

# TRANSCRIPT: **The Workforce Crisis Healthcare Leaders Can't Afford to Ignore | Part One**

## **Sponsor And Leadership Theme**

**Jeff Haffner** 0:00

Thank you, NextSmart, for sponsoring this podcast.

**Melody King** 0:05

Everything rises and falls on leadership. The ability to lead well is fueled by living your cause and purpose. This podcast will equip you with the tools to do just that. Live and lead with cause and purpose. And now, author of the book *The Anatomy of Leadership* and our host, Chris Comeaux.

## **Meet Ron Hetrick**

**Chris Comeaux** 0:27

Hello and welcome. I'm so excited today. We've got a guest with us, as we do all the time, but we have a great guest today. We have Ron Hetrick, who's our principal economist. Welcome, Ron. It's good to have you. Thank you, Chris. Thanks for having me. Yep, let me read from Ron's bio. Ron brings over 34 years of labor force economic experience to Lightcast. Ron was the primary author of the demographic drought, who is going to do the work, and the rising storm. He writes on other topical labor economic trends frequently in keynotes at conferences around the country on our current labor situation. Ron was a senior and supervisor economist for eight years with the Bureau of Labor Statistics in Washington, D.C., and he had a 20-year stint as an advising economist for the largest staffing company in the U.S. before spending the past six years as a principal economist at Lightcast, which is a labor market information company. He's been quoted by CBS, CNBC, Wall Street Journal, Forbes, and numerous nationally syndicated news channels and magazines on a weekly basis. Ron has provided analysis for the prior Fed chairman, Alan Greenspan, the Council of Economic Advisors to the President, Congress, and numerous Fortune 100 companies and trade associations. So it's really great to have you, Ron. Our mutual friend Jeannee Parker Martin said I was asking her, like, who would be fascinating? She goes, You got to meet Ron. Reached out to you. We really kind of hit it off. And I'm looking forward to talking to you about one of our biggest challenges. And so we've done some research, and it's about eight years, we've come to the conclusion there are eight challenges facing every hospice and palliative care organization. You

would not be surprised that one of those top challenges is workforce challenges. So before we get into that, which is going to be our main subject, I kind of warned you I was

## [A Superpower For Chaos](#)

**Chris Comeaux** 2:13

going to ask this. It's kind of a tradition to ask all of our podcast guests. What's your superpower?

**Ron Hetrick** 2:18

I think the ability to do four things at once. When I was in grad school, it would be very common for somebody to walk in, see me with my notes on the table, with the stereo playing, a TV show going on and eating. And uh it was a constant comment I got from people were how are you could you possibly study with all of this other stuff going on around you? I'm like, it actually helps me focus when there's a lot of things going on. And uh yeah, I know a lot of people are like, look, I need my I need my focus time. And I'm kind of like, uh, I don't really like to be in a quiet room for very long. I, I like to, I have I always have to have something kind of going on.

**Chris Comeaux** 3:00

That is indeed a superpower. I think we probably share that. So yeah, the ability to kind of focus amidst crazy crisis is a superpower. Um, yeah, that's awesome. Well, well, let's jump in.

## [Three Fault Lines Hitting Workforces](#)

**Chris Comeaux** 3:12

I love the title of your books. Your book is called Fault Lines, which is a powerful metaphor. Um, we've had crazy earthquakes all over the world as you and I are actually um actually taping this. You know, most people don't worry about fault lines until the earthquake actually happens. What are the demographic fault lines that you've been warning leaders about for years? And why do you believe they're maybe just the beginning of feeling some tremors?

**Ron Hetrick** 3:37

Yeah, so just so everybody knows, when we there were three fault lines, demographics is one part, but the fault lines as they exist right now are really kind of in your face, really profound. At various times they emerge and kind of go back. But uh certainly there was

one new one. That newest one would be, of course, AI. That is, you know, creating a disturbance in the force. It's hard to tell what people are doing or why are they hiring? Why are they not hiring? Is it because they're using AI or they're not using AI and we don't know what's going on? Oh, the other fault line is geopolitical events. So, you know, are people not hiring because of tariffs or because of wars or you know, just this lack of stability that we have from a geopolitical side? Is that, oh, wait a minute, maybe it's because there's demographics happening. Maybe we're not seeing a lot of hiring because we have a lot of people retiring, or like what we're trying to hire is just not what we have, you know, in the labor force. So those three things right now have created really an almost impossible storm for labor economists like myself who always like to say, hey, all things being equal, here's what's going on. Well, nothing's equal. I mean, we haven't had equal in uh in a really, really long time. So for demographics, the thing that we've been saying, you know, starting in the 20 teens, I wasn't the only one. There were demographers talking about, you know, really where things were heading from an overall kind of aging perspective. But even in the mid-20 teens, I started noticing, you know, serious gaps that were starting to occur in our labor force that would have been filled, these gaps, these jobs would have been filled by typically non-degreed males. And that was the very first things that I started talking about, you know, now over a decade ago. But that has really intensified into this really across the board uh aspect that we've been seeing where the demographics are not only the result of age, but just the fact that we're a very, very college-educated society now. That used to not be an issue. We wanted everybody to go to college, but we kind of overshot the target. So that's created another demographic crisis that we're in right now, which is uh when I wrote my second paper, who's going to do the work? You know, if everybody goes to college, and not to insult people who went to college because I went, but if we all go to college, somebody's still got to do the work. You know, somebody still has to build things and to feed us and all of these other things. And healthcare certainly is in that category and all the various educational buckets.

**Chris Comeaux** 6:06

Well, you know, one thing occurs to me, I, I've quoted this frequently. I can't remember the name of the book, maybe it's all called Something Pendulum, but that there is these broad cycles, and about every hundred to 120 years, there's a huge bolus of change. The last time was like kind of 1900, 1920-ish. One of the pictures that I use quite frequently is can you find the one car on the street? And then 10 years later, can you find the one horse? And like, and and we're in that window because it does feel like there's a quickening. And so there's all this broad kind of change occurring, but yet this feels almost like fundamental because, like to any economy, the workforce is literally the most fundamental thing. And so, do have you looked at it from even like, is it exacerbated by the broader impacts, or is it kind of the beginning domino that's making a lot of the

other impacts as well, that's forcing just a tremendous amount of change at the same time?

## **The Aging Society Reality Check**

**Ron Hetrick** 7:04

Yeah, aging societies is something that we've never experienced. Okay, we go back in his human history, people didn't live that long. So the concept of a large, dependent, and growing aging society is a very recent phenomenon. I mean, really, if we, you know, even look at like maybe Japan uh as kind of the leader of that, that's still 2010. You know, that's when their population started inverting. They started to really notice the effects of aging. So for the first time in all of human history, we are learning what it's like to have a dependent population that's not children, like post-World War II, coming into, you know, growing up and going into the labor force, but having a large exiting dependent population that will not be, you know, contributing as they age, but will increasingly be needing things. You know, there still need stuff to be made, but they're no longer making that, making this thing. So this is uh this is really being exacerbated by that. It's it's that our population is still growing, but how we're doing it is this growth at the top end, you know, the the child side. If we go to 2036, something for everybody to make sure they hear, if we look at the current projections to 2036, we will grow our over 65 population by 12 million, while our under 25 population shrinks by 8 million. So as you're growing the number of people who need things, who need care, who need food and things like that, the entering people to take care of those people will literally be like evaporating.

**Chris Comeaux** 8:38

There's two great, I mean, so many appears and everything you just said, two that just jumped off the page to me. I've said this before that if we want to go into uh a time capsule and jump forward to the future, you go to Japan now because Japan's demographic is been so literally, and I have a good friend who um who is uh in Hawaii, and she actually went to an aging conference in Japan specifically for that reason. And it was fascinating, some of the pearls she came back with, because it's literally like kind of getting into a time machine going forward into the future. The other thing in what you just said, I think the book was called Super Fortress America, but I had never seen these graphical representations. They're um so like the top of the pyramid is the aging population, the bottom of it is the incoming children. Yes. So if the top of your pyramid looks like this, like a funnel, that ain't good. And and if it's more balanced, like more of kind of the wavy of a river, um, that's kind of what you're looking for. You'd like to have or a wider base as a good kind of maybe future prediction of the economy. So, you know, I think there's still a lot of leaders that think like we're past COVID and this thing is going to

just remedy itself. But I think they really are missing your main point. So can you just walk us through a little bit more of that, maybe that graphic and that math, because this is really unlike anything we've ever experienced in in my lifetime.

**Ron Hetrick** 10:01

Well, in anybody's. Yeah, we've never seen anything like this. And I think that is one of the biggest problems that we have is people are always like, hey, let's learn from history and apply it to now. Well, you you don't have history here. Uh all you do have are leading countries like uh uh Japan. But

## **Boomers Out And The Cliff Ahead**

**Ron Hetrick** 10:15

let's talk about this. So obviously the boom generation, 46 to 64, absolutely massive. Uh, you know, we were having multiple children. There was just it's such an explosion of these babies. Well, those babies start entering the labor force around 1970, 1970, 71. So from 1970 to 1990, we netted growth in our labor force of 42 and a half million. Okay. We had previously done about 25 million. Since then, we've done about 20, and I'll get to this in a second. But in the next 10 years, we're only projecting about three. So if you have 42 and a half million people kind of coming into your labor force, it just speaks to an explosion of GDP, an explosion of your economy, wealth generation like you've never seen. Why? Because you're all these people are coming in together. Well, also, it's just really tough to find a job. And it was all of these other things. So you worked incredibly hard. You know, these were the yuppies of the 80s. They were working, you know, 80-hour work weeks. Everything is reflective of a competitive, brutal nature. You know, all of our politics, our thoughts about immigration, which we were very much against in that generation. Uh, they are still very much against it even now as they've gotten older. But you have to understand, well, why? Because there was just so, so, so many of them. So, as we have a certain population with a mindset that they grew up with, where we've got to create jobs, we've got to lower unemployment, we've got to, we wanna do this, we wanna do that. Those people are mostly now out of the labor force. You know, they're 62 to 80 years old. And even though the average person says they're gonna retire at 66, the average person retires around 62. So for the boomers, they're largely out. Well, these were the first dual income households, you know, for an entire lifetime. This is maybe both of them had college degrees for the first time ever. They generated a tremendous amount of wealth and they are able to retire. They are retiring. And if they do re-engage in the labor force, they tend to do it at lesser levels. So not a full-time job, certainly not, you know, physical labor typically. Uh so just this whole kind of dynamic. But X is called, you know, the X of Bust was called that for a reason. I'm an ex. We caved way in. Then you have the Echo

Boom, which are millennials. Now, these boomers didn't uh have a great birth rate. You know, once they got into the 70s and stuff, they weren't hitting the 2.1 birth rate. So the echo boom, which are millennials, didn't come out a lot. So you you're talking about that curve. Well, our echo came out just smaller. Well, we're through, we're getting through that. The oldest millennials are, you know, well into their 40s. You know, we're now looking at this Gen Z. Well, Gen Z are the ex-children. So the X's were in. So the X's also didn't have a replacement birth weight. So as we get past the echo boom, we really cave in. And then it just keeps getting like those booms keep getting smaller, and the resulting generations really, really tighten after that.

**Chris Comeaux** 13:09

Well, this is uh I did my part. My wife and I have five kids, and I'm an Xer. I did my part to think you get.

**Ron Hetrick** 13:15

Three-year service is what we always say.

**Chris Comeaux** 13:19

So let's get a little bit more into like that future prediction. So demographics are remarkably predictable because today's workforce has been born. That's right. So let's go a little bit more through that data. So between now and 2035, what does that look like? And why do you believe the years 20 to 2035? I mean, is that going to be like holy, you know what that man?

**Ron Hetrick** 13:43

Yeah, it really when we wrote Rising Storm, we started looking at things and saying, you know, in the late 2020s, this is going to intensify. But around 2030 to 2035, it really falls apart. And here's the a big reason why. You have these, this very large, you know, population, and we could say dependent population, but there's still going to be a certain amount of them. You know, the the percentage of people that are still working, you know, 60, 64 is around 58%. And then it drops off really dramatically. By the time Europe is 75, that's now lower than 10% of those people. So as we're moving this boomer population up, you know, these this was a fairly healthy generation. A lot of them are living longer. They're all really moving into that kind of super dependent category. Healthcare obviously going to be ground zero because their needs are going to become very specific. They're no longer broad financial needs. They're much more narrow, food at home, you know, home improvement projects, healthcare. You know, maybe they travel, but that even, even as time goes on, that decreases and all the other sub, you know, things like cars and apparel, that all kind of goes away. So when you see these things, they're all care occupations. You know, you could say care goes from healthcare to food. It could be any

of that. At the same time that you see this group really entering into that, you have a very wealthy ex-generation. A lot of people don't understand that exes are wealthier than boomers. So you're gonna see exes starting to retire in earnest. Probably it's gonna start kicking off in the next several years, which puts even more stress on that young population at the exact time. Important thing to know, everybody understands last year was the last break-even year for high school graduates. Starting this year with this graduating class, we will have less and less and less high school graduates for for now, forever, as far as we can see, out into the future. And it really shrinks really dramatically as we get into the 2030s, especially around 2035. So this kind of intensifying heating iron, you know, effect at the top, as we say, it's a tree, the top of the tree is really going to start exploding, as the bottom part is the bottom of the trunk, literally starts to almost decay away. And so that's why you see this way out in the future, and you go, hey, look, these this generation, even the boomers, there's certain there's certain still a certain percentage of them engaged in the workforce. X's are still almost fully engaged at this point, but they're going to be departed. And then there's that one whiplash effect that we keep talking about, and that is boomers generated a lot of wealth. If the wealth transfer occurs that we are picturing, they will make the millennials the richest generation in history just through their own wealth and then the accumulation of wealth from their boomer parents. Okay. And we we say like the average person is going to get 1.2 million inheritance, and a lot of people are like, I'm not getting 1.2 million. I'm like, it's not that's not the way it works. Somebody else is getting your 1.2 million and somebody else's one to and it's not that you need an entire population to make that money. I just need a percentage point or two. And if I take a percentage point or two extra, I'm talking millions of people leaving the labor force just from the wealth effect alone. So we anticipate as wealth transfer occurs, millennials will start exiting the labor force way earlier than, you know, certainly way earlier than silence did, earlier than their boomer parents did, probably earlier than X's did. So you can see this kind of compounding dependent population at a time where the prosperity aspect for young people starts to very much dry up. Why? Because there's just less. I mean, there's less consumers, you know, less of a need for really exploratory, incredible new technologies. You know, Silicon Valley won't be getting the returns anymore. There just won't be a population to support their kind of growth. And you kind of see how this all just continues to feed on each other as we continue to age. There will be a day, everybody asks me the question, there will be a day where you kind of go over that, where the this highly dependent population passes on. But that's literally almost like a change in the way society functions because that also starts to mean that your economy at that point should be smaller. It should be very, very different. We're still not at a replacement birth rate back, it's only getting worse. So now we're beginning a cycle downward, but without as much of a dependent population.

And because obviously being in hospice and powdered care, that because we've actually brought uh there was a guy that worked with chambers all over the country and he actually did projected deaths. And so if I remember correctly, 2030, 2035, we start getting to a peak point. The slope of the line is almost like a um like a cliff or like a steep mountain, I should say, not a cliff. The slope starts to is still going up, and then I think it's 2040 to 2045. Then we kind of then start. Does that sound right to you?

**Ron Hetrick** 18:44

Exactly right. Yeah, that's why I was saying there is a point eventually where it gets gets better. I probably won't make it to that point, but if you do start to do this math, you you can kind of see, well, that will be almost all of the boomers. You know, a good proportion of the exes uh will be in that. And then, you know, the problem that you have right there is your echo boom, the millennials, will now also all be going into retirement. And if you think uh the drop-off from millennials to to Gen Z's is pretty amazing, what do you see? The alpha and then what happens after that. I mean, we're talking at a demographic cliff, it's almost unimaginable.

**Chris Comeaux** 19:24

Wow. Well, I'm getting depressed as we keep talking, but we'll get we'll get to hope and maybe solutions.

**Ron Hetrick** 19:31

I will tell you later why you don't get there. There's a way.

**Chris Comeaux** 19:39

Okay, there's a way. Well said.

## [Why We Missed The Warning Signs](#)

**Chris Comeaux** 19:42

So if this demographic data has been available for decades, why are all my peers listening to this right now going, holy you know what? Like, is there some like kind of cognitive dissonance, cognitive bias, blind spots? Like, why this is so as you're saying it, it's like, oh my gosh, this is so predictable.

**Ron Hetrick** 20:02

So I can find you articles from as late as like 2017, where people were still writing articles about the overpopulation of the world. You know, it it's it's like we all grew up at a time that we everybody assumed, even though they knew better, because we could see birth

rates in all developed nations turning in the early 20s and 1970s. We all grew up with this thing that the world's just gonna keep growing and we don't have enough for all of these people, and what are we gonna do? And it's kind of crazy because, like I said, we could, we did have the data, but I think because of there's so many different agendas that were trying to be pushed, I think some good with good intentions, some maybe with not so good intentions, that they people are really trying to like get us, I think, a little bit more responsible. But we kind of really missed what this means. So if we say the uh the global population is going to continue to increase, that used to be to 2100. Now the new data, just not even a decade later, is saying it might be a little closer to 2050, it might be a little closer to 2060. And the reason why is everybody got everything wrong. So we kept thinking, well, if these birth rates are this, they're gonna continue this, or they'll stay the same. Where we could always already see the evidence. The highest birth rates in the world are in South Sudan. Now, obviously, you're talking about people who don't average lifespans are in the 30s or 40s, but even in South Sudan, birth rates have plunged dramatically. The the concept of the things were gonna stay the same was was really uh poor. Uh it was just uh it was it was uh lazy because we could see these trends taking shape. So I think that that is it. You're growing you, myself, grew up at a time where all we were told was we're gonna run out of resources. And then no one really ever brought up the fact of you know what's probably worse than potentially running out of resources is running out of people uh to kind of take care of ourselves and everything. And I think that that's why. You know, lately there's been kind of an explosion in this as people are starting to realize that it's not an overpopulation that should be your concern. It really is how do you deal with a transition? Because a transition means significant older people as you have a very small population coming up underneath them to keep everything kind of keep the lights on. And uh yeah. I don't blame people. I didn't really, I wasn't really looking at this until around 2015. But I said, uh, I spoke, I remember speaking, I think it was 2017. A guy before me got up and talked to, he was talking about still overpopulation, and I got up and said wrong, exact opposite, and started showing the data. And I was like, boy, this kind of narrative is gonna kill us all. Like we have to start to recognize it's not growth forever, it's not number go up forever. Well, I bet you that was like a mock m mic drop kind of presentation. Afraid of saying provocative things, but I also want the truth out there. I think it doesn't do us any good to to hide away from these things. And I even have yes, people put comments up about depopulation, they're like, good, you know, then we can treat the the earth better. And I'm like, I don't think you fully understand, you know, how this all works, but uh that's what you were told for decades, just like we told everybody to go to college for decades, and they all said, Okay, I'll go to college. And we're like, whoa, well, not everybody. Right. I mean, I still need somebody to do my plumbing, and that's what we're kind of struggling with now.

Well, I think we think in terms of pictures and just to hold the tension just a slight longer before we start to get into the battle plan. Um, my kids love the movie with um, oh gosh, says I am legend and with Will Smith. And like I'm getting this dystopian, like the streets empty and just the robots are like working for us. So but but again, we'll kind of hold that picture in our mind. Well, and and what I love about you is you you're not political. You're not like, look, I'm just basically bringing the data. This is what the data's

## **Immigration And The Inflation Glitch**

**Chris Comeaux** 23:57

saying. So immigration historically has helped offset some of this challenge. But today, it's one of the most debated policy issues. But I don't hear anybody bringing into that policy debate what you're bringing right now, going, hey, what is the math saying? So just purely politics aside, from a workforce perspective, what role does immigration realistically play in addressing these shortages? Or is it just a shell game? Like you're like maybe you're everyone is dealing with this is not just a U.S.

**Ron Hetrick** 24:27

issue. So, okay, first things first, you're absolutely right. It's every developed nation. You know, I was I was doing a lot of reading about Japan yesterday for for something unrelated to this call, and how much they had increased immigration in recent years. And it's funny because very, very recently some articles have come out where they're like, we're not so crazy about all the immigration we've had here. But you have a lot of these developed nations, very, very educated nations. I mean, China, but a lot of people don't understand, very over-educated. They actually have programs to train their college graduates in more skilled trades or advanced manufacturing. That's happening right now, in case people don't understand that. So this is a this is an issue all around the world where you have these kind of uh what call them almost hyper-educated societies who are looking for people to do the work. And back, this is a the great question about this, or the great thing in all of this is that we have a tremendous uh real life example that we can look at. And that's 2021 and 2022. So you go back to 2020, we have the pandemic, we start to create all of these aid programs. So the it was the P PEUC pandemic employment, uh like the unemployment program. So we had two of them. We were issuing these payments, and those payments were pretty nice for somebody who was working in a warehouse or retail or in a restaurant. And all you had to do at that time to get those payments was just say, I'm scared to go to work. And what we got was a huge collapse in labor force participation amongst people in those particular jobs. This in turn caused a massive amount of inflation at the very product level, because the closer you are to product, the more you're gonna feel inflation. If I have to pay a lot more for a person to

run my register, you know, at a fast food place, then I'm gonna immediately pass that cost into the cost of goods. And this was happening, exploding in 2020, 21-22. So around 22-ish, we started granting uh TPS temporary protected status to a lot of countries. And so that allows you to come here through an asylum status, basically say, uh, you know, I'm here because I'm avoiding uh whatever situations are happening in my home country, and you can apply for your work visa. Well, they came to the tune of about 4 million, two and a half million of them eventually go into our labor force. So we these we can call them asylum seekers, but there's this combination of it's temporary protected status, asylum, it's kind of all balled into one. And we saw at that time all of our job, the this enormous amount of job openings we had in non-degreed industries, manufacturing, construction, retail, restaurants, all of those tons of job openings, as we were granting those work visas, those things started coming down as the work visas went up. Really, really kind of fixed the glitch, as we like to say. You know, they solved the problem, prices got under control, eggs were no longer eight dollars, you know, a dozen, things got better. Well, during in the new administration, you know, we came in and said, and this is a problem, just so everybody understands, until you're granted a work visa, even if you're waiting in line and you're probably going to get your work visa, you are called an illegal immigrant. Okay. So it gave the appearance that the U.S. was being overrun with illegal immigrants. And that ended up becoming a political pawn. Uh, we're overrun. Well, not exactly. We had a lot of people in the visa process that were kind of here waiting to have their hearings, but they were working as that was going on. Now, with the new administration, we revoked TPS status to almost everyone. I think there's only four countries left. And so when we revoked TPS status, we sent these people back home. In Venezuela, that was over 700,000 people alone that were here, most of them largely working. So this is we got a glimpse that it protected us from inflation. It kind of got the uh, if you remember, the warehouses were all full of goods, but we couldn't get everything moving. So it kind of reopened up our supply chains. It got you seats back in the restaurants that you were trying to go to that weren't fully open. Uh, hotels could now give you more rooms because they actually had people to clean the rooms there. It, like I said, it fixed the glitch. But now that we've reversed this, the glitch is coming back. So we don't really have these people. The unemployment rates for manufacturing, warehousing, hospitality are hovering at their all-time historical lows. We do not have this labor force. And as we've been losing these people, and if if companies do want to hire, what they're finding is there's not a lot of people out there to go after. So it is critical. It is critical to any non-degree job, ultra critical in the non-degree labor force. By the way, that includes home health aids, which a lot of nations were in, a lot of Jamaicans are in. Uh that particular labor force benefited tremendously from the increase of those TPSs. In the revocations of those TPSs, it's something that we're keeping an eye on. There was a recent boost in that industry. We're not quite sure how it happened, but it's something we have to be we have to be mindful of it. A lot of healthcare positions that are non-degreed do tend to be. These could be

your janitors, people working in your kitchens. Those tended to be these TPS people. So yeah, it's it's a dependency. The way I, you know, I have talked to some very, very powerful people in this country. And the way I will say it to you is the same thing I've said to them. It's a strategic asset. It needs to be planned, it needs to be monitored, it needs to be, we need to allocate, we need to be able to understand everything that's happening. And we can dial those things to industries, to jobs as needed. You don't just open the gates and say, everybody come here. That, yes, it fixed the glitch, but it created all kinds of other problems. There's ways of doing this and doing it well, but it's only going to happen if we can take the politics out of it and turn it into what it should be, which is a contributing aspect to our GDP, the way that we get things done. How do we want to get done? What work do we want to get done? How can we allocate it so that we can get that work done?

## **Battle Plan Setup And Part Two**

**Chris Comeaux** 30:36

Very well said. Well, I think we've kind of set a great kind of foundation. It's a little bit like I feel my blood pressure and tension rising going, holy moly, this is a huge challenge. So let's go to this next segment of okay, the battle plan.

**Jeff Haffner** 30:51

Don't miss part two of this episode coming this Friday.