



EPISODE 173: You don't need to see where you're going to move forward. A physician finds a great surprise on the other side of the fog at the crossroads.

With guest Dr. Leif Lovig

SEE THE SHOW NOTES AT: www.doctorscrossing.com/episode173

[0:0:00]

LL: “We use that term, ‘Throw the baby out with the bath water.’ I was ready to throw it all away. I was frantically looking around for something else, an escape, an exit. But there are possibilities, and all I have to do is head there based on what brings me joy and what is a good honoring of my own gifts and talents.”

HF: Welcome to The Doctor's Crossing Carpe Diem podcast. If you're questioning your career in medicine, you've come to the right place. I'm Heather Fork, a former dermatologist and founder of The Doctor's Crossing. As a master-certified coach, I've helped hundreds of physicians find greater happiness in their careers, whether in medicine, a nonclinical job, or something else. I started this podcast to help you discover the career path that's best for you and give you some resources and encouragement to make it happen. You don't need to get stuck at the white coat crossroads. So, pull up a chair, my friend, and let's carpe that diem.

Hey there and welcome back to the Doctor's Crossing Carpe Diem podcast. I'm your host Heather Fork, and you're listening to episode number 173. I'm sure you're very familiar with the everyday experience of jumping in your car, typing into your favorite app, your destination, and proceeding on your route. You know where you want to go, and Siri figures out the steps. If you take a wrong turn, she's there to help you course correct. “Recalculating, recalculating,” she says without judgment. Whether you're going out to a

www.doctorscrossing.com/episode173



new restaurant or taking a cross-country trip to the Grand Canyon, you know you'll get there.

But what about when we want to be somewhere different than where we are, but we don't know where that “where” is or what direction to even point ourselves in?

Welcome to the White Coat Crossroads. Many of you find yourself here and know what you're doing isn't working or it's not sustainable, or perhaps you just want a change of scene.

How do you go forward into the unknown without an app that can figure out your future and guide you there? Well, the answer is you just start. I know that doesn't really tell you how to start, but we can learn how to just start through the stories of other physicians who've gone forward through the fog and are figuring it out.

Today I'm joined by one of my wonderful clients, pediatric cardiologist, Dr. Leif Lovig. I'm very excited to have him share his story of what happened when he started moving forward without knowing what would happen or where he would end up. When he first started the coaching program with me, he was working long hours, felt burned out, and was ready to leave clinical medicine. I asked him what he loved to do, and he really enjoyed being outside, hiking in the mountains and exploring nature.

I'm excited to have Dr. Lovig recount what happened when he was at the crossroads and had no idea where the path would lead and wasn't sure if he might end up working as a park ranger somewhere. We're going to hear Leif's story as well as a number of key takeaways and pearls for any of you who are trying to go forward when there is no clear destination. It is my absolute honor and delight to welcome Dr. Leif Lovig to the podcast. Hey, Hey Leif. Welcome.

LL: Hi, Heather, how are you? Thanks for having me.

HF: I'm so excited. We've been talking about doing this, and I think you're going to have so much value to add to our listeners who don't want to go into the fog really if they don't have to.

LL: Absolutely. Yeah. It's not a pleasant place to be, but I think with some work and certainly some coaching, it's filled with possibilities and opportunities for sure.

HF: I think that's a great way to reframe it. We can't see it, but to trust that it is on the other side. What I wanted to do is start with what you wrote to me to initially describe your situation. Would that be okay if I shared this?

LL: Yeah, absolutely.

HF: Okay. You said, "I am feeling incredibly burnt out. It really feels like I'm at the end of my rope with my current position and with clinical medicine in general. I'm looking to transition out of clinical medicine and have explored many options over the past 18 months. Unfortunately, I still haven't found a great fit. I'm hoping to gain some focus and clarity regarding the next career steps and to formulate an exit plan for my current position." Okay. That's where you were. Do you want to fill in the gaps a bit and just tell us a little bit about you and what brought you to this crossroad?

LL: Yeah, sure. I would be happy to, Heather. As you alluded to, I've always had a love for nature and was always drawn to the natural sciences, biology and ecology were things that I was always interested in as a student. Actually, I initially thought I might want to go into environmental work in college and out of college and recognize that maybe that wasn't going to be the best way to earn a living. And there weren't as many environmental opportunities out there 20- 25 years ago as there are today. And so, another way I would've been able to use my knowledge of the natural sciences and love for the natural sciences was to go into medicine. And I found that I really loved helping people and loved that personal connection. And so, that was also another great fit for me. My medical career went in a pretty standard fashion. I went to medical school, went



to residency, completed a fellowship in pediatric cardiology, and then I started my path as an attending pediatric cardiologist and a good-sized academic hospital out of fellowship. And that's for a lot of people in the subspecialties like me. And in other medical and surgical specialties that academic track is very common, especially out of these fellowship programs.

As I went through that early part of my career, I was following the roadmap that everybody in academics seems to follow. It's a very well-traveled path. It is a very predictable path, a very stable and secure path in many ways. You just have to follow the roadmap and play the game, and you're going to find success.

As I went along that path, I did what I was supposed to do. I took on responsibilities, I joined committees. I gained leadership positions and titles. And in my mind, a lot of the things I was doing were not particularly interesting or enjoyable to me. I was doing them because it was part of the plan, it was part of the map, it was part of the path.

And as I went along, I started recognizing that the more time I took on doing these things that I really was not particularly interested in, instead of gaining flexibility and gaining some autonomy with how I was spending my time and energy, the exact opposite was happening. I was losing that flexibility. I was spending more and more time on things I did not particularly want to spend my time on. I was starting to go through without really knowing it, a stage of grieving. We all know there are stages of grieving and initially, I was in denial about it. Then I was bargaining, trying to play the game and get ahead, and then I was angry, angry with my employer, angry with my situation.

And then you end up in a place of despair. I felt like I was at the end of my rope. I felt like I was stuck and I was really frantically looking around for something else, an escape, an exit. And that led me to look in many different directions. Medical affairs, CRO or contract research organization work, medical legal work, short-term consulting work. And nothing seemed to be making sense for me or being a good fit.

My gut was telling me I had to get out. But my head was telling me to slow down. Something is going on here. There's something you're not really understanding and maybe you need a little extra help and maybe you need a little extra guidance. And that's where our paths cross, and I'm so thankful that they did because it was a really life-changing experience for me.

HF: Oh, thank you so much for those kind words. I've completely enjoyed working with you and I'm so glad that you're sharing your story here. And what you describe is something that happens to a lot of us. We really never imagine when we get to our destination that it's going to be anything other than really what we are hoping for. And I like that you use this metaphor in a way of going through the grieving process. There's no dead body and there's no funeral. Often we don't give ourselves that license to feel these very powerful and deep feelings and really not judge what we're feeling so we can see what the truth is here.

It can be very alarming to put in years and years and years and sacrifice a lot to get somewhere and be like, "Was this a mistake? Have I really lost what I worked so hard for? Am I going to have to give it up? And what are the implications?" Now, when I asked you what your satisfaction was at that point, do you remember what you said on a scale of zero to 10?

LL: I think I said something like a two or three out of 10 if I remember.

HF: Exactly. And that number to me really is a crisis situation. If you were in a marriage that was two to three out of 10, you might be beyond counseling at that stage. It was serious. You had spent a year and a half researching a lot of different options. You described a number of them, but you still hadn't figured out what to do. I'm sure you were very frustrated.

LL: Absolutely. Absolutely. Yeah. That was a really tough time. I think as I was looking elsewhere, I was not finding the right fit, but I was becoming increasingly resentful of where I was and I was increasingly feeling stuck with something I didn't want. I think that we use the term "Throw the baby out with the bath water." I was ready to throw it all away. I was ready to say, "Look, the heck with this. I can't make this work. I am not enjoying my life or my career right now, and I've got to get out. And whatever is good about my career, I'm willing to let go of it because I've got to make a change."

HF: Now, do you want to just share for a minute a little bit about your childhood and how you got into medicine? Because I always think it's interesting and can even give us some insight into why sometimes decision-making can be challenging or really more understand ourselves and our personality.

LL: Yeah, sure. I grew up in a single-parent household. My mom was a single working mom. Things were not easy. She took care of my sister and me early on with multiple jobs. It was tough to make ends meet. My sister and I did a lot, we were very self-sufficient from an early age. And over time my mom decided she was going to go into the medical field. She actually went to nursing school and became a nurse midwife and has done really great work in that over the last several decades. I'm so proud of her. She's done an amazing job.

In addition, I had multiple other people in my family, an aunt and a cousin who were in the medical field. Those were the people in my family that I really looked up to who seemed to have figured it out and made it out of tough situations. And I always saw medicine as that little bit of the ticket, the ticket out, and the ticket to a more stable and easier in many ways life than what I was used to as a kid.

HF: Can you tell us Leif about what happened when your mom went to nursing school?

LL: Yeah. When she went to nursing school as a single mom that was going to be a really significant time commitment for her. And then she was going to have to do it in another city. We were living in upstate New York at the time. And she was doing her work actually in Cleveland. And so, it wasn't going to be a very good or easy situation to have a couple of young kids with you. And so, for two years actually, while my mom was at school, my sister and I went and moved to Seattle and lived with my aunt and uncle there. My aunt was actually an OB-GYN at the time. That was another place where medicine and healthcare physicians intersected in my life. And I had an opportunity to see what she did and had a lot of exposure to that and really looked up to what she did and how she did it.

And so, yeah, there was hardship there. It was scary being away from home and being away from our mom, but it always seemed like there was always somebody in healthcare who was there to help us and take care of us.

HF: Yeah, that was a big deal when you were 10 years old going away for two years from your mom in another state and being with your aunt and uncle who are great, but it wasn't your mom. And that's when you really got influenced into medicine in addition to seeing your mom become a midwife.

And so, I want to bring this out too in the context of your personality type. We did the Enneagram and your top score was in the type nine, the peacemaker. Can you describe just a little bit for the listeners what that means for you in terms of being the peacemaker and maybe even how that worked as a strategy when you were a kid in your situation?

LL: Yeah, absolutely. The Enneagram is so fascinating. We've had so many conversations about this and I encourage everybody to explore that because I think it is super insightful and helpful and explore your own, where you're coming from, and why you're doing things.

As a type nine, peacemaker is exactly what it is. I am someone who tends to want peace, harmony, and unity to see things as oneness. I do not like a lot of conflict. And so, that obviously manifests itself and a child wanting to create some sense of unity and harmony in a situation that is oftentimes pretty tumultuous and with some discord, I would say.

HF: Right. And if we fast forward to when you describe being at the crossroads and being unhappy, but still finding it difficult to leave and knowing what to do is type nine's often because to make peace, you often have to subjugate your own needs and wants in service of whatever your situation is and other people in your life.

Nines can have difficulty identifying what they really want to do. They check in with their heart and their body and they feel some things and they have some ideas, but they may not have the clarity that another type might have, like being super decisive. And because they also want to go along to get along, it can be harder if you're in a work environment to really advocate for yourself, "And this is what I need and this is what I want to ask for."

As they get more clear about their true self, they can actually have that stronger voice. But when they're more identified with a peacemaker type, it's not their go-to. So, let's talk a little bit about what started happening when you began understanding more of your personality type and looking at your situation. What did evolve?

LL: Oh yeah, it's amazing actually thinking back of on it. It happened in a pretty short period of time for me. It was quite an experience. But I think going back to the roadmap analogy of going along these proscribed lines of this is what you have to do. This is what is needed. For me as a peacemaker, it was easy for me to go along with that path, look down at that roadmap, and say, "Okay, this is what is needed. This is what the needs of the institution are. This is what's going to be needed for me to help make this a harmonious situation in my division and with coworkers." And I found it was very natural

for me to just continue along that path. In the effort of continuing things along, bringing things towards more harmony in the workplace and in my career.

What I found was that just like previously when I'd be outside hiking or being out in nature, I didn't look at maps when I was out hiking and looking at nature. I looked up and I looked around and I looked at what was around me and where I wanted to go. And so, going back to making that decision, I thought when I was going to start working with you, you were going to give me a better way of reading the roadmap, if that makes sense. I was looking for a way to read that roadmap in a more maybe clear, sensible way. "Give me the way forward, tell me the way forward."

And instead, we did the exact opposite. We didn't look down at the roadmap, we looked inward looking at who I was, what I wanted, what it was that brought me joy in my life, and what it was that was not a good use of my time. And when I did that, when I did that work and we did that work together, I was able to look up from that roadmap and look around at the landscape. And it was like the world opened up. It was an amazing opening of the world that there are possibilities and all I have to do is head there based on what I want what brings me joy and what is a good honoring of my own gifts and talents.

HF: I love that description of really "looking in" word first. I think my crystal ball was in the shop when we were working together, so I couldn't tell you exactly where you were going. Now, describe what happened Leif, when you started looking at your job what you tried to negotiate and what happened after that.

LL: As I was doing this work and making these discoveries or recalling who I really was and really am, my thoughts about my employer and my relationship with my employer really changed pretty dramatically. What I mean by that is that I'd spent so much time unhappy in my career, unhappy with my career path, and in many ways really being the victim of that. "The world was doing these things to me. My employer was doing these

things to me. I was being mistreated, I was not being paid enough.” Any number of things were happening. It really came down to this sort of vilification of my workplace and my employer and me being a victim. As I came to realize what I truly wanted and came to remember who I really am, it became very clear to me that these are all things that were in my control all along. If they're a villain, they're not an important villain to me. There does not need to be a whole lot of energy spent on what my employer is doing or not doing. My gifts, my time, and my energy belong to me and not my employer, and they're mine to do what I want. And so, if I want to continue down the path with the employer, then I will, and I'll do it on my terms. And if not, that's okay too. But it no longer was in the hands of the practice or the institution or the employer. It was in my hands.

HF: And so, you came up with a number of things that you wanted to ask for if you were going to stay. Is that correct?

LL: Yeah, absolutely. The things I came to realize, the things that were headaches for me were low-lying sort of pain points every day were a decent amount of travel to outreach clinics, an increasing amount of nighttime calls, not having as much autonomy in terms of how I was going to set up my schedule and see patients in terms of timing and workflow.

I went to my boss at the time and had a very frank and honest conversation about those things. And not as a suggestion like, “Oh, maybe we should change a couple of things here”, but in a sense that “Here's what I need. Here's what I need. I need 50% less travel. I need this much more comp. I need to be able to control my schedule in these substantive ways.”

That was the first time I'd done that in that frank and honest way with my employer. And I did it in a way that wasn't adversarial, it wasn't emotionally charged. I wasn't angry, I wasn't fuming. I didn't walk in there saying, “You have to do this, you have to do that.” It

was just a simple saying, “This is what I need. This is what I need. I know this is what I need.” It's like, “I need to breathe oxygen. Obviously, this is what I need.” And there's no if ands and buts about that. If that's something that they could do, great. If not, then that's it. We don't have to continue down this path. And to my surprise, at that point, they came back pretty much immediately and said, “Okay, yeah, whatever you want.”

HF: Right. I love that. I love this story and it shows how when type nine gets into their power of “I know what I want and it's okay to want what I want, and I don't have to fear the conflict if that doesn't work for someone else.” Because when you release your wants from someone else having to fulfill them, then they're just what you need and it doesn't obligate anyone else. And so, you came forward in a very powerful way, but it wasn't aggressive, it was just a matter of fact.

LL: Right, right. And it's an amazing 180 because if I were to walk into that office a year prior to when I met you, it would've been a different interaction. It would've been heated, it would've been very emotional, and it probably wouldn't have worked out the way it did. Now, having said that I think the next part is also interesting when they came back and they said, “Yeah, sure, we'll let you do this with your time. We'll let you have more pay, we'll let you do X, Y, and Z.” For me, that was almost like I was disappointed. I was like, “Well, okay, they're going to give me everything that I've asked for, but now that I'm thinking about it, I'm not sure I want to give you. I don't want to give you control over my time and energy anymore.” And then I started thinking about other ways of using my skillset and my time and energy in another place, in another way.

HF: Right. That's so powerful. And it's part of this process we're talking about going into the fog, is you don't know at each juncture how you're necessarily going to feel or what someone else is going to do, but you don't have to, you just take the next logical step and no matter what, whatever your chief had said, you got information. Either it's going to be “Okay, yes, we'll do this for you.” And then you have the surprising feeling of “Oh, my gosh, I'm disappointed, I don't really want to do it.” And it could have been, they

could have said “No way Jose. Stay here the way it is, or we'll show you the door.” It didn't really matter, but you took a step forward trusting that you'll just navigate whatever happens. And there's nothing to really be afraid of. You're just trying to get more information.

LL: Absolutely. Absolutely.

HF: All right. You get handed the silver platter and you say, “No, no, thank you.” But we didn't have a plan. You didn't know where you were going to go if this didn't work out. So, what happened?

LL: Yeah, I call it luck or good fortune. I'm still at a loss. What happened next was I started having conversations. As physicians, we underestimate how many relationships we have with other physicians, with people, with referring doctors in the area. We are constantly engaged with people in our field, and those relationships, whether we acknowledge them or not, are really important.

And so, I started having conversations with colleagues who had moved on to other centers and just asking around and talking about where I was and what my situation kind of was. And very quickly I kept in touch with a colleague who had moved away to a center that was fairly close by. I told him what was happening and immediately he was on the phone with me. He said, “Look, we could really use what you're doing. We could really use somebody with your skill set. What's it going to take?” Previously I had a very honest conversation with him about what I was willing to do, how much time I was willing to give, and that it had to really make sense. It was something that I should be compensated for and we could talk about an hourly rate. And very quickly it was like, “Sure, let's do this, and let's make this happen.” Within a week or two, I had my first contract with a hospital in the area at a good hourly rate, working two days a week doing clinical work on the terms that I wanted to do the clinical work, controlling my schedule, just very much pared down to what I wanted to do in clinical medicine and nothing else.

HF: It is remarkable. My own feeling is that yes, luck can be a part of it, but I think there's something much bigger that happens when we decide to go forward and trust in ourselves, then synchronistic events happen. And that's part of this process of you going into the fog with faith. You don't know what's on the other side, but when you have faith in yourself, faith in life, faith in other people, and a belief that "I'm meant to be able to serve and use my gifts in a way that works for me, I don't have to suffer. I don't have to be two to three out of a 10", then I feel the universe supports you and things like this happen because I see them happen a lot. And it's one of the things I love about getting to work with physicians and do the job that I do, is because this belief that I have gets corroborated in many powerful ways. And I love your story. Do you want to talk a little bit about the specific work that you are doing?

LL: Yeah. I guess the best way to describe the work I do is per diem I suppose. I work two days a week at an urban inner-city hospital. I'm a pediatric cardiologist by trade. I have subspecialization in cardiac imaging and fetal imaging, fetal cardiac imaging as a matter of fact. And so, I see clinic patients a day or so a week. And then I do fetal imaging a day a week. It's an ethnically socioeconomically diverse patient population. I'm really enjoying it. The hospital system is really receptive to the services that I'm providing.

The type of work, like I said, would be per diem work. I'm charging an hourly rate to the hospital. I'm disconnected from what the insurance companies are reimbursing. I'm disconnected from that aspect of it. I'm simply charging an amount per hour that I'm working. And I've done that with another center in the area as well as I've gone through this process, I've recognized that just based on conversations, these things may not be put on job boards anywhere, but conversations with people at centers in the area that there's a need and maybe there's not a need for a full-time person, but there may be need for somebody to come in for a day a week to do some work.

And I'm finding those opportunities left and right, more actually than I want to spend the time doing. Because part of what's been great about this is working two or three days a week and seeing patients on my terms has really reminded me too of what I've really loved about my field and what I do in medicine.

And so, that's been really great. There are lots of different ways of doing that, that per diem type work. You could do your own contracts as I have, but you could also just have an honest conversation with your current boss and talk about doing a significantly decreased schedule of patients, or you could do locums-type work.

Those opportunities are out there and you can kind of mix and match. There are a lot of different ways to change your time commitment and change your relationship with how your time and energy are used.

HF: This is the epitome of work smarter, not harder because you're working two, two and a half days a week. You were working 50 to 60 hours before more than full-time and you're making more money now.

LL: Yeah. Yeah. And part of that probably says something about how I was being paid previously but also has a lot to be said about how I'm valuing my time and understanding that time and that skillset for all of us in medicine is extremely valuable and it's extremely undervalued in most cases. Knowing your worth, knowing the worth of all that hard work that you did to get here, and knowing that that belongs to you, it doesn't belong to anybody else. And so, keep it close to the vest until somebody pays you enough for it.

HF: Absolutely. And when I was going through your notes in preparation for the podcast, I came across something that I asked you very early on. I said, "What interests you the most in healthcare?" And you said, "Imaging technology, fetal imaging. This is what I'm

really interested in, the technology is moving quickly.” And to me, it's so exciting that this little tidbit that you said early on actually manifested in this great way for you.

LL: Yeah, absolutely. I've found a way from a clinical perspective, I'm so glad that I've stayed engaged in clinical medicine and I'm so glad that that's continued to be a part of my life. And it's something I feel I'm doing a lot of good and I enjoy it without being overwhelmed by it and inundated by the needs of full-time clinical medicine.

On top of that is, as you mentioned, the fetal imaging technology component of it. There are so many budding companies and technologies out there that need input from people like me. And I've now got time and sort of bandwidth to engage in those activities and to look and explore what's out there, look and see what other opportunities are there. I think the other thing that can't be understated is that when you're at the end of your rope and you're burnt out and you're discouraged and you're desperate, that is not fertile ground for moving forward and for exploring and for making advancements. It's just not. You can't even think about where you have to go. You can't even think about where you can go. You need that mental space, you need that time, empty free time, white time, whatever they call it, to grow those ideas and grow that direction.

HF: Absolutely. And what would you say to someone who is feeling really burnt out and they can't even think, and maybe they've tried like you did, to explore options and nothing's really coming through for them? And often when we look at other people, such as someone who might be listening to your story and be like, “Well, that's him and he was lucky and he's a pediatric cardiologist and I'm of this, that, and the other.” And we often feel like whatever happened to someone else is not going to happen to us.

LL: It's such a hard place to be. I think the first thing that you do, just knowing that and having that fresh in my mind is the first thing you have to do is just be kind to yourself.

Just take it easy on yourself, recognize, and be mindful of the fact that this is tough. And this is a hard stretch you're going through. Being kind to yourself is the most important.

The next step I think really is that you're going to have to do some work. And what that means is not sweat grind, the kind of work that we did as residents and fellows and as attendings. The kind of work that requires a lot of reflection, a lot of thought, a lot of honest thought about conversations with yourself and asking really hard questions to yourself. Like, what do you want? Who are you? What do you want? And those seem like such simple questions, but they're so hard to answer. And you really got to do a lot of self-work to think through that.

And that's why working with you was so valuable for me because that was an impetus for me to really start engaging in that kind of work. And once you find out, and have an idea of what you want, who you are, and what direction you want to head, you realize that you are the compass. There's nobody else that needs to tell you where to go. It doesn't matter if it's foggy, it doesn't matter if it's dark or false sunlight. You know where to go because you're the compass because it's all there, it's all in you.

HF: That's right. We do have our own internal GPS. And thank you for these words, Leif. They were super supportive and encouraging for people because I know it can be tough.

We're about to wrap up here, but before we go, I did want to just say this to my dear listeners is that I do offer one-to-one consultations. Speaking with physicians is my absolute favorite part of the job. And as long as I have time, I love doing them. The one-to-one consultation can simply be a one-off hour where we talk about wherever you're at. And I can give you some resources and suggestions and my perspective for moving forward.

When I have the availability I also do a five-month coaching program, sometimes a little bit shorter, but that's an option too. So, if you're interested in speaking with me, I would



love that. You can reach out to my assistant Kati at team@doctorscrossing.com. You can also go to the Doctors Crossing website and hit the schedule tab and there'll also be a link there, which will give you some information.

I want to wrap up here with Leif, this has been a wonderful conversation. I think you shared so many helpful pearls for others, and I know this isn't the end of the journey for you, and that things will continue to evolve for you.

LL: Yeah, absolutely. And thank you so much for having me, Heather. I think that's so true that the journey has just started and that's the exciting part of it. It's never about a destination anyway. It's about the journey. I'm happy to be underway and happy to have taken that first step. And that was the most important one to take.

HF: Well, congratulations. I'm super proud of you. It was great to work together and we may have you on the podcast down the road to see where the next twist and turn takes you. Thanks again so much for coming on the podcast.

LL: I love it.

HF: All right, my dear listeners, as always, I'm thinking of you, cheering you on, and if there's someone you know who could benefit from listening to this episode, I would love, love, love it if you could share it. We want to spread the word and help anyone else who's in the dark or going through the fog and make things a bit easier. All right. Don't forget to carpe that diem and I'll see you in the next episode. Bye for now.

You've been listening to the Doctor's Crossing Carpe Diem podcast. If you've enjoyed what you've heard, I'd love it if you'd take a moment to rate and review this podcast and hit the subscribe button below so you don't miss an episode. If you'd like some additional resources, head on over to my website at doctorscrossing.com and check out the free resources tab. You can also go to doctorscrossing.com/free-resources. And if



you want to find more podcast episodes, you can also find them on the website under the podcast tab. And I hope to see you back in the next episode. Bye for now.

[00:39:12]

Podcast details

END OF TRANSCRIPT