11.666

Youseph Yazdi, Johns Hopkins CBID: hundreds of hours in talking to clinicians, seeing care delivered in the hospital. But for global health, how do we do that? And what we've done as a surrogate for that I wouldn't say it's equal is to have each of our students, every one of our students in all of the teams travel to one or 2 sites

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00:42:11.737 --> 00:42:16.607

Youseph Yazdi, Johns Hopkins CBID: in the target in a target country where we're working on a problem

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00:42:17.147 --> 00:42:21.547

Youseph Yazdi, Johns Hopkins CBID: to do the same kind of clinical immersion and societal immersion

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00:42:21.747 --> 00:42:48.947

Youseph Yazdi, Johns Hopkins CBID: in that country. So we choose those sites typically based on partnerships we have in place. Because it is you really need a local guide and local partnership to make that happen like we do here at Hopkins. So that's really what drives the choice of where we go. So first we we pick 4. We have 4 teams every year, and we pick 4 themes for us and 4 teams for global health.

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00:42:48.947 --> 00:42:53.037

Youseph Yazdi, Johns Hopkins CBID: And then once we once we pick the theme for the global health.

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00:42:53.037 --> 00:43:02.457

Youseph Yazdi, Johns Hopkins CBID: we align with that. Local partners that can guide our students through this immersion process when they go overseas.

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00:43:03.247 --> 00:43:04.047

Youseph Yazdi, Johns Hopkins CBID: Hmm!

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00:43:04.807 --> 00:43:07.557

Linda Durnell: Very nice. Thank you. Any other questions.

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00:43:15.017 --> 00:43:42.586

Linda Durnell: Well, Yusuf, I'm just gonna wrap this up. And I just wanna say I'm I'm just so pleased to have had this chance to interview you and bring this program to life for a lot of people as well as hear your words of wisdom in terms of you know the challenges that we face as humanity, and thank you again for helping provide so many solutions that will benefit us all. So thank you, Yusuf. I really appreciate your time today.

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00:43:43.057 --> 00:43:47.687

Youseph Yazdi, Johns Hopkins CBID: You're quite welcome. Thank you for organizing this this series. Look forward to it.

238

00:43:48.427 --> 00:43:59.076

Linda Durnell: Yeah, thank you. Thanks everyone for attending. And if you have any questions you can add it to your chat, and we can get back to you at a later date. Thanks very much.

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00:44:00.167 --> 00:44:01.137

Linda Durnell: Bye, bye.

