

Primary Care Cures

Episode #6 – Dave Berg Part 3

Ron Barshop: Most problems in healthcare are fixed already. Primary care is already cured on the fringes, reversing burnout, physician shortages, bad business models, forced buy outs, factory medicine, high deductible insurance that doesn't pay docs and is totally inaccessible to most of the employees, the big squeeze of always accelerated costs in decelerated reimbursements. Meet those making a difference with the host, Ron Barshop, CEO of Beacon Clinics. Welcome to Primary Care Cures.

Ron Barshop: We have our guest, Dave Berg, CEO of Redirect Health and also CEO and co-founder of the Arrowhead Health Centers. I'm a customer of the first, not of the second. I guess if I sprained my ankle today, I'd be a customer both. But let me tell you what burns my chaps more than anything. There are a lot of pundits, a lot of thought leaders, a lot of journalists, and a lot of heads of corporations that talk about how do we fix healthcare? Well, we ought to, or they say we should, or let's think about, they're always talking about theoretical solutions that aren't in practice working, and are politically impossible, or structurally impossible, or a joke. And in fact, let's just call it a joke. So there's nothing that burns me up more when I hear a sentence starting with "We should ... We ought to ..." let them get ahead of the parade and make that change, quit talking about it.

Ron Barshop: Today we're talking with a gentleman who is making the change. He never uses the word "should" or "ought to." He is doing it very quietly, in his own way. He started here in Arizona, and he's now expanded across all 50 States with an offering that is so good my company uses it, Redirect health. We'll talk a little bit about that today, but I really want to talk about your journey, Dave, your personal journey. And it starts when, in my story I know of you, when you were five years old. You were raised without your biological father, and you used to play a game on the stairs, and how did that affect the rest of your life?

Dave Berg: Well, I was about five years old. There was a big box at Christmas, and I thought that it would make a great toy to go down the stairs in. And it didn't work so well. I woke up a day later, missed Christmas, didn't really remember Christmas. I remember being upset that I'd missed Santa Claus coming, and I thought everyone was lying to me because I didn't even remember Christmas happening. But that's where it started.

Ron Barshop: You had a concussion.

Dave Berg: And I've had a number of concussions since. I was thrown off a horse when I was seven, and woke up a day later. Don't remember any of the pictures of me on airplanes, or on the horse, or playing mini golf. I just woke up at home, and days later, and again, a little bit confused as a child of, "How's that even possible? There's a picture of me riding a horse and in airplane." I've never been in an airplane in my life at that time. I don't remember it still. And then I was in a very bad car accident, and I woke up about four days after getting out of the ICU, Intensive Care Unit. And I have no memory of being in the Intensive Care Unit.

Dave Berg: So I've had those concussions, but I've always struggled, though I didn't know it was a problem, because I didn't know any different, with memorizing. So I could never remember three words, or a poem, or the national anthem, or ...

Ron Barshop: Did kids sing happy birthday to you?

Dave Berg: I would not have confidence. I could write it down. I can mouth it if somebody else was doing it. The words were there. It's just, I've never relied on memory. I've had workarounds.

Ron Barshop: So Dave is CEO of two companies that have over 400 employees and serve thousands of customers, and have had 2 million clinical office visits, and he can't remember the words to the Star Spangled Banner. And I'm not saying that was a joke. I'm saying that-

Dave Berg: Yeah, I could probably get happy birthday out. I could probably figure that one out. And Star Spangled ... I would struggle. I couldn't do that one.

Ron Barshop: So Dave had to do what I call a workaround or a game changing way that he could get through junior high and high school, so he could actually get through college, get through advanced degrees in your chiropractic school. What were your three favorite workarounds, in terms of memorization tricks?

Dave Berg: I can't remember that, Ron.

Ron Barshop: I watched you remember the name, not only of a customer, who was a friend of yours, but you remembered all her children's names. How in the hell did you do that? I don't remember my friends' wives names, much less their kids' names.

Dave Berg: So it's not easy for me to put in words what I do, but I turn ... Lots of people rely on memorization of many different components in many different ... the complicated components that fit together, and the complexity of how they interact with one another. I've always said, "Okay,

how can I make it simpler? How can I just simplify it and turn it into one thing?" And the easiest way ... And this won't be a complete answer for you. And you've seen me draw some pictures of it, so I'll let you guide me. If you want me to describe the pictures, I'm happy to.

Dave Berg:

But it's about understanding who, and understand the purpose. So I don't necessarily remember what's in a room when I walk into it, or who's in the room, but I remember who that room is due to serve. And I will be able to say, "This room has a purpose," or "This situation has a purpose for this person." And if I can understand that, not even necessarily memorize it, but just really understand it, then I can reproduce all the data points around it. So I am really good at, you give me 10 data points today, and I will then give you an answer.

Ron Barshop:

Okay, let me-

Dave Berg:

You give me the same 10 data points 20 years from now, I'm confident I'll give you the same answer.

Ron Barshop:

Let me remind you of what the strategy you used, I think, in high school or college.

Dave Berg:

One of my workarounds for that situation is I would go to class. So right away, I had an advantage. But after the class, I would go up to the teacher, and I would say, "Here's the most important thing I heard you say today. Here's the most important two things I heard you say today. Would you agree?" And they would say, "Yes," or "No," or "Don't forget about this." And I'd just take note of it, because very likely those were the ... That was just guiding me to the most important things, because I know I'm not going to remember 10 things. I'll figure out if you just tell me the one thing that's most important, I'll understand it better. I'll understand all the other components better. So we'd do that.

Ron Barshop:

Dave, you had a really cool workaround for getting the test questions before they were put in front of you, again because of your memory lapses and issues, and your mental struggles. What was your secret there?

Dave Berg:

Yeah. So once again, I had three concussions before I was 13, so as I was going to high school. And I had two concussions after that, but I had three then. So memory was never a strong suit. Matter of fact, I really struggled with memory, so I had worked arounds since I was young. One of the workarounds to get through school is I would show up to every class, and I'd make the teachers like me. And then after the class I would go and ask them ... I'd say, "I just ... debrief. Here are the one or two things I heard that really seem important to me. Did I get them right?"

Ron Barshop: And then you had a strategy for finals. What was that?

Dave Berg: Right. So then what happened is, what I learned is that the teachers would kind of tell me and guide me as to what are the most important things from that class. And around the ninth grade, I just ... A lot of it was by fluke, and I'd see some results, and then I'd say, "I'm going to create a system out of this, because this is powerful." So I remember in the ninth grade I went up to the teacher, and I was about to start the studying, and it seemed a little too complex. I didn't know where to start, and I just asked her. And I said, "Hey, I'm going to start studying for your exam, and I'm thinking I'm going to start here. Does that makes sense?" And she said ... kind of gave me guide in it, and I did really well on the exam. Basically, she kind of told me how to study for her exam.

Dave Berg: And then I recognized at some point around, in maybe the 10th grade, that they all had a deadline for a month before. So I started thinking, "Well, why don't I just go before they write the exam, and I'll have a discussion with them before they write the exam." And it turned into, I kind of knew what was on the exam because I had discussions with my teachers about what I should be studying. It got to the point where I'm in a senior year now, and in Canada at that time, where I was in Toronto, there were 13 grades, so it was five high school grades. So I had five years to get good at this. And it didn't work in college, by the way. I had to change my system-

Ron Barshop: I heard that there's-

Dave Berg: ... because the classes got bigger. But here's what I got to in my final year that I was like ... I'd honed it in. I was a master. I would go up to every one of my teachers every day after class, and go this. So they got used to it. They get used to the conversation. I got it to 32 second conversations after every class. It's easy to become a teacher's favorite when you pay attention and you're interested like that. But I'd go up to them and I'd go, "Hey, Mrs. Jones, I'm about start studying for your exam. It's really important to me. What are the one or two things if I knew them right now would really speed up and enhance my learning and my studying for your exam?"

Dave Berg: And it would always be a question they never heard before, and they'd reflect on it. And they would basically just do their thinking for their exam preparation right there with me. And once I knew the mindset they were going into the exam with, like the direction they were going to go, I could kind of figure out all the other questions they were going to ask. They didn't have to tell me all the questions. They just had to tell ... They told me that big domino, that one thing that was going to guide all their thinking. I could know what they were going to focus on, whether it's history, or math, or English, or-

Ron Barshop: So now we're in college, and you've got a new gambit O I will call the "Janice gambit." This is a whole new workaround.

Dave Berg: So I get to college now, and the system was not designed for classes of 300, 400, 500 people. It just wasn't designed for that. It was designed for a class of 25 or 30, where kids were skipping class and the teacher never knows your name, or does know your name. So in college, I wasn't going to get away with that. And I really liked the maths and the physics, computer science, because I like things where I didn't have to memorize things because I couldn't. But I liked things where I had to know principles and figure things out, because I'd become very good at figuring things out, very good at physics, very good at math.

Ron Barshop: You would have probably been writing code today, or you'd be leading a engineering team, had you not had the [crosstalk 00:10:49.

Dave Berg: Definitely. And that's what I wanted to do at the University of Toronto. I wanted to go into engineering, so I was taking all of the advanced maths, and calculus, and physics, advanced. And when I got there, I noticed that over half of all my classes were repeating the year. It was that hard. And I also noticed that I couldn't even understand the language that was being spoken in the first 10 minutes of the first class.

Ron Barshop: Career change.

Dave Berg: I wasn't really thinking career change yet. I was thinking survival. I was in survival mode now. But I had met this girl during a tour of the campus, and we were in different classes, but we shared this one physics lab. She was in some really easy pre-med physics, and I was in this really hard pre-engineering type physics. But we shared the same physical space. So we met each other, and she had a really pretty smile. And I noticed that she was taking a lot of notes during a tour, an orientation tour, class that you start in. And I thought, "Well, that's kind of weird." I'd never done that before. And I saw some highlights in our notes. And I go, "Well, that's a little over the top. That's a little crazy." But she was really nice.

Dave Berg: And long story short, but my roommate and I had a system where we wanted to help girls who had to travel in on the subway a long distance, have a place to land so they wouldn't have to hang out at the library. So we let them just use our dorm room anytime they wanted to study, and use our fridge, and whatever.

Ron Barshop: Smart guy.

Dave Berg: Yeah. So we had a system. It was a system just to be helpful and useful to these poor girls who had to travel in on subway and didn't have anywhere to stay between classes.

Ron Barshop: And one of them's name was Janice.

Dave Berg: Was Janice. And so she came by, and we sort of became friends. And about three weeks into my classes, I was like, "I am so screwed right now. I have no chance of passing this, any of my classes. I have no chances of even surviving a semester in these classes." And so I decided to change all my classes over to Janice's classes, and it just happened she was taking sciences, but it was pre-med. And so I did really well in pre-med. There was a lot of collaboration between Janice and I.

Ron Barshop: Are you saying you shared her notes and highlights?

Dave Berg: All of them. Yes.

Ron Barshop: So you traded friendship for tutoring, more than tutoring. You actually used her notes to study for the test.

Dave Berg: Right. And some of those tests, probably at least half of them, I did better on the test than she did, using her notes. But it was typically ... So she would do really well in the classes where there's a lot of memorizing. She has an incredible memory, just amazing. There isn't a song that comes on where she can't sing the lyrics if she's heard it one time in the last 50 years. She can sing it. Whereas, I couldn't even tell you three words of any song.

Ron Barshop: So Dave, let's go past college. Now your career looks like it's changing, looks like a biology future is in your cards instead of a math, engineering, sciences future, because you found, what turns out to I guess be, the love of your life, right?

Dave Berg: Yeah. We've been together now for ... We met when we were 18. Now we're both 54, 55, and we've gone to school together. We practiced together. We've worked together. We started a business together. So a lot of what we've ... I'm going to say all of what we've done is because of that team work. We have got the most return on that teamwork of anyone I know of in the industry that we work in right now.

Ron Barshop: So now you're heading into the medical world. I think you were pretty confident you couldn't get through medical school, right? Or perhaps [crosstalk 00:00:14:48]-

Dave Berg: I didn't want to. It just seemed so hard, a lot of memorizing.

Ron Barshop: But Dr. Chiropractor, you're taking virtually the same classes except for anatomy and a couple of other classes. It's medical school. You chose that path. Why did you choose that when you weren't going to have the Janice gambit anymore?

Dave Berg: Well, chiropractic college, the classes were smaller. I'd already gone through four years at University of Toronto with Janice. So it's not like I abandoned the first. I just, it bought me some time and some oxygen, because I still did it. There's stuff that worked. I tweaked the system. I had another resource to put into the system to make it work. But the overall principle of, "I need to know what are the main things? What's the main thing, if I knew it right now, would enhance my ability to learn the important things for the test?" That part didn't change. The principle didn't change. How I got there, talking to a teacher one-on-one, using Janice, those were just different tactics. So switching to another tactic, that's not the main deal. What was the main deal is that I was really clear that there was going to be one or two things, and if I knew them, would help me learn effectively for the exams.

Ron Barshop: Okay, so I'm going to take you now to the next stage of your life, your career. You are married, Janice was going through medical school, and you are as close to an abject failure as a chiropractor as a man can be. You told me a story yesterday about without two years of free rent, you wouldn't have had a profit. And thank God, when everything's almost over, an offer came in to buy your practice and start paying the rent, which would have put you under. You didn't have enough to your name to rub two cents together, and she basically is running that practice much more efficiently and effectively today. How do you go from a lousy businessman as a chiropractor with so simple of a model, to now running 400 employees-

Dave Berg: No, 200.

Ron Barshop: 200 employees. You have two million visits that you've done in the course of your career. You run this practice with your wife, and and there's almost no way you would go corporate, because the pressures of corporatization don't exist for you, and you wouldn't even allow their model into your model. Your pressures aren't ... So 38% of PCPs still are independent. The rest have been corporatized. And the change is happening so rapidly that there's almost going to be nothing left, because of their referral patterns are so valuable. Tell me now how you went from dope to smartest guy in the room.

Dave Berg: I changed the game. That's all I did. And I'll give you an analogy. If I'm the only guy who can skate, I kind of want to play my sport on ice. I'm the only guy with skates. Just give me ice and I win. It doesn't matter if it's

golf, doesn't matter if it's basketball, or baseball, or football. I can play on ice, and I'm the only guy the skates. I win. So a lot of it's about just figuring out what my unique abilities are, and then creating an arena or a structure around my unique ability, and building a team that can support my unique ability, and I can support their unique abilities. And that's-

Ron Barshop:

I'm going to guess your unique ability, Dave, is understanding systems from on high, and then implementing those into a business. So you can take any business problem and break it down into a system that you can understand, and then they can translate it into operational procedures day-to-day.

Dave Berg:

Yeah. I am world-class at getting better, and better and better. And I get energy from seeing trends, and patterns, and associations between relationships and components in a system, and then simplifying it into one thing, and then watching that one thing, and then making adjustments according to the movement of that one thing, or that one thing getting off, or going forward, so positive or negative movement in that one thing. But I'm just world-class at seeing the patterns, and associations, and trends so that I can make predictions. So before the frustration or the movement off target even happens, I can make little adjustments. But I can create the systems that monitor it, and I create systems that make the adjustments.

Dave Berg:

So that's what I think about. As we've talked, you've seen me do that probably-

Ron Barshop:

Oh, my God.

Dave Berg:

... dozens and dozens of times.

Ron Barshop:

Hundreds.

Dave Berg:

But it's natural.

Ron Barshop:

You have a hundred ... Let me give you an example one system, folks that are listening. We have in front of me right now, a guy who has thought through this problem and solved it. How do you make a patient, and he'll call it a customer, not a patient, feel like a million dollars? You are intentionally late 8% of the time. And what do you do with that patient that you're late 8% of the time? And you're intentionally 8% of the time late. What do you do to turn that around into-

Dave Berg:

Words matter, so I'm not intentionally late. If I do put no extra energy into my system, I am 8% late. So that's not intentional. But what I'm not, is I'm not intentionally only 4% late, because that has extra work, extra money,

extra time. So I'm okay with putting no energy into my system on a day-to-day basis, and being 8% late.

Ron Barshop: Yeah, but I know [crosstalk 00:19:46]-

Dave Berg: I could be 2% late if I wanted to put energy into it. But the reason I don't want to put more energy into it is because I can extract incredible return out of that 8%. I can make it so that all 8% ... And so if I see 1000 people, I can make it so that 80 of those people who I'm late with, I can promise they'll be on time, meaning I'll see them within 15 minutes of their appointment time. But the 80 people out of 1000 that I'm late on, will give me a better net promoter score combined than the other people that I'm only-

Ron Barshop: Net promoter score is basically a measure of customer satisfaction.

Dave Berg: Correct, and loyalty too, and referability, and that kind of thing.

Ron Barshop: And so now they're getting VIP treatment next time. They're not just getting a hall pass. So this is one of about 100 components we can talk about. We're not going to have five hours today to talk about that. But here's a guy again, as a individual businessman, I would say failure is a nice word for what you were. You were barely getting by, and now you're-

Dave Berg: I thought I was just learning, sometimes slower than I wanted to, but I was just learning. I still got there.

Ron Barshop: But now you're running, really what I think is the cutting edge, insurance and healthcare delivery product in the country right now, right here in Arizona. And thank God you're spreading your gospel out to the other 50 States. And I'm a customer, and a very happy one. So-

Dave Berg: Do you want me to tell them the answer to the magic trick of how you can allow yourself to break a promise, and then those people are blazing fans?

Ron Barshop: Please. Please.

Dave Berg: So it's as simple as this. We promise people we'll see them within 15 minutes. 8% of the time, on average, we can't fulfill that promise. So at the 14 minute wait period, our trained staff goes around the counter, sits next to the customer in the waiting area, where other people are listening and say, "Ron, I am so sorry. It looks like we're not going to get you in in 15 minutes like we promised, but you're next in line. I can't imagine it's more than five or 10 minutes. If it's longer than that, I'll let you know right away. Is there anything I can do to make you more comfortable while you

wait?" And then silence and stare, and that is important, the silence and the stare, the empathetic stare.

Dave Berg:

The only answer to that is, "No, I'm okay. Thank you. Thank you so much." That is the move, and that is the 100% move. Ron, now if I do that to you, if a young person does that to you, and they've been trained, they've done it thousands of times already, so they're good at, they're confident at it, are you really not going to give this experience a 10 out of 10 experience? You can't do it. You're a human being. You've got to be an awful human being to not give us a 10 out of 10 when that happened, because here's the thing, everybody thinks that they want their doctor to be on time.

Dave Berg:

They don't really care about that so much as they care ... they do, but they care more about the respect that shows, or the disrespect that shows when they're ... It's hard for us to process disrespect. It sounds petty to say, "I feel disrespected." It sounds reasonable to say, "The doctor is an hour late," or whatever. So what we do is we give people so much respect, that we distract them from the fact that we were late. They really are. And that respect is more important to them, that "they matter" feeling right now.

Dave Berg:

And not only will you go and tell people when you leave about this story, "Did you know they have a 15 minute wait policy? I've never heard of that at a doctor's office. And they came and apologized when they were at 14 minutes. What is that all about?" You're going to tell that story to your wife, to your coworkers, to your employees, somebody. But here's the thing, the three people sitting around you in the waiting area, they're going to tell that story to people too. So this is a way of creating a differentiator around that negative brand perception that everybody has with healthcare.

Ron Barshop:

Let me give you another example of David's-

Dave Berg:

That's just a system, a process that ... We've been running that now for about 12 years.

Ron Barshop:

So Dave has another ... I could talk about a dozen, two dozen, of these, but I walked into his exam room, and I opened a drawer, and then I went into another exam room, and I saw the exact layout of the drawer. All the utensils, all the swabs, everything was in the exact same order. And then I looked up at a cabinet, and there was a picture of what should be in each drawer.

Ron Barshop:

In other words, you've actually thought through to make it user friendly for every MA who's cleaning a room and supplying a room, for every doctor to find exactly what they're looking for and put their hands on it practically blind folded. You've got charts hanging on the corner of every

office that show here's the protocols when they need a vaccine for x or for y. You've got 30, or 40, or 50 sheets there, so it's crystal clear. You can show the patient, "Here's what needs to happen to make that happen."

Dave Berg: But look-

Ron Barshop: You systematize every aspect of care.

Dave Berg: Yeah. That's important what you said about the drawers. Here's what's even more important. When we first met two years ago, it was the same picture, the same drawer, in a different clinic. That clinic didn't even exist two years ago, the one you were in yesterday, and the drawer looks the same. Any of our clinics, the drawers look the same. So it's not just about location, but it's over time. So if you go into my clinic 20 years from now, there's a very good chance that picture might still be used. But who knows, maybe we have electronic and digital reflex hammers. Who knows?

Dave Berg: But there's a very good chance that those drawers are gonna look the same over time and over geography. And so it's a decision that's been made once that now applies thousands of times with ever any mental attention needing to be given to it ever again, ever. And if we are going to give more attention to it, and we're going to change it, it's gonna be because there's real value that's needed or happens.

Ron Barshop: David, are you optimistic, pessimistic, or neutral about the future of primary care, with where you are, what brought you here, with where you are today? I would say that most of our listeners probably are not too excited about the future of primary care as a viable institution, and it has to be. Without it, the whole system's down. Big, big, big problem.

Dave Berg: I don't think about the question that way. I don't think about what the problem that way. To me, the premise behind that question is that what matters in healthcare are the silos of healthcare, whether it's insurance silo, or hospitals silo, or MD silo, or DO silo, or cardiology silo, or orthopedic silo, or chiropractic, or primary care. I don't think about it that way, and I think that if I did think about that way, it would lead to more complexity and more problems. The way I think about it is what is the consumer going to need?

Dave Berg: And Jeff Bezos said it awesome. When somebody asked him a question that was something about, "What do you think the customer's going to ... How are you preparing for the future to match the changes that are going to happen?" And he said something like, "Oh, I don't think about that way. I think about what's never going to change in the future, and how do I evolve to do that better and better?" People are always gonna want their products faster and cheaper. So everything we do is about making it faster

and cheaper. What Bezos did is he said it's about the customer. It's about the customer.

Dave Berg:

So what is the customer going to want in the future, is how I think about it, not about what the primary care provider silo is going to want, or the orthopedic silo, or the insurance silo, or the government silo. It's what's irrelevant to me, is my point. It is totally irrelevant. And it's not about, is it going to get worse? Is it gonna get better? I'm just saying it's going to become less relevant to even think about it. However, anybody in any of those silos that wants to focus on the customer's need for speed, and effectiveness, and efficiency, faster, better, and cheaper, anybody who focus on those things, are going to be the winner. Anybody who thinks they can be successful without considering the consumer, I think their life is going to be miserable.

Ron Barshop:

You're listening to Primary Care Cures. We're speaking with Dave Berg. He is the founder and CEO of Arrowhead Health Centers, a 1% performer in primary care for sure, and one that will last as long as he wants it to last, and his wife, Janice, want it to last. So Dave, in closing out today, tell us how people can reach you, and tell us your vision of the future for primary care.

Dave Berg:

So the best way to reach me is through my email david.berg, B-E-R-G like iceberg, @redirecthealth.com. Our websites are arrowheadhealth.com. That's our clinic websites here in Phoenix. And then redirecthealth.com is the company that creates health plans for small businesses all over the country, and for their employees, but also for families where the traditional insurance model doesn't work anymore, and who don't feel like they have meaningful access to healthcare, and they don't feel prepared for the future if something happens. That's a problem we saw with Redirect Health. That's the best way to get a hold of me. Your last question was the future of-

Ron Barshop:

Give me a two sentence thumbnail on what the future of primary care looks like from your perspective.

Dave Berg:

I believe that primary care to survive has to shorten the gap between the consumer, meaning the purchaser and the user, the decision makers, with the money and themselves. They have to get rid of the middlemen, the drug companies, the pharmacy benefit managers, the insurance companies, the government. The closer they can get to the consumer and the ultimate source of the money, the better they're going to do. And I don't think they survive if they don't, and I don't think they survive if they focus on revenue.

Ron Barshop:

It's interesting you said that ...

Dave Berg: Can I finish that [crosstalk 00:29:32]?

Ron Barshop: Sure.

Dave Berg: I have no belief at all that any primary care provider can win the game if they focus on revenue. It's about focusing on profit, so less revenue with more profit. And that means getting rid of friction for the consumer, getting rid of waste, getting rid of unnecessary administration and paperwork, and being the advocate for it. When you order an MRI, if a primary care provider wants to be successful, I believe they're going to have to know how to help their patient get that MRI for \$300, and not just say, "Use your insurance and go pay \$1,200 out of your deductible over there." Any primary care provider that thinks they could just do that, I think they're going to be out of luck very soon now.

Ron Barshop: Very good. Dave, thank you again.

Ron Barshop: Thank you for listening. You want to shake things up? There's two things you can do for us. One, go to primarycarecures.com for show notes and links to our guests. And number two, help us spotlight what's working in primary care by listening on iTunes or wherever you get your podcasts, and subscribing, and leave us a review. It helps our megaphone more than you know. Until next episode.