# TRANSCRIPT: The Hospice Workforce Solution For the Future—with Ron Hetrick | Part Two

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## Series Intro And Guest Setup

**Jeff Haffner:** 00:41
Thank you, NetSmart, for sponsoring this podcast. Welcome to TCNTalks, and Anatomy of Leadership. We continue the conversation with Ron Hetrick, principal economist with Lightcast. In Part Two of the Hospice Workforce Solution For the Future. And now here's our host, Chris Comeaux.

## Multiple Careers And Mixed Roles

**Chris Comeaux:** 01:08
Well, as we go to this next segment, Ron, do you think that maybe um like could it be a future where people have multiple careers, or better said, they play multiple roles? Like, you know, it's a wonderful life becomes I did five different things over the course of my life, or will that be more of rare because just the way humans are wired, or will it be kind of a mixed bag?

**Ron Hetrick:** 01:31
I think, I think we started that way, and then we really got away from that. You mean you have, I think there's so many people now who are aging who could probably look back in their life and be like, you know, I was an accountant for 50 years. And I'm like, that was not a thing. Like, it's interesting, even we had a

**Ron Hetrick:** 01:49
meeting the other day, and some people from my company, we were meeting with another group of people. And in our pre-conversation, before we ever walked in the meeting, we were

talking about what we did when we were younger. And the point of it is, I had been, we had been with the guy who's one of the high-ups of the National Restaurant Association. And

## Why Restaurant Work Builds Resilience

**Ron Hetrick**: 02:04
he, we were talking about, you know, these everybody, everybody, it should be a law, it should be required. Everybody should have to work early in their life, 16, 19 year olds. And in my opinion, you should have to work in a restaurant. Period. Like if you could make, if I could make a law, every teenager in this country, you can't graduate high school unless you worked in a restaurant. And the the thing about it was we're talking about, it's not about the experience of, hey, I now know how to clean a dish. That's the most irrelevant part of the conversation. The relevant part is I know what it's like to have to stay late. I know what it's like to be told I did a really bad job. I know what it's like to deal with peak rush, I know what it's like to deal with a customer who's very unhappy with the way things are going. I've already started to build those calluses. I've already realized that I can respond to those things. I don't have to quit. Uh, and if you can start to build a young population that is resilient, then when you get into professions like this, like in hospice or anything, where you're dealing with people who are in pain, uh, whose families are frustrated, they're frustrated. And your job in those things is to keep cool, understand that the whole hurt people, hurt people thing, and you're gonna, you've got to navigate those things, but you're tough and you you have a lifetime of those experiences. Those experiences don't have to be in that industry. Those experiences could have been in any industry that had those kind of interactions. I mean, I think you can speak to this, I know I can speak to this. You know, when I was younger and did things, I got a little careless, or I maybe opened my mouth a little too much and I got yelled at, and I got disciplined about the work that I did, or maybe, hey, that's not what I asked for. You gave me this. I don't think you were listening when I told you what I needed. And each of those moments make you better, unless that's not who you are. But for the driven person, that makes you better. So I think that this is why, you know, I look at things and I think there's no end to where you could look. Uh, I think it, I think you will find, I hope that in the future we find stories of people who go into these aid positions, uh, as volunteers, even, that you find out were used to be a CEO, you know, used to be somebody who just was like, this is the most unpersonally satisfying job in the world. And I just need something before I die where I know I did something more valuable. And trust me, there is a significant amount of the population that I believe is looking for that and wouldn't even probably need be asked, need to be asked to be paid for.

**Chris Comeaux:** 04:37
And then maybe you just inspired me that then also the opposite end. We've there there are HOSA, I forget it's like health occupancy, I forget what the S and the A are. It's like clubs in high school, but like a HOSA-like um partnership, but where teenagers are more the norm, also. So maybe we're getting them both ends, which wouldn't that be cool?

**Ron Hetrick:** 04:57

Yes.

**Chris Comeaux:** 04:57
You have a CEO and a 16-year-old working as aides um within, and then they're partnering with Robbie the robot. So they help with all the heavy lifting and stuff. I mean, this I love just the more you keep talking, my creative juices get going, which I think that's also part of your superpower.

**Ron Hetrick:** 05:13
Well, it shows you the it shows you that we haven't explored everything.

**Chris Comeaux:** 05:17
yeah

**Ron Hetrick:** 05:17
Like there's so much more out there. Uh for anybody who's out thinking, uh, I mean, it's just, I don't know. I just can't see how we can ever get overcome this. It's like, there's so many things to try. There's so many, so many things that if you would just put the effort, if you would set up a plan with a plan to succeed, as I always say, not just a plan, but a plan that says, we're going to figure this thing out. We're going to measure what went wrong. We're going to figure out why it went wrong. We're going to fix that. Okay, we can't, apparently we can't get people who came from this industry. They never work out because of this reason. So let's focus on these industries. And those people, you know, tend to work as well. Which was a question I was actually in this kind of back and forth. One

## Building Success Profiles For Hiring

**Ron Hetrick:** 05:53
of the questions I was going to ask you is, it, you know, one of the things we've, I've always believed very strongly in is when you see somebody who's doing not only doing a job well, but just seems to have such a good attitude about it, that the intentionality of, okay, where did they come from? Is this, was this a family thing? Or is this the kind of what what were their interests? Uh, how did they do in school? Like, what did they like? Like, do you feel that uh that you all in the world that you're in especially in in hospice nurses, do you have a great profile for what makes a great hospice nurse?

**Chris Comeaux:** 06:31
I think that it's it's a mixed bag, but I think you're poking on a great opportunity for improvement. Um, I will draw upon my experience. So I grew up in big six accounting. Arthur Anderson was the like benchmark of the day. And there's a great book called The Final Accounting. And unfortunately, it's about the demise of Arthur Anderson. But the beginning of that book is how Arthur Anderson built the most prestigious accounting firm in the world, is

they did exactly what you just said. They actually profiled and they would hire kids that were raised in the Midwest on forums because they had this amazing number one, integrity, but number two, work ethic. And you look that they built a global organization based upon that idea. So that idea has always stuck with me. I've seen it done in pockets with the organizations that we work with. Like there's certain roles that have certain profiles that help them be very successful. And so, but I think yet you're poking on a good thing. We homeschooled our kids. And so I've seen a couple of different businesses, and I've actually recommended to others that um at least there was a season where homeschool kids were raised a little bit differently. We raised our kids on a mini form, so our kids had great work ethic. And so, hey, there's a great little profile there. And I've seen some members, in fact, one of the really awesome, um, she'll be a future director of nursing. She was a homeschool uh young lady and she's grown up now, and she'll be a future clinical leader within this organization. So that's one profile. But I think we could get a lot better at that, is a short answer, Ron.

**Ron Hetrick:** 08:01
Yeah, I think just this kind of uh uh understanding of we've talked to our favorite employees, and we talked to enough of them that we started to see similarities. And it's not about nailing it, it's about going hey, when we go to interview, if you see these things, that's a plus. Uh that's not a negative, that's actually a plus.

## The Surprising Value Of “Aimless”

**Ron Hetrick:** 08:24
It in a prior company I worked for, I was commissioned one time by the head of HR. This is a hilarious story. And the the he asked me, hey, for the recruiters that we have that are tenured, that have stayed and don't want to go into sales, like, what are they? Like, what tell me something about these people? Because I want to know so that we can hire these things. So I came up with a questionnaire and it was all done through interview. I had two of my colleagues assist, and we called these people up and we walked them through a questionnaire, and we got the answers, and then we kind of codified the answers and we had our results. And I and I walk into his office and I'm like, all right, I got it. Here is the perfect person for you to hire if you want to get a recruiter who's going to probably do really well at this job and not leave the job. Not gonna, you're not gonna quit, and they're not gonna ask me to promote. He's like, all right, shoot it. And I'm like, all right, here we go. Aimless. They have no idea what the heck they're doing in life. Uh in college, they took a degree that really didn't even make any sense. What they're doing now has nothing to do with their degree, but you know what? They didn't even care if they got a job in their degree because that just didn't even matter. They just wanted a degree. They probably partied a lot. They were probably in a fraternity or sorority, but they, if you ask them where they want to be in five to 10 years, they can't even tell you because they just don't care. And he's like, I paid you to do this.

**Chris Comeaux:** 09:45
I'm thinking that the interview questions were gonna be hilarious.

**Ron Hetrick:** 09:48
I was like, I'm telling, and I kept sitting there going, I know this sounds ridiculous. And I said, but I'm not being funny. I said, This is the person. Over and over and over again, what we ran into were people who were just like, Look, I'm happy. Like, why would I want to change? And I said, anybody who we interviewed people who had left or the people who've been promoted, and what we found is they they could all articulate where they saw themselves in five years, like, well, I don't see myself doing this, I see myself doing this. It's like they, you know, it's with the movie Tangled, I have a dream.

**Ron Hetrick:** 10:24
You know, it's

**Chris Comeaux:** 10:24
Yeah

**Ron Hetrick:** 10:24
like anybody who has a dream isn't gonna stay in this role because it's not that progressive, it's not that, you know, it's not clear to have a career path. And people who are very ambitious and have goals in life are gonna strive to do the next thing. I said, You're looking for the aimless person who has no goal. So to me, that was such an awesome experience doing that because it was for the first time in my life, I actually sat down and thought about the fact of I'm so thankful we are all made differently.

**Chris Comeaux:** 10:58
Right.

**Ron Hetrick:** 10:58
Like that there are people who don't have goals. Like they're we believe and we write books and we do all these things, and we're trying to create the same kind of person. And I'm like, no, you that's not how society works. Like everybody has to have different interests, everybody has to have different motivations. There has to be a person who gets up every morning and goes, I want to crush everything, and I see myself running a company. And then the next perso n has to get up every day going, I'm gonna go to work today and I'm gonna come home tonight and watch TV. And it's like, and they're the worker bees, and and that's a great thing. And I think over time we've learned how to talk down about people like that. But there's something to be said about that 40-year person who worked on the factory floor, you know, just doing their thing, you know, fulfilling their role. That's all they really wanted. They just wanted to provide for their family and they wanted to go home and, you know, play in their softball league on the weekend. And you know what? I changed. Because once I started doing these, the the writings, drought, who's gonna do the work, uh, that's that changed me a lot. It's like I no longer like stratified people. I no longer look down at people. I was looking at everybody, going, it is awesome that you do what you do. Thank you for doing what you do.

**Chris Comeaux:** 12:08
You know, in listening to you, first off, my big takeaway is yes, we need to go back and dissect certain positions, people that were very successful in the position. Don't go in with preconceived notions. What will we learn? Build that profile, then go find people. But the interesting thing is listening to you, hospice is a beautiful microcosm of what you're kind of talking about. You've got doctors, nurses, which obviously are very professional, highly paid positions. You have CNAs, you have administrative staff, you have volunteer coordinators. I mean, it some of it's similar as like what a structure you might see in like a church, because a a good church is usually trying to recruit volunteers to do a bunch of things, deploy them. So it's a it's a cool microcosm. You know, my my funny way of saying it is, you know, they used to say if you can make it on Broadway, you can make it anywhere. I grew up in corporate America, but I ended up in hospice and fell in love with it because the challenges are endless. There's so much diversity and challenge within that one little kind of play. So maybe you'll remember this part, Ron. Maybe we're a cool little microcosm study, as we figured out that might apply to the broader economy because we're a microcosm of a bunch of different positions, et cetera.

## Fix Turnover With Task Breakdown

**Chris Comeaux:** 13:12
Well, I want to ask you a question. Dang, we could do two hours. This is so fun and good. Um, you said something in our first conversation that I've continued to think about, uh, which ask employees, what do you hate about your job? So what if, and I do believe the answer, so what if the workforce shortage is partly, and maybe I should say even primarily a job design problem.

**Ron Hetrick:** 13:35
Yeah.

**Chris Comeaux:** 13:36
So, what if we step back and look at the work? You kind of alluded to it earlier, like get down and start really looking at the pieces and parts. So is that part of the solution?

**Ron Hetrick:** 13:44
Yeah, absolutely. Absolutely, no doubt about it. One of the things that we've been, you know, it's funny is we started going down this path, uh, it's because a lot of our clients started going down this path. And then now we're starting to see it everywhere. Uh, we actually heard it this week meeting with members of the federal government that we're everybody's starting to look at work now as a series of tasks. Now, obviously, what they're doing is if I can break something down to a series of tasks, then I can figure out how maybe AI can fit into that and what it's going to do. But there is a secondary value to breaking down a series of tasks that is really quite amazing. And that is I can start to look at each component of it. Like, what's the

physical demand? So let's that's part of a breakdown of a task. What's the uh uh tolerance for error in this particular thing? Like if I look at this job and I break it down the tasks, but there are some tasks in there that if this is done wrong, this is gonna get us in incredible trouble. So I need this is something that a human's gotta be doing and they got to be well trained. So anybody I bring into this role, I'm gonna focus my training hard, the biggest part of the training is gonna be on these things where the error components of these tasks bring us the greatest risk. And then there's other parts of a task breakdown like variability, like how much of this is gonna change on any given day, or is it pretty much the same type of thing executed over and over? So, in doing those kind of things, you know, you're mentioning robots before. You know, the thing with uh where we're at is is it a robot? Is it a machine? You know, we have a lift for our son. That lift is fantastic, especially as my wife and I's backs and arms, and now I got a torn rotator go. As we keep breaking down, having a machine there that does the work for you, all you have to do is get him into the sling thing and up they go. And okay, well, that that one tool just took the physical element of the job and greatly changed it. But guess what? That lift just lifts, it lifts, and it places down. If I'm changing an adult diaper, which I do every day with my son, it's like there's still that part of grabbing, you know, putting them up on their side, don't let them go over the side of the bed and all these kind of things. And I'm like, wow, couldn't there be something, some kind of tool, some kind of automation that assists with doing this? You hook up this thing, it picks up, you change the diaper, it suspends them a certain way, and then lowers them back down. I'm like, it shows you the opportunity for innovation. It shows you what you could probably be investing in that would help an entire industry, you know, it gives gives business uh people who are entrepreneurs ideas about things that they could do. Uh, this is a it's not just a long runway, it's an eternal runway. You would never have not have a need for things like this. This is this is innovation that we need. But you get to those things by breaking down the task. And I think also what you do, and this is going back to what you were saying earlier, you also start to identify the tasks that make people want to quit. Like, I hate this task. Like that task is the worst part of this job. In fact, if I didn't have to do that task, uh, this job would be great. And what a lot of times what we do is we go, yeah, that stinks, but that's a part of this job. Yeah, well, that's that thanks for nothing. You know, like that, you didn't do anything there. You what you every good, strong leader should be doing is looking at something and going, that stinks. And here's the things that I we're gonna start exploring to either get rid of that task or to make that task uh the no longer the thing that drives people away. Because I would be willing to bet that for any job that has high turnover, there is a particular part of that job that everybody really doesn't like. And then there's probably a lot of parts of that job that they really do like. And excuse me, we all look at it and we just go, yeah, stinks. I know we need us, we need a special person to do this job because of this task. And they just keep, like you said, they just keep doing the same things. I'm like, you're not fixing anything, you're you're not doing anything. Uh like let's work to fix things. And it's funny because right now with AI, what's happening is because they can write the big checks, the AI companies have really been focusing on these IT firms. You know, that's the bigger money comes from these larger, you know, IT firms and developer firms that are getting a lot of the private equity money. So what they've done is they've said, hey, I bet you how we can get a big bang for a buck is, you know, we'll build claud code. And that helps coders not have to sit there all day, typing code. Like we can change it to, hey, let's have this thing handle the code, and

then they can spend their time looking at how it worked out and tweaking it and and and QA'ing it and doing all these things. And they identified that that's the grind part of the job, and they're addressing that, and that helped that tool to really take off in adoption. And that's and that's exactly take that idea and then go over and over and over again because what I said so far with robotics that's to me has been really disappointing, is I think we talked about this the last episode, is like, well, it delivers food trays. Well, did anybody ever identify that it's the food trays that made the aides hate their job? Was it the food trays? I mean, I worked in a nursing home and I was the dietary aide and I delivered food trays, and I didn't mind that part of the job at all. Actually, it gave me a break from being in the kitchen. It actually got me out from the thing I didn't like doing, which was washing dishes. And it's like, so it's like if we're automating, if if, and this we've been hearing this since AI came in if if we're automating the things that we enjoy, what a massive fail that that whole thing was. The whole point of everything was to get rid of the worst parts of a job so that more people would want to do that job, or we could upscale that job, maybe pay that job more. Um, and I think that that's you know, we we have to always keep that's true north. And if we keep doing that with intention, then you can absolutely solve those problems.

**Chris Comeaux:** 19:30
Well said. Do you have a question for me?

**Ron Hetrick:** 19:33
Man, I'm spent after giving that answer.

**Chris Comeaux:** 19:35
That's a great, that's a great answer, actually. You're again, I've got like a page full of notes here. Um

**Ron Hetrick:** 19:41
I have so many questions. Like I could ask questions all day too. I think in when you look at this industry in 2026 and you go, wow, you know what's so much better about 2026 and 1986 is this. Is that the case? Or do you go, you know what's so much worse about 2026 and 1986 is this.

**Chris Comeaux:** 20:04
Damn.

## EMR Friction And Hope For AI

**Chris Comeaux:** 20:06
Unfortunately, so I I started at 95. So I've got 30 years.

**Ron Hetrick:** 20:09

I'll take to take 95s. There you go.

**Chris Comeaux:** 20:10
We you know what's so sad, but I do think that maybe we're on the dumb while this will change. When we were on paper for documentation, there was less friction.

**Ron Hetrick:** 20:18
Hmm

**Chris Comeaux:** 20:18
then the EMRs and the government regulation made it worse. So it created more friction, not less. This has always been a human-carrying industry field. And so this is the beautiful part. With me having grown up in corporate America, it was like, oh my God, what is this thing? And I tried to bring in benchmarks and financial, et cetera. So that discipline part, I it's where I spent a lot of my life work. That part, leadership, I think that part's better. But unfortunately, the government has made it more difficult. Reimbursements got more difficult, more regulation. I think because of AI, that the um electronic medical records EMit AI listening, we're on the eve where it will start to remove

**Ron Hetrick:** 20:59
I hope

**Chris Comeaux:** 20:59
some of that friction. It's actually really good that you say it in that way that you hope, because I do think it could go several different ways. Um, but again, I've learned so much from you that I'm inspired that I think there's a whole bunch more that amidst this hurricane, maybe it becomes the necessity that is the mother of invention, where we do go in a lot of different directions. We recreate the work; we remove the friction. We have this beautiful diverse workforce. You've got a uh baby boomer uh CEO who's retired, who's now doing purposeful work as an aide next to a 16-year-old. I mean, all of this great ideas. And so maybe our renaissance is actually coming because it was a beautifully designed model, and we've kind of got off course a little bit from these external challenges, and we take the biggest challenge and we turn it and kind of flip the script. That that's where my mind's going listening to you more and more.

**Ron Hetrick:** 21:52
Glad to be about it. We'll see. I think all around us are success stories. There are people who've probably transitioned career. careers. And what we don't do, and we talked about this a lot in our skilled trades paper that we just published, is that you don't hear, you're not hearing enough of the success stories that are actually easily relatable to your situation. So you always look at things from at an arm's length. Well I could never do, you know, skilled trades. I'm just not, you know, I I'm I'm older, I can't, I, you know, I can't do this well. I've never been good at building. It's like there's 135 skilled trades. Like you could figure out something in there. And so

we tried to get stories that came from people who who are doing completely different things. The first one was published was on a guy who who had, I think had a finance degree, was working at a bank. He's like, now he's a building inspector. And we're like, have you ever thought about being a building inspector? Like you're not you're not up on the side of a house doing carpentry or building a roof, but you're actually inspecting. It's like to give people like insight like I think we all look at something hospice, nursing homes, you know, skill trades and it our vision goes to nothing. Like we're we're seeing this job as the person we once saw doing this on a hot day outside and we go, I can never do that. And you're like, no, like that's such a narrow view of what this job actually is. And I think we have probably a lot of stories who people who transition and do these kind of things that if we just got their stories out there, people would go, oh my goodness, I I can't stand my job right now and I feel like I'm not adding anything to this world. And you know my spouse is really successful. I think I want to do this. Like I didn't realize it was that easy to do this. I didn't realize you just needed to take this training and you could be doing this. Because I still believe that most people are locked in their situations because they don't know they can get out of them.

## Three Biggest Bets For Leaders

**Chris Comeaux:** 23:37
Well, let me ask you this last question right as we try to land the plane. So uh want to make it very practical. So you're sitting in my chair leading a network hospice paletcare organizations, a demographic storm. It's coming. We know it it's it's a it's a a cat five it's coming for a workforce, et cetera. Give me your three biggest bets between now and 23 where you would invest today if you were in our shoes to make sure that care for patients is absolutely maybe even better as a storm is hitting.

**Ron Hetrick:** 24:05
Three biggest bets uh or three biggest things that I think you need to be doing.

**Chris Comeaux:** 24:11
Yeah so you exactly yes the three biggest things that we need to be doing.

**Ron Hetrick:** 24:15
I think number one, this is the I'm a data guy. You don't know what you don't know. And I think you know we talked earlier about success profiles and who's my best employee and why are they my best employee and how do I get more of those kind of things. You know having intentionality and understanding what makes a person successful. That's number one. Number two, really understanding breaking down these jobs uh seeing that if you could change this or where's society going, if we can do this or if we could offload this to the family, if we could like really breaking down work. I'm gonna bet that most people don't do that. I'm not gonna bet that most people just worry about we staff this do we have enough people for this do we get our paperwork in on time and they're not going about hey let's take a step back here and let's start really start to break down. Let's look at the time management of this job. Let's talk to

these people about what they really hate and let's see what we can do to fix those kinds of things. So I think that that's uh a second part. And then I think the third part is you know right now what we're seeing with technology with AI is a whole lot of like boom use this and it's a disaster. You know people are just like okay and then they're like I was gonna I was trying to get rid of all you people and uh I you know no one's helping me to do that. I'm like, well that's not how you do anything like with any kind of technology with any kind of innovation what you do is you come up with different scenarios of how you think it could work and then you you build up a good model for how you're gonna do it and then you have it do those things and then you kind of measure how it did it well or didn't do it well. And if it's not going well, you cut bait with that and you let it go. And the other ones that look like they're successful, you you double down on that and that's how you invest. And what I think we have a danger of in the healthcare industry and across the entire industry is you've got a lot of vendors out there going, we can do this for you, we can do that for you. And you haven't really sat down to go, okay, is that is that a great pain point for it is that is that like a huge they're telling me it's going to save me this amount of money but is that even the amount of money I'm spending on those kind of things? Like they're just trying to sell me something if you understood your work better, if you understood the task, if you understood how what the successful people are and everything, then when you go to bring in things like automation or you know augmentation or anything like that to try to make this job better, then you're gonna succeed in using technology more effectively quicker than the people who are out there running around right now like crazy people, just throwing it, paying money for it and just throwing it into everything that they're doing. You know, good things happen with a good plan. Very rare, very, very, very rarely does a happy accident come out of chaos.

**Chris Comeaux:** 26:47
Wow. Well Ron, I love having you around you just make my brain think so maybe do you want to flip the script on me and then throw that same question back my way?

**Ron Hetrick:** 26:56
I I think it wouldn't be the same question. I think I would say to you in 10 years, what do you what do you hope will be the three things that will have evolved in your industry?

## Become MKGRs Multiply And Redesign

**Chris Comeaux:** 27:08
Yeah so actually as I was thinking about it last night again talking to my wife um she's great at making me like come up with sticky things. And so I came up with this acronym we have to become makers. Now it's actually spelled MKGRs and so because I because I want a framework that's going to force us to keep thinking about the things you're talking about. So it stands for we've got to multiply, attract, keep, grow, and we have to redesign. So multiply we have to take the people that we have and multiply their capacity in a multitude of ways. Dissect them like you've actually talked what makes them successful how do we make them more successful? Where do we actually remove the friction in their work attract we have to quit fishing in the

same shrinking pond. What are the new people we need to attract what about the baby boomers who like we've got such beautiful purposeful work. We've got a competitive advantage to be able to attract the few people that are out there and do we need to go fish in some ponds we've not before um keep we've absolutely have to do the retention um that lady that I sat by last year at 78 and I looked at her and said do you plan on retiring and she's like why would I do that? This is my ministry. And I'm going, I love you. This is awesome. And you know in some respects it's inspired me.  I'm 55, I'd like to do this another 20 years. And so can we create a place where people like why would I want to leave? Now people might want more flexibility as you go forward. So they're all interesting ways about keep them and then grow. We let's not wait for the perfect experienced employee to show up. We have to enhance our training programs. I kind of thought that as I was preparing for you I've now ratcheted that up to like a factor of a hundred listening to you of my gosh, our education programs might become one of our most strategic competitive aspects for the future. And then the R, again maker the R is redesign. How do we redesign the work in amazing ways where we actually enhance the care as opposed to well we've got less people and yeah sorry I know it's a subpar product than it was but you know everybody's dealing with that. I'm more inspired talking to you that can we redesign the work and make it even more potent and powerful than it was before. So that's my answer.

**Ron Hetrick:** 29:21
I love it. That's a great answer.

**Chris Comeaux:** 29:23
Ron man, yeah I love you. I I want to keep you in our spear some kind of way. I think these two podcasts are going to be a great gift to our just broader field and you know already if you're up to it, what I think I'm gonna do is I'm gonna take a lot of this and I'm gonna design a meeting next year where we make the podcast or pre-listen and then we just get in that creative space because there's something about you that just gets the juices flowing. And instead of wringing our hands and going, oh my God, I'm so depressed listening to Ron about this CAT 5 storm, I'm more actually enthused. And so I'd like to harness that create a meeting so I'd like to maybe bring you back pose, maybe even share with you and you and I could do this back and forth like what did we come up with and what are you learning you're out there. So if you're game for that, we'll try to get you in 2027 sometime.

**Ron Hetrick:** 30:10
Oh this is very enjoyable.

**Chris Comeaux:** 30:12
Awesome.

## Closing Quote And Subscribe Request

**Chris Comeaux:** 30:12
Well to our listeners we want to thank you just as we think Ron at the end of each episode we always share a quote a visual the idea is to create a Brain Bookmark a thought prodder about our podcast subject to further your learning and growth and thereby your leadership. We're hoping it sticks like a brain tattoo. This is one that's going to be really fun to do. Please be sure to subscribe to our channel this is a podcast I absolutely believe you want to pay forward all of your friends, your coworkers, because this is a challenge we're all going to be navigating together and we could flip it around. It might be the greatest opportunity to recreate this work that we do together. Because you know it's easy for us to rail against the world to be frustrated by things that's be the change that we wish to see in the world. So thanks for listening to TCNtalks / Anatomy of Leadership and here's our Brain Bookmark to close today's show.

**Jeff Haffner:** 30:58
If you know that the storm is going to keep intensifying, then there's really no excuse for not coming up with solutions now," by Ron Hetrick.