

## SoT EP1

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### **Rob Henderson**

So. Good day, everyone, and welcome to BioTalent Canada's Podcast series, The Science of Talent. My name is Rob Henderson. I'm the President and CEO of BioTalent Canada. More importantly, though, I'm your host today and for this series. We decided to launch this podcast because we deal with so many biotech employers and as much as they think and know that they are in the business of science. You know, science is defined as the study of the natural world. And the only species on the planet Earth that actually can study anything is Homo sapiens, which is you and me. So, in fact, as much as we think that we're in the business of science, actually, we're in the business of people. And it's that that we're going to be exploring through this podcast series. For those of you who don't know BioTalent Canada is, we're an association that really supports the people behind the life changing science that Canadian companies produce. In the last four or five years, we found almost 10,000 people jobs. We work on labour market information to equip employers with a lot of the information that they're going to need to try to recruit and retain the best. And we're in a bit of a tough time right now because a lot of our evidence, and people have probably felt it out there in the industry, that the industry is going through a real change. There is a huge lack of talent. And our forecasts indicate that by 2029, there's going to be four jobs available for every one candidate. We're going to be 65,000 people short of the number of people that we need to fill all of those jobs. So, this is kind of keenly felt right now. So, we wanted to explore this, talk to some of the industry's best and brightest and see what they're experiencing in their own jobs and what they're trying to do to not only equip their own organizations to try to bring in fantastic and exciting new talent. But what they're telling their stakeholders, how are they equipping those companies to be ready for the shortage of talent? Or is that what they're experiencing now? So, I'm really pleased that our first guest today is Reg Joseph, who is the CEO of Health Cities. He was appointed that in February of 2018. Reg has about 20 years' experience spanning the health, technology and investment sectors. And at Health Cities, he's focused on developing new pathways for health care delivery to drive better health outcomes and economic growth for the region. We're honoured to have Reg as our first guest on this new podcast. Now, full disclosure. Reg in his off time, Reg is also the chairman of the Board of Directors of BioTalent Canada. So technically he's my boss. So, I'm hoping I'm going to get through this first podcast without getting fired. But I guess there's no guarantees on Reg.

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### **Reg Joseph**

There's none at all Rob.

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### **Rob Henderson**

So Reg I noticed recently that you had an op ed piece in the Edmonton Journal talking a little bit about how data is driving the whole talent search. Well, maybe you can launch that a little bit. I want to get into a little bit of what Health Cities do and what you do at Health Cities. But tell me a little bit about that that's going on because obviously it's kind of timely. And then we'll launch into some juicy bits about trying to retain the best talent that we can.

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### **Reg Joseph**

For sure Rob and thank you very much for having me here today. You know, data ties very strongly to the talent conversation. One of the interesting challenges we have in the life sciences community, but particularly in health sciences, is we have vast amounts of data that we collect, and yet we do very little in terms of true data driven decision making in our health system. And what's interesting about that is when we look across Canada, particularly when we look at the artificial intelligence strengths that we have coming out of MILA the Vector Institute and AMEE, we have that talent in spades around data and data analytics. So, one of the things that I would really like to do and one of one of the mandates of Health Cities as an organization is to marry that talent up with our health system so we can actually leverage and use that skill set that we've been educating in our bright and brightest in the data analytics field into health care. And that's something that is going to really help us drive better health outcomes, but also enable us to use our health care resources more wisely so that we can actually put those resources to where they're most needed and have the most impact.

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**Rob Henderson**

Right. So, let's get into that a little bit. I want you to tell us a little bit about, well we know you're the CEO, so we know your role. But in Health Cities, exactly what is it you do across Canada for cities and their health care systems and the talent pool that is supporting it?

[00:05:18]

**Reg Joseph**

Sure. So, Health Cities is a Canadian not for profit organization. And we are involved with looking at how we can integrate large technology platforms to drive better access to care and better health outcomes. And by technology platforms, I mean artificial intelligence, machine learning, looking at immersive technologies like augmented and virtual reality or technologies like the Internet of Things. So we don't work with specific individual technologies, but more of these platforms to see how we can leverage these platforms to drive better care and why we're looking at a technology approach, Rob, is when we look at our acute care system across Canada, the acute care system functions reasonably well in that you know that if you have a heart attack or if you break a bone, you're going to get treated well in our acute care system, our hospital system in Canada. But if we try to replicate that acute care system out in the community, it's not going to work. And we need a different model to be able to do that. And that's where I think we can start leveraging some of these emerging technology platforms to drive better accessibility, better outcomes and better use of our resources.

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**Rob Henderson**

Understood. So, you came into this role in 2018 Reg, which is, you know, two years before the world ended. That must have been I mean, you know, you were really drinking from the hose, huh? Since then. I mean, we're I'm in biotech. You're in health care. You know, I can't imagine two industries that are more implicated in what's gone through the transformation of the world over the last two years. Tell me, what was what was that like? Like in terms of from 2018 until 2020? And since then, what has been your experience like, you know, personally, a little bit at Health Cities and what are the big issues that you've been having to tackle since the world is not through this huge change?

[00:07:22]

**Rob Henderson**

Yeah, there's a lot we can cover there. But, you know, I think you put it best when you said we've been drinking from a fire hose. There's there are so many challenges in health that we're trying to address. And so, opportunities for improvement are popping up everywhere. But then on the flip side of that, as many of you know, our health system is slow to change and we're laggard adopters. So, at the very beginning, when Health Cities kicked off, it was actually challenging to move some of these innovative projects forward just because there is this sort of sense of inertia within the system. But when the pandemic came along, we suffered because all of a sudden now we're in this state where, you know, we're running around and drinking from the fire hose. But, you know, we're trying to manage all of that. And then on the flip side of that, we had to start looking at different ways of delivering care. And so, in essence, what the pandemic enabled us to do is actually progress some of these initiatives that we've been driving, particularly around virtual care and new innovative models of how to deliver care without having the benefit of that one-to-one connectivity, which in many cases is actually harmful. And so, we had to look at different ways of delivering care. And so that enabled us to move some of these opportunities much faster than we ever would have before.

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**Rob Henderson**

Well, it's interesting. It's ironic, isn't it? Like, I mean, when the Spanish flu came in in the early 20th century, it was immediately followed by an incredible explosion of innovation, both technical, scientific, etc.. Do you think that's going to be the case here, and do you think that's going to affect health care in terms of the way that we deliver it and the data, etc., that we talked about? Do you think that this is going to fundamentally alter the way that we look at our own health care systems?

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**Reg Joseph**

I go to answers for you there, Rob. Yes and no. On the no side I think we still have a culture of stagnation within our health system. And so, while we did move things forward during pandemic times, you know, some of those changes will be lasting, but they're small. And to your question, which is, are these actually going to fundamentally change? I think it's going to take a lot more than that, unfortunately, that are within the incumbents that are in our health system to change. Now, on the yes side, Rob, which I find really interesting and I'm seeing a lot of that in the conference that I'm currently attending right now, it's the HIMSS conference in the U.S. We are finding that there are a lot of nontraditional players that are coming into the health space, and these individuals are upping the game in terms of how does one provide individual service and be responsive to client needs. And we can think of Amazon and we can think of the media streaming organizations that are out there that are doing this and the ability to deliver health. They have these interesting models on how to connect with individuals one on one. They just have to add that expertise. And so a lot of the conversation at this conference here is the usurping of some of the incumbents that are playing in this space with these new entrants that are going to change the field of health care. So, in some extent, Rob, I do see that change coming, but it's going to come from the outside and it's going to be really interesting how the health landscape is going to evolve over the next decade.

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**Rob Henderson**

Evolve is, I think, the right word. Absolutely. And, you know, over the last couple of years, we've seen not only with obviously the world adapting, but the organizations that support health care and the innovation that goes into health care, life sciences, etc., have had to evolve. They were thrust into it. A lot of times they had done, as you know, done well. The biotech industry in Canada itself has thrived. Pivoted. If we can still use that word, since we've used it three million times over the last few years. But they have. So, and, you know, a lot of people don't know that, you know, 80% of the companies that support biotech on the innovation front are small and medium sized enterprises. They're not the big behemoth multinational companies that everybody thinks is associated with biotechnology. But so let me tell you, as a CEO yourself, a lot of these companies had to switch, had to pivot, had to had to immediately adapt. So what do you think as a CEO before we start talking about some of the other skills that we're talking about in terms of health care delivery and innovation, what do you think the skills that are necessary as a leader with some of these small or medium sized enterprises were critical over the last two years to make sure that we could survive this onslaught?

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**Reg Joseph**

Great question, Rob. And, you know, it really now it comes down to business agility and being able to be nimble. So, in our sector, Rob you know this because the products and services that are developed require a lot of science, there's a lot of intelligence that goes into this. And quite often the leaders that are bringing these innovations out into the marketplace are also heavily focused on the science side of things, and that is now going to switch because when you sort of pre-pandemic and before some of this disruption was happening in health, it was a difficult path to get your product to market, but it was a straightforward path to get your product to market. And so, if you had solid science and you could pass all the regulatory hurdles and all the quality hurdles you had a good shot at getting your product in the market. But Rob as you just said now, as the business models are changing and the needs are changing out in the marketplace. And what we need now are business leaders that can take that innovation, take those technologies, and to use your word, pivot, you need to do that. You need to find out how are these new business models emerging? And so, we need on the talent side, we need that business strategy skills and that nimbleness. And we need to bring that in and train that in the life sciences sector.

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**Rob Henderson**

Where do we find Reg? You're talking about with especially with the small, you know, the last thing that that describes you is your job title in some of these small businesses, right? You're chief cook and bottle washer a lot of the times. Right.

**Reg Joseph**

Right.

**Rob Henderson**

You're immediately you're working reception. You go into sales, you're in finance, and then suddenly you're a scientist at the end of the day. Where are we going to find these unicorns? Where are we going to find the ones that we need to drive the kind of innovation? Because, again, these are small businesses we're talking about here. A lot of these are spun out of incubators. They're out of possibly academia and a lot is expected of

these people who are either in the C-suite or are starting in in the small group that are starting these companies and driving innovation, where are we going to find these people? We already realize we're having a tough time now.

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**Reg Joseph**

Yeah, wonderful question, Rob. And I think, you know, we need to look at the problem a little bit differently. One of the challenges we have in our sector and, you know this, is we think we're different than everyone else. We think we're unique or we have unique regulatory hurdles. We have this, we have that. And sure, there are some aspects of our sector that are different, but that's true of any sector. What I think we need to do is mature a little bit and understand that our sector is just like any other sector and that transferable skills are going to be key. And so, there's nothing preventing us from tapping into other sectors, the IT sector, the energy sector, you name it, to bring that business expertise into the life sciences sector in conjunction with our incredibly talented scientists that are there. If we can pair up that science acumen with established sectors where we have business professionals. Rob, I think Canada can really place well in terms of how we drive the life sciences and bio economy going forward. That's how we're going to do it.

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**Reg Joseph**

By 2029, there will be four jobs for every one candidate in Canada's bio economy. This is great news for those looking to pursue a career in the industry, for sure. But such a talent shortage could spell doom for employers, especially in small to medium sized enterprises that make up 94% of the industry. By the time Canada's newest labour market information study dives deep into the issues and makes evidence-based recommendations to help secure the bio economy's future. Download your copy today at [BioTalent.ca/LMI](https://BioTalent.ca/LMI) study.

**Rob Henderson**

Do you think that's going to take a mind shift? Because I think a lot of times especially in biotech companies or innovative companies, there seems to be an educational bias, as if the only way you can market my product is if you've got a Ph.D. in the science that helps create it. And that's difficult to find, you know, a really good salesperson or a marketer or an accounting person or whatever that has that kind of advanced degree and the experience you need in order to drive, in your words, the business forward. Is this going to take a fundamental shift in the way companies approach hiring?

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**Reg Joseph**

It is, Rob and it already is happening. So what's happening now, and I think I mentioned it a little bit earlier, is these new entrants that are coming in to our space and the pandemic proved this out in spades. We had nontraditional health companies jump into manufacturing PPE right here in Canada. And then all of a sudden there were existing companies that were providing PPE who were usurped from the market or lost market share. And so this is going to force existing companies to rethink their talent strategy and also start looking broadly and saying, gee, if those companies that knew nothing about health care six months ago are now supplying our regional health authorities and hospitals with regulatory approved PPE. There's something to be said for that. And those people don't have PhDs in biochemistry, for example. Right. And so I think you're going to see that the ones that don't unfortunately, Rob, are going to die. That's what's going to happen. And so we're going to see an attrition of some of these companies, but we're actually

going to see a growth of other companies that are coming in. So it's going to be an interesting, yet disruptive time in our sector.

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**Rob Henderson**

So the Darwinian principles are going to start.

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**Reg Joseph**

I believe so.

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**Rob Henderson**

applying to the companies as well. Right. Survival of the fittest. So let's talk a little bit about the supply also, because we're like you mean we're talking about companies are going to have to change their mind frame to look at other sectors for some of that transferable those transferable skills, as you mentioned, in terms of bringing them into the bio economy. Why is it, do you think? I mean, it's so ironic where we've got we've got the health care and you've got the biotech. Right. And you've got the bio economy. So you've got the science that goes into health care where the health care system is, oh, it's sacrosanct to Canadians. Right. It is the most valuable, wonderful thing. We go abroad saying the universal health care. You know, Tommy Douglas voted one of the greatest Canadians that ever lived. All of those reasons we love our health care, biotech, not so much. Right. Like, I mean, some I mean, certainly because Canadians are among the most educated. We have a very highly vaccinated population. But still, biotech sometimes gets a bad rap. And as a result, we're not getting the kind of professionals with those transferable skills that are looking at the bio economy as really fertile ground for them to stake their claim and advance their careers. Why is that? And how do we how do you think we can turn that around? Because as much as it takes CEOs to look to other industries for some of those transferable skills, it's also going to take those job candidates, those job seekers to look at the bio economy as a viable career potential. So how do we make that change? How are we going to change some minds and improve our brand, not only with the general public, but with students and with people who have those skills to consider us as a career path.

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**Reg Joseph**

Yeah, excellent point. I think it starts I'm going to use your word, Rob. It starts with the supply side. It really starts with academia, to be honest. And we all know this is that, you know, the typical life science academic has very little to do with the industry. And actually, as you know, many times looks at industry with disdain. And what we don't understand is, is that industry is a key component of our community. And when we look at any other sector, whether it's communications, whether it's transportation, whether it's media industries involved, we have rules and regulations to ensure that industry is meeting the needs of the public. We can do the same thing in the life sciences or in the bio economy, but we need to start looking at industry as a partner going forward that are actually the ones that are turning those novel innovations into products and services that you and I can use on a daily basis. And if we don't do that, Rob, this is why we are we will lose out because you know this and I know this, that those innovations that don't find their way to market in a Canadian context, other jurisdictions will buy them up, convert them into products and services, and sell them back to Canada. So this is something that we need to understand and it has to start at our academic institutions. What I am finding and I'm and

I'm encouraged by is looking at some of our colleges and polytechnics who don't see industry as the enemy and actually are now bringing in more training in the life sciences and the bioeconomy into their curriculums. And because they already have those kinds of relationships with industry, I think to some extent those colleges and polytechnics are going to lead the way in terms of how the bioeconomy is going to emerge with academic industrial partnerships.

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**Rob Henderson**

So you bring up an interesting point in terms of the academia, like we still have we still have a readily available supply of talent, readily available, though scarce. I mean, we're going to have to compete for it. So there's a bunch of students that are just on the cusp of graduating now. They're about to enter the job market. How has this pandemic affected Health Cities itself in terms of your ability to attract and retain talent? And how do you think is that reflective of the industry and what kind of new strategies have you had to employ to make sure that your you yourself are attracting the kind of bright people that are going to be required to attain your business objectives?

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**Reg Joseph**

Great question. You know, the new talent that's coming out, Rob, their mindset is different in terms of what they're looking for and what they measure in terms of their quality of life and what they measure in terms of what is success in their career is definitely different than what you and I measured, Rob. And that is something that we had to address. And so enabling our new talent that are coming into coming in to Health Cities, even pre-pandemic, Rob, we had a hybrid work environment already because, you know, many of them would come to me and say, well, do I really need to take a 45 minute commute to come into the office? Or can I just work from home because it's going to be much more effective for me to do it that way. And we need to we needed to meet them where they were. And even what they're looking for in terms of training and professional development looks different. You know, they're not looking to just get these check marks and certificates on the wall. They're actually assessing the quality of the professional development that they're receiving and saying, can I use these skills if I'm going to spend time 10 hours on this course, what am I going to get out of the back end of it for me? How is this going to develop me as an individual? So I think, Rob, the talent that's coming out today is more demanding, but I think it's good and I think it's going to drive better outcomes overall in terms of how these individuals can actually impact our sector. Now, that's going to be contingent, Rob, on the leaders that are in place today. And if we're going to be able to adapt to their needs and enable them to be able to have that impact.

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**Rob Henderson**

So what have you learned that you could impart to other CEOs? What have you learned in terms of upping your game, in terms of the talent acquisition? And what do you predict? I mean, is this going to continue? Are we going to have to literally fight for these kids, these demanding kids that are asking so much of us? And I don't mean that unreasonably. I mean, they're asking they're demanding us to up our game. To be worthy of them. So what have you learned and what can you impart to some of the other people like you out there?

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**Reg Joseph**

Rob One of the things that I found and I was pleasantly surprised is it's all about communication. And, you know, I wasn't sure, particularly for new grads that are coming out, you know, that don't have a lot of experience in industry to be able to sit down with them and say at the end, these are some of the fundamental goals that we need to achieve as a group and as a team. And what I'm looking for from you. Now, what I needed to do was pull myself back from micromanaging how that process goes and focus on the end goal. And as uncomfortable as it was for me at many times to just let it sit back and say, how do we co-develop a way to get to this end goal? What is it going to be? What is it going to take for us to get to this end goal? And more often than not Rob, we found a path to get there. It wasn't always successful. There were a couple of individuals who said, this is just not what I'm looking for. I actually had one candidate just tell me you're too business focused. I mean, that's not what we were looking for. We were we were hoping for something more like this. And I said, well, then you need to go work in a different sector in terms of, you know, maybe it's you're looking at the social services sector or something like that as opposed to what we do. And having those tough conversations as well and doing so Rob in a constructive way, in a sense that if there's not a fit, that doesn't mean that there's anything wrong with the organization or with that individual. Lend a hand and help find the right fit. I mean, that's what leaders do. Rob, you know this. You've done the same within your organization. So I think it's that communication. But holding fast and saying, look, I am willing to meet you at where you're at. You also need to understand, as an employee, the business goals that my organization needs to achieve. So how we achieve those, we can develop those together. But you have to understand that these are the goals we need to achieve. So let's figure out how to do that. And I think there is a level of maturity and acumen in our young talent that you can have that conversation with most of these individuals.

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**Rob Henderson**

I agree. It's going to be a challenge. It's going to be very interesting to see how people are going to be able to up their game in terms of that. Reg, as a CEO, you know, it's interesting. I've always said, you know, as a person who's a member of an underrepresented group or an ethnicity, you're very much indicative of the Canadian experience as this country, you know, will be returning to welcoming hundreds of thousands of newcomers into the country. But as a CEO of an innovation organization like Health Cities, you're not. And what I mean by that is you're in the minority, the vast minority, the innovation and biotech as our as our research has shown us, we're doing a bad job of welcoming newcomers, whether they're longstanding Canadian citizens or underrepresented groups as well, to not only the bioeconomy, but to C-suite positions like yours. Tell me a little bit about your journey. And is that indicative? Is there something that you experienced that can be a lesson for us to, as you said before, welcome these people and help them give them a leg up to not in a charitable way, but just to make sure that we recognize that diversity is not only Canadian, but it's good for innovation. Every tome that I have read, every statistic I have shown, is that the more diverse your organization, the better equipped you are to withstand stress and to be able to pivot. What's been your experience and what do you think? Why do you think we're bad at this? Why do you think the bioeconomy is getting so out of getting diverse?



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**Reg Joseph**

Well, I'll talk to you a little bit about why I think overall we are not doing so well in this. And I can give you a personal perspective as well. I think you hit on it earlier Rob where you said that we need to attract that talent to our to the bioeconomy. I think there's a lot of folks that really don't understand who we are and what we do. And that's an education process that as to take place so we can better understand what kinds of contributions that the bio economy makes to our society. And this is important. Anyways, everything from new medicines to devices to new ways of looking at agricultural projects and products and so forth, and the list goes on and we don't appreciate that. And so I think one of the things we need to do, and I know, Rob, you're definitely doing it with BioTalent on the talent side is try to harness those voices into one and say, here's the fundamental needs for us to grow this economy. This is what we need to do to do that and then have the policies in place and programs in place to enable that. As you said, we've got newcomers coming to Canada and these individuals, many of them are extremely talented with strong skills and transferable skills that can come into the bio economy. So we need to double down and figure out how we can leverage those skills and transfer them right into the bio economy. And we need to start early in our academic training of our individuals so that they understand as well what opportunities exist in the bio economy. Actually, Rob I was just speaking with somebody just a few days ago, and their feedback to me was and I was talking to them about the about the shortage, the talent shortage. And this mother, who's a mother of two teens, said, well, I'm going to get my kids doing life sciences courses because it's a lot of opportunity, you know, and that's the kind of communication we need to have. Those are the kinds of conversations we need to have if we believe. And I do and I know you do, Rob, that the bioeconomy is going to be a key contributor to Canada's GDP going forward. But to do that, there's a number of pieces that have to act in concert, and that's where we need to work together with industry, with our provincial and federal governments, to have a robust strategy to enable us to do that.

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**Rob Henderson**

So many pieces to the puzzle. As you mentioned, we've got academia who sometimes are not focused on the labour market, very focused on the on the academic side, as we know, and not necessarily plugged into industry as much as they should be. We've got the government and I mean right now, the federal government, of course, as you noticed, you know, they've launched a huge federal life sciences strategy aimed at bringing biomanufacturing and vaccines back to Canada, because we lost that, as everybody knows, we were lining up with every other country to get to our share of the vaccines. And many Canadians were a little miffed at that. That's an issue a lot of people don't know. As you know, that's been going on for 20 years, if not longer, and successive governments. So there's an education here. It seems like such a behemoth. Where would you start? Like, I mean, if you were in charge? I mean, if we were talking about if we were talking about whether it's academic, academia, public opinion, education of government, regulatory peace, where do we start? I mean, all of those things have to be interconnected. Most of them are disenfranchised. Where do you start? You're trying to connect the dots here at Health Cities. Is there a project or something that you have taken on that you feel is making a difference in one of those aspects of connections that can be made that are that are going to be pivotal to solve this issue?

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**Reg Joseph**

Yeah. I mean, there's a lot to be unpacked there, Rob. But, you know, to look at a specific example, one would be what I talked about a little bit earlier, which is around data. And what we found was that, you know, when we hit these pain points and governments are struggling to figure out how to address these pain points, the answer is, look at the data. The data will enable you to focus where your resources need to go. And I think that's something that we're now doing in in the bio economy. When we start looking at the labour market intelligence work that BioTalent has done, we now finally have an understanding of where we are as a sector, what the needs are as a sector. And that's the best and first place to start. Now that we have that, we can now inform our strategies and programs that we want to put in place to now leverage that up because we know where to target and how to target. And the second part of this is that we just as a country, we need to get behind linking together these pieces. You know, one of the things that I find just frustrating is the amount of investment Canadians put into medical research and how little of that research, we as Canadians actually get the benefit of. And that's not because the research is poor. The research is world class. It's tier one research that we're doing. But as a country, we haven't put the muscle behind and the policies behind and the programs behind saying once that research hits a certain level, how do we get it functioning in the community? Right. People use terms like commercialization. And so all I all I want is how does that innovation impact the individual? And we need to figure that out. And that's where good, strong public policy comes in. And that's where I think other jurisdictions Rob are beating us to the punch a little bit on that front. And so we're you know, sometimes we look at ourselves and we look at our vast geography and we think we're a large country and it's hard to pull us all together. And then on the flip side of that, we're actually a pretty small country when we look at the population and we look at the key drivers of our economy. There's a few key things that I think we can do to link all of that together. But it's going to require cooperation between federal, provincial and even municipal governments to enable that to happen. We have to believe in these areas and then drive them forward. And that's where other jurisdictions have been able to focus. And we need to do the same, and I think we can get there. But the data and understanding what our role is in this sector, that's going to be key because we can't be all things to all people. But we do have those strengths. So let's leverage those new strengths and carve out a space out in a global market.

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**Rob Henderson**

Reg Joseph, thanks for joining me today. This has been a really excellent conversation. I love the fact and I guess we have to be but your optimism in the fact that it's a daunting task to pull all of these things together. But as a nation that we're small in the as you as you mentioned in the scheme of things. But I still think that we can punch above our weight if, as you say, we can connect the dots here and really bring that messaging to the powers that be. This is the first in our series of podcasts of the Science of Talent brought to you by BioTalent Canada. I want to thank Reg Joseph, who is the CEO of Health Cities, for joining me today on this first foray into this topic. I am your host, Rob Henderson. Very pleased to have been with you today. I look forward to our next in this series and look for it. And those of you who are interested in seeing some of the programs and products and services that we bring to the bioeconomy. You can come visit us at [biotalent.ca](http://biotalent.ca). That's [biotalent.ca](http://biotalent.ca), our BioTalent Canada's website. Thanks for joining us today and we will hear from you all very soon.

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**Reg Joseph**

Thanks very much, Rob.