## Introduction and Functional Forum Relaunch

It's understanding how do we get to the cause of this problem and not just focus on the problem itself and since they prevent that. And that was a natural expansion for what we're doing because at the end of the day, what I tell a lot of our patients is, you know, what you experience every day is physical health and mental health, cognitive health, right?

That's all that we really experience. Everything you're doing to make that better are strategies and techniques for that. But the goal is to be physically capable, functional and have your mind about you and with you.

Hello and welcome to a very special episode of the Evolution of Medicine podcast. I am live in San Francisco. I've got Dr. Ryan Arnold here. We are about to get into the relaunch of the Functional Forum.

It's starting in like an hour, but Doc, thanks so much for making it all the way up to San Francisco. Really glad to have you here. Dr. Arnold is the owner of Clava Health.

We're going to be talking a little bit about that. Go and check out the website. I think it might be the coolest website that I've seen in Functional Medicine.

But Doc, speaking tonight at the Functional Forum, living the dream. Absolutely. Thanks for having me. It's such an honor to be here. I'm excited to get started and also to relaunch the functional forum, which I participated in remotely, but now I get to be here in person.

It's such an exciting time. So give us the story. You know, everyone in functional medicine has such a unique story about how they got started and where the practice came from.

Tell us a little bit about where the passion came from and then how you got set up into global health. Sure. For me, the journey was like many of our colleagues.

I think I was seeing the absence of true health creation in medicine. I was a critical care emergency medicine kind of trained, focused physician. Um, found myself really getting into fitness and health and wellness and realizing that my own colleagues in medicine couldn't guide me in that space.

And so when COVID happened, it was the straw that kind of broke the proverbial back where I realized that we were seeing the dysfunction manifesting now in failure.

And to me that was, it was pushing me and I, and I'd already begun my training with IFM helped me figure out that like, this was the time to put all my eggs into that basket and say, I can no longer practice.

## Dr. Arnold's Path Into Functional Medicine

something that is not aligned with what I believe. So this opportunity was for me, finished my training and took the jump into a practice that was full-time, left the hospital medicine, left emergency medicine and really focused on building and scaling functional medicine on a larger level and not just an anecdotal here and there scale.

So it was really a big jump for me. Tell me about the early days. What are you doing? How's it going? What's it like to do this rather than being in an emergency situation?

It's been kind of reinvigorated my belief in medicine and the human aspect that it was burning me out. I think many of us were all burnt out seeing where we were failing people.

And I think that all the challenges of running a business that you weren't prepared for, we weren't educated about in medical school, were countered with feeling that I was doing better medicine.

And I felt like I was watching individuals that were actually healing. So in the beginning, you know, as terrifying as it was, I was leaning in with people and spending 30, 40, 50 minutes each visit.

And that's, I've just never had that opportunity. So all of a sudden I was getting to know people on ways that were not only deeper than I've ever had, but then recurrent basis.

And so I would see real healing happen. We would see where disease reversal, which we were told we couldn't even talk about it. I think you and I even talked at one point, you're not allowed to say I reversed diabetes, but we can reverse diabetes.

We can see those moments. So I think those were encouraging, you know, kind of signals to me that we were going in the right direction. Awesome. So I guess I'd love to like understand the clobber health journey, where it came from, where you were at the beginning and what inspired you to get into entrepreneurship.

Because it's one thing to do the medicine. It's another thing to like be the business owner, right? Yeah. And honestly, I have many colleagues that are doing a similar transition from hospital medicine or traditional medicine to functional.

And everyone has different approaches. For me, the approach came as an opportunity of a colleague that was retiring. So as opposed to slowly building my practice and inching out of the clinical medicine with the insurance-based care, I literally went from full-time one day to taking over the practice of my colleague and having a just 1,500-person program that I was five days a week seeing people every day with a parallel line.

We were doing IV services during COVID, especially. So the COVID support with IV vitamin C and these vitamin therapies that were helping individuals cure and heal faster, something we weren't even offering in the hospital.

And my background, I came from a place where we were doing some trials of IV vitamin C in sepsis patients in the ICU. And so these were studies that had funding and had support, but they were very small.

And I saw that now I was able to do that at scale on someone earlier and preventing, and it was an amazing experience. And I realized that this was something that I was enjoying.

on the business side of it, it was terrifying. It was just, it was terrifying. I was, I was realizing how much I did not know. You get in there and all of a sudden you have a staff, you've got to pay rent and insurance and things.

And I was just, I was unaware of what I, I didn't even know how much I didn't know. And I think for me, part of that, that transition was the humbleness of realizing that I had to learn a new language and that language was the language of business and particularly, you know, a cash-based practice in which we were not, not paying you know, playing that insurance game, we're paying that, playing that model.

So we really had to provide a level of service for individuals that, that brought them back to us, that they trusted us. We had a lovely dinner with practitioners locally.

How did that, how did that come about? I forget the story. So that was a friend of ours that just, it was like, you know, that I was at that time, I was new to the world of functional forum.

I was new to functional medicine training.

## Building Clava Health and Learning Entrepreneurship

I just started my training at that point, kind of like doing my own, my own education. And a friend, a friend of ours that kind of like was in the same circles was like, Oh, I know Dr.

Burke and I know James Maskell, we're having dinner tonight. And I was just like, You're what? So here I was like a little fanboy, kind of excited to meet you and excited to have the opportunity just because I had been inspired by the messaging that I felt that in many positions that I know that have kind of heard your talk had said, they felt seen by the…

by a group of people that understands what we do on the front line of medicine and the business side of it, right? So for me, that opportunity, we met that night, the opportunity was presented to me to essentially go all in on the practice six months later, and that was boom.

I was like, this is just for tourists. The universe wants me to do this, so this is my next step. So that was this kind of planted the seed that told me that this could be possible.

Fast forward, the practice is in place. And, you know, when you reached out recently about, you know, kind of the relaunch of the True Neuro program and the Cognitive Decline program, like that was just another moment where I'm like, there's just something about Mr.

Maskell here. And I can't ignore. And so it's been a very, I think, just, you know, moment for me of realizing where our mentors need to be and where our guidance has to be.

And especially for those of us in medicine, we struggle with honestly having to understand what we don't know about that side of the practice of medicine.

And so it's like, you get your science down and that's fine, but that is only a piece of that puzzle and how to market it, how to sell it, how to be successful in your practice, how to run your team.

I mean, your team is now people you hire, not just people that you are working alongside within a hospital that you have no power over. So it's a very different experience.

I remember when we had that conversation that, you know, you had gone down the route that a lot of practitioners go where you have one location, it goes really well, and it sort of looks like, well, I could just start this other location.

For practitioners who haven't maybe done that, what are the sort of risks and reward of that journey? Well, I think that that's, I mean, that was that conversation we had where, as you were asking, like how things were going.

And it was this moment of, of, of like light bulb awareness where you're like, let me guess, like you have just opened your second location and you're a single practitioner and you're feeling strapped and you're just going, I'm like, oh my gosh, like, how does he know?

I was even researching, did you come into my clinic? I felt very seen, but also very exposed in a way that was vulnerable. And it helped me realize that I wasn't even asking the right questions.

And I think that it's the questions of how do I scale me? How do I scale my idea? And that's two different things. And I think so when you sort of connected me with those tools that help us scale scale concepts and practices and our kind of opportunity as opposed to what I was doing at the time, which was this traditional fee-for-service cash-based practice that you come in, you spend your time, and that's about all you can expect and encounter.

But it also, I think, encouraged me. And I saw that when someone commits to a plan, they commit to a package, commit to a membership, all of a sudden that person says, we're in this together, and now there is this there's almost this bigger trust that allows both the team, me, my team, and the patient and their family to kind of understand that this is a different experience than they've ever had in medicine, right?

And they've ever had their transactional experiences, their once a year check-in with some, you know, rather basic I won't say useless, but near useless labs and they kind of don't get much out of that.

And so now we have this opportunity to like really change that expectation, change the, you know, the discussion

and even change for them the questions they can ask of that system.

I love that. Well, I think this might be a good time for a live ad read because ultimately, you know, what you've encountered in our relationship is a few of these things.

So if you go to goevomed.com slash concierge, you can get on a call and we can have that kind of conversation. So many times the practitioners, they're just, you know, they, like you said, they, they don't know what they don't know.

And so, you know, a half an hour clarifying conversation can, can. get people moving in the right direction. So sign up for that. It'll probably be me, but it might be, you know, one of the team there, but go evomed.com slash concierge.

And thank you so much to our mission partners. The whole point of the mission partners are to build exactly the kind of practice that Dr. Arnold is building.

We're going to talk about that in a minute. You know, the mission partners like True Neuro, you know, Dr. you've been a great addition to the True Neuro mastermind.

And what you're going to be talking about tonight in the functional forum is like adding a brain niche to your practice. So if you want to find out how you can do that, go to goevomed.com.

You know, with Fullscript, they've been our partners for 10 years.

## Why Brain Health Fits Longevity Medicine

Ultimately, we're building, you know, helping clinics build the infrastructure to really scale because the labs and the supplements and all that stuff is the most annoying, boring pieces of running a practice.

And we've got some cool stuff going on with them that we've done on how to build that infrastructure and how to do some prevention at scale. So go to goevomed.com.

slash full script, freedom practice coaching, you know, some, as you mentioned, so many of the issues that practitioners come across when they're trying to get into functional medicine relate to hiring cells, like what to sell, how to sell it consistently, all of these things rather than, you know, just not things that doctors had to think about.

So go evomed.com slash FPC. And then finally, you know, you, you saw Uli do his work yesterday and that Uli had a, at Big Boost Marketing. I mean, literally yesterday, we're sitting in an hour call from Uli and he's literally showing how he's taken a clinic in Sarasota, Florida to become the dominant player in the delivery of cognitive decline in that town.

What does that look like? It looks like setting up your practice to be able to be read by AI. We've got a great session that I can send you on that. But yesterday, he was really talking about how to use video to do not only pre-education, but to bring really high-level, low-cost discovery calls into your clinic.

And like you said, like this is a missing skill that people aren't taught about. But ultimately, if you do get yourself, you know, he shared on the meeting yesterday, this doctor in Sarasota, how he'd had to hire another front desk person because there were so many calls coming through.

They're all ready to sign up. That's because he's nailed the pre-education system by using Facebook ads and Facebook ads in a strategic way to only show ads to people that, you know, what they're ready for.

So, you know, there's all the ads but like you're a perfect example of like why we do this because, you know, you've gone from being an emergency room medicine doctor to I would say like changing the lives of thousands of people in your area across these two clinics.

And that's the whole purpose. So why don't we jump into the brain health stuff now that you brought it up? So your positioning, I would say, is sort of like longevity.

If I look at the site, that's sort of like where your head's at. And I think that functional medicine really is longevity medicine, right? Let me ask you this.

So why did you feel that it was interesting and relevant to have a brain health program in that kind of practice? Well, I think that when I realized and saw the constructs and the foundation of the approach that the Bredesen Protocol, the Recode Protocol, a lot of these brain health protocols that are out there that that they are really the foundation of functional medicine.

It's root cause assessments, right? It's understanding how do we get to the cause of this problem and not just focus on the problem itself and prevent that.

And that was a natural expansion for what we're doing because at the end of the day, what I tell a lot of our patients is, you know, what you experience every day is physical health and mental health, cognitive health.

That's all that we really experience. Everything you're doing to make that better are strategies and techniques for that. But the goal is to be physically capable, functional, and have your mind about you and with you.

And so those two things are a product of our goals. We realize that at the end of the day, if our brain's not with us and we're not feeling that we're able to operate and You know kind of interact with the world and people we love in this world then even our perfect a perfect body wouldn't matter Yeah, right.

So it kind of was this realization of that. How do I take this this? Program that is something that you can't just do You know casually you have to kind of be all in but how do you how do you scale that?

And I think that was for me this recognition about not only the ultimate longevity play is the brain. And for me, it's the how, and many people use this term, it's not a coined term, but the health span, brain span, it's the quality of the life you live, not just the duration.

And so as we look at these things that are making your brain better, you're also, by the way, making the rest of the body better, the functional better.

It's such a great point. I mean, I've written about this, but I haven't sort of said it in an interview. But the thing that could have reversed cognitive decline, it could have been a drug, it could have been a surgery, it could have been a peptide, and maybe it will be in the future.

But right now, the thing that reverses cognitive decline is healing the body, right? And what an amazing opportunity that we have then to, under the guise of solving a problem that has yet to be solved or has only been solved for the first time now, the side effects, like if you look at the preprint for the recent Bredesen study that Dr.

Burke was a part of, you see side effects include blood pressure improvement, high improvement, all of these other improvements. body heals and compare that to medication where, okay, the side effects of that are you might get a brain bleed.

You know what I mean? So this is a pretty exciting moment. And I'm glad that you see what I see, which is that longevity clinics need to be anchored in brain health.

Right. And I think it's a natural expansion of what they're already focused on. It doesn't necessarily have to change the direction. It's adding a feather in their targeted caps, so to speak.

I think the daunting aspect of it is that people are concerned about over-promising their use to this space of being one of just you know, kind of quiet acceptance of a bad diagnosis.

And this is what medicine offers them. You know, we've heard the stories many times, traditional medicine says, okay, here's your diagnosis, here's your outcome, you know, we'll help you along the way the best we can with supportive medicine so we don't plan for things to get better.

And I think that that's what, you know, when this trial, which I know is still in pre-print and everyone's, you know, it's in the period of phasing right now, but the excitement around the data is one that is showing that hasn't been done before, which is reversal, not just like steadying the fall.

I mean, that should be exciting to every physician out there when they read this. And when you see and realize that it goes back to what we do in medicine, which is personalizing the, you know, the focus, it's not one size fits all.

And that's the precision medicine side of that aspect. But for me, I think the exciting thing is also the power of the team. And I say this, you know, where it's the realization that like it's not this perfect relationship with a doctor who knows all and then, you know, and the patient is just like, oh, thank you for imparting your amazing knowledge on us.

It's what they did in that study and what we do, what Dr. Bredesen has shown in practice, which is you know, the accountability. It's like, when we know that nutrition and sleep and regaining and maintaining muscle mass, that these things are predictors and maintainers of cognitive health, that doesn't happen by me telling you to work out more and seeing you in six months.

That's not gonna happen. I mean, how many patients still smoke because their doctor said don't smoke? I mean, we know it's not the good thing for us.

## Team-Based Care and the MindSpan Program

It's like, how do you help someone make small changes to make that goal? And that's where now partnering with what we brought into our practice, which are these experts in their fields in physical medicine and movement medicine and training medicine or nutrition and coaching or just the behavior change side of it.

So now you have like, and I've had this conversation recently with a very exciting coach is coming onto our practice and her and I were talking and I said, we're like, There's this assumption that doctors and nurses, great intended clinical folk, know how to coach an individual.

We're not even taught how to coach in medical school, much less how to run a business, but coaching's its own entity. And these individuals that come into you, whether it's the family and the patient, You have to make a lot of changes.

These are not easy changes to make. Sleep hygiene and nutrition changes and a movement program that is much more rigorous. But that comes through knowing how to life coach somebody.

And so it's just, it's just, it's just realization that is like the tribe comes together. I think of it like the, I would call it the round table, right?

Where if I have a therapist and a physical therapist, you know, emotional therapist, psychologist, right? Plus a nutritionist, like we all have different things that we see that patient in different lenses.

And if we come together and have a conversation, now that patient gets to benefit from this collective that sees them in different ways and helps them.

And then, but here's the key is that they hear from us consensus message. They're not hearing this person say, oh, that ketogenic diet's bad for your cholesterol.

And this doctor's saying, no, this is good for you. You should do it. They're like, who do I choose? They don't need to be put in the middle of that. Exactly.

So this is, and by the way, this came from the community, and I just got to add my own little commercial here for it, but I'll just say the community that True Neura and Dr.

Burke, the US put together, has been so encouraging that I now consider friends that are in other parts of the world, of the country, that we're collecting and talking and just sharing our own struggles in how to launch our own program and how to tweak the minutiae details.

And that community makes you feel so much less alone because when you stand up by yourself against this system and you have a lot of collective doctors around you that eye roll on what you do, Even if your outcomes are better, it doesn't matter.

You'll still feel alone. So you want that community that feels supported. And that's what I've been so blessed and grateful for. What has, you know, I found through this program and has allowed me to now put together a package and an offering and a treatment plan that I, that I couldn't have done and even thought of.

Well, I'm really glad you shared about that because it's actually been one of the highlights of my career to bring practitioners together in a way that I can see in real time is meaningful.

And yeah, look, the practice management stuff, we've done a lot of that over the years. We did the practice accelerator otherwise, but the thing that's really got me going in the last month particularly has been these case collaborations because I feel like people come for brain health, but actually what you're learning is the intricacies of what to do with a patient with mold, the intricacies of how to deal with that and metabolic inflammation and how to deal with patients that aren't doing what you tell them to do.

This is not in the training, right? This is the rubber hits the road of what you do with real people. I'd love to get your thoughts on that because I've been around long enough to know that I've never heard this conversation before.

And I know everyone is like showing up every week because they know that Christine with 20 years of experience knows is in a position to really help them with the subtle skills that make or break whether or not this person is going to be successful?

I mean, it really goes back to the apprenticeship model, which is how we as a society used to hand down skills. And we've lost that thinking that you can just read it in a book.

And that's important. Didactic book knowledge is an important factor. But without the human side of medicine, it's only theoretical. And I think that those exact visits, and I brought my own case to the team that it was that we're going to be presenting kind of the next step of that interaction because it's been such a challenging case.

And to have the experience of both colleagues that are hearing, they're like, oh my gosh, I've had that same problem with my patient. They can align that.

But to your point, the rubber meets the rail. This is the challenge of this patient's challenge. So it's not about you should be eating this way. It's like, well, this patient lives in a home that can't do that.

What do you do now? I mean, it's really the nuances of the unique application of these techniques to a individual thing. And then so how do we coach them through that?

And how do we make a program around that so it's not you know, something that is too, you know, formidable to overcome. And so it is wonderful. And I've been so inspired by that because it makes you, it brings us back to those, you know, if you look back when medicine grand rounds happen, it's because they always come back to difficult cases.

And they never, it's never like, we figured it out, everything's perfect. It's never that way. There's always these, you know, the human side of medicine that changes things.

And so it is, again, the community is something that, you know, we go through training and residency, and we have this community, right? And, you know, you're learning together, you're soaking up knowledge together, and it's great, and then you go off on your own.

But you realize, unless you stay connected to some sort of similar community, that when you work, even in medical systems, you work in parallel with your colleagues, you're not sharing cases, you're not discussing stuff.

And so then you get lost. And then you're like, now you just almost feel like you're working by yourself, even if someone's sitting right next to you doing their own work.

Now, we protect time. And I bring my staff down to start wanting to listen to these cases, because they're now a part of that care team. And so they're like, oh, this is for doctors.

I'm like, no, it's for the team. And that's a different experience. Well, can you see the vision now that you're in it, which I came to is that like, let's say there's a third place that you want to have where you want to bring on a new nurse practitioner.

There's a place where they can go where they will feel that sort of support because you transferring your information to them is unlikely because you're working in parallel.

You're not having that. Right. It's assumed that that would happen, but it doesn't happen. And I think that's why 85% of functional medicine clinics are one practitioner, because the transfer of one practitioner's knowledge and insight to someone else doesn't happen.

All right, so I just wanna share. So tell us, you've got this, the program's called MindSpan. It's on your website. I'm gonna make an endorsement right now for clavahealth.com.

I actually think it's the coolest functional medicine website I've seen. I wanna talk some about the technology, but let's first of all talk about your program, how you came up with it.

Yeah, so I mean, and I want to attribute a lot of the program support around Trinura, what you guys have helped me do and understand, and understand that in a brain-directed program, it's very easy to try to offer a one-off test.

## AI, Patient Education, and the Digital Front Door

Oh, I want to know this test for my brain. What do I do over here? Or what does this blood test show versus, you know, putting together a program that says, we are going to give you all the information that you need to have access to and then help you understand what the roadhead looks like.

So we kind of put ours together in phases. There's a 90 day, three month phase one where It really is our data gathering collection phase where we kind of give the patient the entire experience of understanding what the root causes that are contributing to the condition are, how sedated their condition is, if it's just prevention or are we in early stages.

But then it's the full one-year program after that once they understand, okay, I know what I need to work on and we're going to walk you through it. And then that's the next commitment stage.

So that one-year program allows us to then put in place all of the treatments that are now unique to what we found in that first phase. If you need hormone optimization, we can do that.

But if that's not what you need, then We're not going to one size fits all it. There's no value in increasing your hormone levels if they've already been optimized.

So that's part of this program is a phased in, but personalized approach that really gives you a comprehensive look and turns over all the leaves at once and doesn't allow things to be, well, let's check that one only if this is

abnormal, right?

We want to optimize all that. And then that's allowed us to have the patients and the families involved know what to expect. They're in for 90 days, and then they're in for a year after that.

And then they make those stepwise decisions along those journeys. I love that because what you're really doing is replicating what we know works because of the randomized control trial, right?

That was the first time. How do you design a randomized control trial where personalized medicine can be delivered? Well, you do some setup to see what's going on and then you work out, okay, what does this person need?

And now you get to execute that and you have a system that, you know, that shows that not easy to do in an RCT, but actually what we know works. So you're just replicating that.

I think that's really cool. I do want to ask you about your website because I saw it this week. So it says powered by Ally One. Ally One. Yeah. So tell us about Ally One, where it came from.

And if you want to go to clabahealth.com and play around with it, you'll see what it looks like. Right. So this is something we've been working with the last year and a half of collaboration with a company in which something that's called relational AI.

And so this is not just another chat bot on a screen. It's something that sits in an infrastructure that is educated by stuff that I tell it to be educated by, right?

So I limit its knowledge and scope around what I want the person who interacts with the website to see. And so if you go there right now, you can ask it about our programs and it can talk to you about what you want to know.

And so what's nice about this is you are literally talking to this AI agent that is in my voice, which is weird at first to use, but then you kind of get used to it.

But it kind of relates our programs that are in there and answers the questions that are kind of like, well, how does this work? And what's involved? And what's commitment?

And do you guys do this? So now you can get a lot of questions answered without going to the FAQ page that you may not read all of it. But it also personalizes what you want to hear.

You get to ask it what matters to you and your health journey and your family and see if it's the right fit. So for me, it scales kind of the questions that a lot of times my staff and when you think about synchronous interactions and they have to be on the phone and answer a question, like it allows many people to kind of discover, is this place the right fit for me?

Because we want fit. We're not one size fits all. We don't match for some people. And if they're, hey, I'm going to be using only my insurance model. It's like, well, this might not be the right fit for your goals.

And so we let people figure that out, but it can guide them through that. But the exciting thing, and this is what I can't show on the website, but we'll have some other examples that we can later on.

as we've kind of gotten this worked out, but the Ally One team is a very exciting team that is building these interactions that are also allowing me to go behind the firewall.

So now imagine you're my private patient in our brain health program. Well, I did interact with the website, so I'm in the system. Yes. Well, but now let's say you're a patient and now you sign in and you get, now you're in your medical record.

So how many times have you been in your medical record and they're like, What was my last sodium level? My doctor said my potassium was too low. And I think that my A1C was high for my blood sugar.

And then imagine. a informed, HIPAA compliant, but perfectly interactive agent that can interact with you and say, oh, your surgery was on September 3rd, 2022. You had a left rotator repair, and then you had a complication with the antibiotic course you went on.

Remember the GI thing that happened? So all of a sudden, this thing is very involved with your medical record. but can now help you always have at the touch of your phone or your computer access to your records just that much faster.

As opposed to getting lost and having disparate systems, you now have a system like coupling something like TrueNUR, which assimilates data from many different sources into one dashboard.

You educate that you add in this layer of insight and Now you have this beautiful new world of someone being more informed and asking questions that are better engaging and not just searching for data, which a lot of times is like, is your hemoglobin trend safe or is this chronic for you?

And so now it really changes and allows us to scale some of our reach, some of our teaching or education reaches. So imagine I put a glucose monitor on you and you forget how to use it.

interacting with this thing that can have pre-designed education that I've already put in there. Then if it prompts a question, that can also be brought to our attention earlier.

## Closing Reflections and Upcoming Alzheimer's Summit

Leveraging this is exciting because if you do it right and patients are informed on how to expect that interaction to be meaningful and useful, but not replacing the physician, not replacing their coach, not replacing the team.

It augments what you can expect there. All the successful clinics that I see out there have that patient navigator role and typically obviously it's being a human, but to have something in that that's like helping the people, answering the questions, I think it's a really smart use of technology.

Look, Doug, I just want to say, like, I want to acknowledge the journey that you've gone on. I acknowledge that. You probably didn't know how hard it was going to be when you started, but I feel like you're some ways out of the woods, right?

And that you have the right business model, right? You have your membership, you have all these patients that started, so you've got a lot of good things going on.

And, you know, isn't it exciting now to just think, okay, well, where do I want to take this next? What do my people need? How can I support them? How can I continue to grow as an entrepreneur?

and where the edges of this might be. I just want to say the goal at the beginning of the functional forum was to put characters on stage that were aspirational, where other doctors would see them and say, I want to do that.

Part of the reason why I chose you to be here tonight and speak to this group is because I see you as that. I see that someone who is humble about their starting point, who is honest about the ups and downs of entrepreneurship, but ultimately has built something that I think 99% of functional medicine clinics will be like, or clinicians will be like, I want to do that.

Where he's built is what I want to do. So I just want to acknowledge the journey that you've been on. I know it's not the end of the journey. This is like the next step up.

I'm super excited to have you share your wisdom tonight, have dinner with a group of practitioners in this space.

What do you think of the spot? This is unbelievable.

I mean, it's such a, what a perfect launch. The fact that we have a sauna here, I'd be more happy. That's great. All right. Well, we'll see you later in the sauna.

Doc, thanks so much for being here. Thanks for being part of the relaunch of the Functional Forum. Great to have you here. Check out clavahealth.com. Check out the website.

Interact with the bot. And you'll see what I see that I think this is a really cool front and digital front door to a practice. I think you're showing the way.

And thanks so much for being part of the True Neuro Mastermind. Come and join us at the True Neuro Mastermind. This is a place where practitioners are learning the intricacies of how to reverse chronic disease.

And the cool thing about brain health is that you've got all the different niches in functional medicine in there. So this is the most complete, loving container that I've ever created.

And I'm really grateful to have you in it. Doc, thanks so much. Enjoy tonight, crush it, enjoy the dinner, and we'll see you down in LA on the 13th of May.

Excellent, thank you. All right, this has been the Evolution of Medicine podcast. I'm your host, James Maskell, and we'll see you next time. So that was the podcast.

What an epic session, and just a reminder that coming up in April, we will have version two of our Reversing Alzheimer's Summit, and we're gonna have updates on some of the new studies from Dr.

Bredesen, and be charting a path forward for the reversal of Alzheimer's and cognitive decline. Thank you so much for tuning in to the Evolution of Medicine podcast.

We'll be back again next week and thanks so much for tuning in and we'll see you next time.