Hello and welcome to the Rx Counter a podcast produced by student pharmacists at the University of Iowa College of Pharmacy where we provide student insight into pharmacy profession. I'm your host Matt Yates and here with us today is the Grand Poohbah Phi Delta Chi. Ralph Saroyan. Thank you for joining us, Ralph. And we have a lot of questions set up for you because you are popular amongst the nation. So if you don't mind, we'll just get straight into it.

Ralph, you're a friend of a lot of people. Tell us more about the importance of keeping connections. How do you stay in touch and keep meaningful friendships with all of those people?

Well, Matt, and the first of all, thank you for allowing me to share some of my experiences and some of my wisdom and some of my stories with you. And I when I was national president of phi delta chi the new chapter was inactive. I'm sure you can imagine how excited I was when I heard that they reactivated. A number of years ago. My whole life after my first four, six years of pharmacy practice was with people. I was the Director of Student Affairs at University of Pacific, I started an internship program, and I went from taking care of patients to taking care of students. And over the years, I've been able to mentor thousands of students that I advise. I advise 18 year olds, 19 year olds, 20 year olds, you know, all aspects. And actually the ones I enjoyed working with the most are the ones at the beginning of the program and the ones towards the end, because this 18 year olds really needs a lot of guidance and a lot of support. Going away to college for the first time and the older ones needed career direction, and the ones in between. They were usually on autopilot but I still had a lot of connection with them. Connections you use the term connections I would use the term relationships with each person you come in contact with decide

somewhere you you know you have this

this thing in your heart that says I want to know this person better I want to have an influence on their life I want them to finish my life every student that I mentoring event without exception even the cantankerous even the obnoxious ones even the ones I didn't like, you know you can you imagine I did like some people but there's some people to push you to the limit. I still felt that I grew from knowing them. And you know, they we talked about networking. I believe in the term networking be that's a function, it's an activity. But it's really all about the relationships you build. And so when you go to meetings and meet people, you're going to decide these some of these people I'm meeting I want to know I want to stay in touch with the rest of my life because they're going to be a part of my, my group of colleagues, friends and people that are going to influence my life. I personally feel that the students have given me more than I could have ever given them and to show that I retired in 2002, to take care of my mother who had a stroke and who died in 2015. So that was a long period of time and she lived to 97 which I'm glad I mean that glad she died at 97. She made 200 but she gave me her jeans, but I know I have her jeans because I look like her and I have her Bunyan so but I never stopped mentoring. And I went to the meetings I have a safe meetings a local meetings, I still go on campus periodically, at least three days a week for my workouts. And I'm still involved with the chapter here locally and student leaders I just, it's in my blood and like you know It's something I feel like that's what keeps me going. Now, how do I do it? Some people think I have a photographic memory far from and it's getting worse as I age. But I will say that I work at it. And social media has really helped because I'm a visual person. You know, you're either typically you're either a visual learner or auditory learner. I'm a visual learner. When I walk up to someone meet them for the first time, if they tell me their name, I'm likely not going to remember. If I read it, there's a good chance I might remember, you know, so that's why I believe in name tags with large letters for older people like me.

I've seen you with the deck of cards with all the names of people you've met. I thought that was really cool.
Yeah, this is those of you are in and I To that I'm section.

What I do is

I take the list that I put each chapter on a card. It's like you do drugs. I do people. This is mostly for I have one for each of the last four meetings to grant councils tunes leader development. Development is really important to final pick I and it's something we started during the last my last term as president. One thing I didn't mention is when I stepped down as grand president after I did eight terms also

because I

wanted to match my mentor and the night of the banquet. My last one song as a national president def the enrolling was in the audience and he didn't live much longer than that meeting, but he I was able to get him there. And he was introduced as the longest term. You know, the longest serving president and Final Cut Everybody clapped. I didn't know this was coming until I was actually saved. The Met then the master of ceremonies said until tonight. JOHN great millstone who's getting this years. Remington is filed as historian and he said, Now I want to introduce the new record holder and I I just figured I was matching I never counted days and he said we're all striving as of tonight will have served eight years and 27 days. And the only reason is I was installed in July in August when grant councils Maria

in August, but I was injured self almost a month earlier. So

that's one of my claim to fame to that. My other claim to fame is I've been to more grand councils, a living brother. But there was a brother who went to 25 and I have three more to go.

I think I'll make it. We'll see you in Texas,

Texas. I'll be at Texas.

You've talked about going over. You've talked about your mentors a little bit, but we want to know how do you motivate or empower others as a mentor yourself.

I like that term.

Empower over motivate.

I would say that

I'm going to qualify this by saying there's, there is management and there's leadership, manage managers, delegate leaders empower. So I believe in the second side, but how do I motivate? I think, if you're passionate about what you're talking about, or what you're involved in, if you show in your voice and your conversation, how passionate you are.
People trust you.

They can tell if you're reading a line or you're really your hearts in it. And to me, that's how I motivate people to be motivated myself into. And then when I do find someone that I want to be part of my team, if I were, you know, developing a team or trying to promote something, I try and identify what their strengths are, I believe in strength based leadership. And then instead of asking to do something, I tell him, I empower I tried to empower them by saying, you know,

Matt, I've, I've got you're on our team on this team together, and I have this project I wanted us to accomplish. And I've concerned everybody on the team, I feel I came. I'm coming to you because I think you're the best qualified, and the best person to do this. Now, I, I haven't told you to do something I've made you feel like wow, you thought enough of me to ask me to do it. And I'm going to tell you that I'm going to go on and say, I'm here for you, but I'm not going to micromanage you. I just you run with it. If you get if you have any questions asked me, but this is what this is our end goal. And it's so important to let people feel like that, you know, empower them to develop ownership of it. So,

I've wandered all over the place on that back question about that, actually. Yeah, no answer the question, as you said, I think so makes a lot of sense. And I've experienced that. When people come up to me and say, You know, I think you are the best candidate for this job as opposed to telling me this is your task. Now, I don't listen as well.

Gets a better response.

Why are you gonna get you'll get more out of them too. Because if somebody has, you know, if I told them how to do it, it'd be done my way. But maybe not the best way. And if they did, they brought their ideas to the table that you know, I could need to sell have my input. But I, I feel that so much. There's so much creativity.

There's a saying that I like to quote I don't know who recently said this, but Mike McGrady who's one of our leader development gurus. He uses it all the time. When it comes to coaching people, we are all naturally creative, resourceful, and whole. And basically what that means is, we can solve our own problems. We have all the, you know, we are naturally just by nature, we're creative, resourceful, and we're home. So we can pretty much do anything we want,

you know, with, with some physical, sometimes physical limits.

And so I have more, more trust in your generation than I do in my generation, by any means. And I'm going to,
Unknown Speaker 10:49
I'm going to get on a soapbox, very briefly.

Unknown Speaker 10:52
All my life in healthcare and pharmacy, our profession and our whole health care system. We've been treating symptoms that you've all heard this before. But a lot of that's driven by the pharmaceutical industry, especially since you can advertise when I was in pharmacy school big was not legal to advertise prescription drugs.

Unknown Speaker 11:13
I think for the first time in my life, your generation will change that paradigm, treating disease, not treating symptoms. And I see it in the students I see at the gym, I see that students are in pharmacy school, that they care more about their health and my generation or previous generation. So I challenge you all to help change that paradigm from treating symptoms, to actually treating the disease and you know, you're far enough along in pharmacy school, to know that you can reverse a lot of diseases just by nutrition, exercise and a few other things. So that's why challenged every pharmacy students and young pharmacist that I meet 97 years, I'm 78 right now to live to 97. So I can see that see happen.

Unknown Speaker 12:08
But don't wait. Don't make me wait too. I want to be able to remember seeing it happen.

Unknown Speaker 12:16
So as a person that's held high office for record breaking amount of time. What advice would you give someone going into a leadership position for the first time?

Unknown Speaker 12:31
Well, yes, well

Unknown Speaker 12:34
focus on your strengths. And don't worry about your weaknesses. I mean, you know, there's some things like, you know, if you go to the gym and you're weak in your legs, you're going to work on your legs, okay? And there's certain times when you do focus like a weakness, but in leadership, focus on your strengths. And, and then be passionate about what you do. I almost all my decisions are made 60% heart 40% brain and the only time I let the brain override the heart is if my brain tells me I'm 100% wrong. And then I'll I'll switch to the brain. But I find in my life, all the decisions all the things I've done in my life following my heart has been more, more successful and more effective and more fun than following my brain.

Unknown Speaker 13:49
But, you know, use your strengths and

Unknown Speaker 13:53
and always remember to never challenge someone in public If you have, if you're in a major disagreement, always do it privately. Because when you don't publicly then you take a different position, you take the defensive position, you try to deflect because you have people watching you. That's why all the politicians you see on TV or pontificating and bloviating and everything else, they're just doing it because they want to you know that they're on TV, but in a quiet in a private room they might actually get on. And the other thing I would suggest is realize that you can get a lot more done
if you don't care who gets the credit. And I know this is not a ronald reagan quote, but that he's the first person I heard use it I don't know who first said it, but you can get a lot more done if you don't care who gets the credit. And that's that's a team you work as a team. When you don't don't separate yourself as not if you're president an organization like he's a be great. Yes. be okay. If me if you're president organization, it's it's not my, my officers, it's my brothers are our team. Always

Unknown Speaker 15:09
think of you know,

Unknown Speaker 15:11
even in how you express yourself is important because if you if you're inclusive, you're going to get more buy in then if you

Unknown Speaker 15:19
use it using your verbiage,

Unknown Speaker 15:21
the distinction position

Unknown Speaker 15:24
that helps.

Unknown Speaker 15:26
Yeah, does the Who's your favorite leader or most inspiring person in your life and why?

Unknown Speaker 15:33
Well, I'm not gonna admit, yeah, my age he can have one. And I mentioned I mentioned to already I, Dean Roland was my mentor. And he, he was an amazing leader. I have never seen a dean at our pharmacy school. That was the leader he was. And he taught me a lot and he was everything I said about leadership. He emulated I think my favorite National nationally recognized leader would would have been ronald reagan because he was a communicator. He knew how to get things done. And he knew how to make people empower people. And then like, if that my favorite and of course, because of Ronald Reagan, the same tip brought to me was you can get a lot done if you don't care who gets the credit. My effect my third favorite, and in a lot of respects, I know the least about but I love what she what she did and what she said, Mother Teresa, and she are one of my favorite lines of hers. No mission, no money, no money, no mission.
And it's so important that you know, even though somebody like Mother Teresa, you never think about her and raising money but it's like

Unknown Speaker 16:48
she says you don't have any money. You can't have a mission. So

Unknown Speaker 16:51
those are my three favorite.

Unknown Speaker 16:54
Um, I have another person I enjoy Santa for another question because it's applies to book. So what

Unknown Speaker 17:01
do you think the biggest challenge facing leaders is today?

Unknown Speaker 17:05
And then an easy answer would be apathy. Because everybody's so busy, they, they let other people do it. But that's I'm not gonna rely on that I think the biggest challenge is changes, changes happening so rapidly. It's just hard to keep up. And our lives are way more complex than they used to be in my generation, you know, computers, social media, we just have more priorities. And so I think the end of ways of leading is has changed so much most people think of leadership
as management. And a lot of the lot of the issue that's overlooked in most leadership programs is the person and their needs. And our clean program our leader development program, you notice the title is always Not leadership, its leader development, not leadership development. Guys, we focus on the person. And the first phase is the leader with from leader with him until you can identify your values, interests, strengths and needs. Now say that again values, interest rates and knees. Now we call it a vism v values vi SM. And watch one of those four Do you think people neglect in their decision making?

Unknown Speaker 18:33
I honestly don't see all of them.

Unknown Speaker 18:36
But you know, normally when you if you're if you're asked to do something, you're going to if it's if it's in conflict with your values, you're going to say no, or you're not going to do it. If you're not interested in it, you won't do it very long. If it's not one of your strengths, you're going to struggle and be frustrated and abandon it. So we typically we align really well with our values, interests and strengths and what decisions we make The one we neglect the most is our needs, our personal needs, family needs, our emotional needs. And so our program does is it helps you to the beginning of the our leader development program helps you to identify what your needs are all four of those categories are, and then you you actually charge them. And then whenever you make a, you get offered a position or a volunteer opportunity or even a job. If you align those, that job with those and if anything's missing your your interest for trouble. So, it's important for you to know yourself before you go into, you know, leadership positions. Once once you know that alignment and you know, like I say, I'd the warning is Don't forget your needs. Your needs might be you know, you know Matt, I know you Critical repositing you go to the gym a lot. If what you weren't going, it was taken away from that you might still do the job, you might get a job and you might just, you know, go to the gym half as much fun. But you're not going to be as effective and influential. Your job, bless you. And bar if you have a good friend of my head, got married. I got a great job at cph. A he worked there for two years. He was he signed on to work from home. But then he had to go to Sacramento least daily in Visalia. So it was about a three hour drive. And so he had to go this one day and we started

Unknown Speaker 20:37
to get to know the team.

Unknown Speaker 20:39
Well is why he had a baby. And then 11 months later, they have a second baby. It's just baby. He, one of his major need was being with his family and watching his kids grow and so he had to leave that job. Because everything else was lined up you had he was consistent with his values, his strengths, his interest, but a major need was sacrificed. So if you keep that always in the back of your mind as you're making decisions, you'll really feel don't don't lose sight of your needs. And then just be passionate. I use the term passionate a lot, because if you're not passionate, you're just going to the number you just going through the motions.

Unknown Speaker 21:21
So this next question relates to kind of how we met. The question is, how has social media impacted your networking? And I can speak from this with our story, specifically, because I got a random message one day on Instagram or Facebook. I don't remember which one it was. We've talked on everything. I run this, this random guy out in California. And he says, You know, I like your smile. Let's talk sometime.

Unknown Speaker 22:00
paraphrasing but how is social media acted you

Unknown Speaker 22:04
know the one thing about Facebook it tells you how many people you haven't mutual friends and I honestly thought me you know when you before we became Facebook friends I thought you might be might be a

Unknown Speaker 22:19
Now I was trying to reach out to the brothers all over the country since I meet so many of them and then when I found out you were a ky and once you accepted my friend request and then I more pictures appeared and I saw the other letters but I really saw your involvement in a PHA that I think that was it started out with the number of common friends and and then then it became what were you posting a lot of the most of it was ASP you know a predict tha and pictures. I think you're even at Well, did you plant a pH in Seattle?

I did not. My first big conference in pharmacy was the midea Regional meeting. Okay.

Oh, that's right. I was in ky. Yep.

Yeah. MRM MRM Yep.

Okay, that was never something that you know.

That was a book read stop because you look like a leader, right? Like I say, you, you don't get it out of your blood following leaders. I mean, you know, being but you think social media is can be addicting. You can spend too much time on it. I try not to because I have to. I can't be sitting at a computer all day. Because I need to be moving physically. I try to walk at least two miles a day. And I just I just go and I'm just going through faith walk I have a route that I go to takes me to the post office to the mailbox. I mean the bank and Starbucks and star and then I so I don't do I try to minimize my time on Facebook but it's hard to

and just kick throwing things at me you know it was Facebook and it was Instagram and then there's this Snapchat

I tried to avoid that I think that goes away I don't need to do but social media has really helped organizations promote things and you know you have to compete communicate when the way away people the most of your population communicating and I think in pharmacy doesn't adapt to communicating with young people. They're not gonna

you know, organizations are gonna die.

Yes, anything else?

Oh, we've got more.

So what are you currently doing to ensure you continue to grow and develop as a leader
Knowing things like this and hanging out with people like you

I mean, you know, I've learned more since I retired from just even just abbreviations you use. You can't believe I look up abbreviation of your communication abbreviations at least twice a week that I just, you know, fortunately we have Google you just type in these letters. Because

I'm everything I'm learning now and learning from young people.

And so I'm able to navigate to computer and social media because I want to communicate with you I gotta communicate in your style.

Yeah, we couldn't wait

fly. Oh, I don't feel I'm growing as a leader. I think I'm just,

I'm trying to project. You know, I'm trying to
give out future leaders by just
caring, caring about people and

You know, identifying people like yourself that look like, you know, it's going to be a promising leader and I'm sure everybody that served today, you know, you don't you can be eating lunch or celebrating after the test exam you just had. But, you know, you hear something interesting and just just being a part of your life makes enriches me, like I said earlier. I mean, I, I still feel I will. I think as long as I feel this way in my heart, that I'm the beneficiary of our friendship. I'll continue to give as much as I can, because that's what drives me. Seeing you folks succeed.

Going problem is trying to remember anybody.

It's hard. It is hard. Yeah.

By the way, did you know that there's a maximum on Facebook 5000. I didn't know

Yeah, I saw that in a PHA meeting a number of years ago. And people were

coming up to the fraternity booth asking if they could Facebook friend me. And they'd come back and say, I said, Yeah, and then they come back so your fault that's what I'm here for. I went on a computer I mean on my phone and it said, You're maxed out at 5000 so I had to go through delete some of my family members. and delete some people never
responded to a message. So weekly, I go through my face, you know, on the birthdays, like go through and see how long have we been friends? Have we ever communicated? You ever send them a serious message and they didn't reply that out. I don't know if I ever messaged you. And it's more than just a happy birthday. Make sure you reply within

Unknown Speaker 27:56
within a month yourself before the next birthday.

Unknown Speaker 28:02
I've tried

Unknown Speaker 28:02
everything in a Facebook wall extended. When I hit 5000

Unknown Speaker 28:08
meetings, I meet a lot of people for the first time so they get it. So I try to keep myself at about 4900 Plus,

Unknown Speaker 28:17
I try to have at least 50 places open.

Unknown Speaker 28:21
I'll make a space from everybody that's in there like that. They can tell you what

Unknown Speaker 28:25
I'm looking this up. I'm friends with Ralph. What are you most proud of from your career?

Unknown Speaker 28:32
Wow. I think that would be

Unknown Speaker 28:38
you know, I often be asked, What's my greatest accomplishment? accomplishment? And finally, I would say that would be teaching of attorney when I was mostly male back in the

Unknown Speaker 28:49
70s and 80s. To help.

Unknown Speaker 28:54
You know, man, the only time men usually hug is if they're on a sports team and he scored and then a jumper on that football players particularly by and it wasn't involved for Amanda.

Unknown Speaker 29:06
Amanda,

Unknown Speaker 29:07
I read one of my favorite authors, me over Scalia. My favorite book it says one of your other questions but I'll say it now loving each other and I working with students there and oftentimes it's all a student need when I came over the problem is nowadays you have to ask is the I say You look like you need a hug. But if you ever meet me in face to face, I'll shake your hand wants then the rest of time I'll just tell you something by teaching a fraternity there's almost all male, that jogging is is more meaningful than shaking hands.

Unknown Speaker 29:50
I don't mind fist bumps.

Unknown Speaker 29:52
I like that workout. I always get a fist bump from my my trainer. But as far as my My most greatest accomplishment is
the amount of people and young people and pharmacy students and young pharmacists that I have impacted their 
mentor. To me, that's the most rewarding part of my life. And I think that's my greatest contribution is mentoring and

Unknown Speaker 30:18
mentoring. So you've talked about the start of the hugs of Phi Delta Chi. And I remember that story impacted me, but uh, you've got this nickname. It kind of comes out of nowhere. So how did you get the nickname The Grand Poobah?

Unknown Speaker 30:39
Yeah, that that happened in 1981 82 when I first got elected national president, if I don't think I there was a TV show. And I think it might have been one of the earlier animated hour long animated TV shows anybody can guess what the name

Unknown Speaker 30:56
of the shutdown is? Show us. You know, are you The Flintstones

Unknown Speaker 31:02
now I never watched the Flintstones until they started calling me Grand Poobah because I asked you I work. Where did you get in the 80s I still didn't have a lot of, you know, email Google stuff. You can just look up Grand Poobah computer. So, I found out they were getting it from Fred Flintstone was the Grand Poobah, the Royal Order of the water buffalo. And this attorney called me started calling the Grand Poobah and it's stuck and I despite of all my nicknames, when I already mentioned earlier, it's my favorite ram pool is my favorite. And it came from the Flintstones and my closest friends call me poobah and if you ever see my car, I have my license plate a GRP Oh ba I'll take a picture and send it to you.

Unknown Speaker 31:54
So Ralph, I'm sitting in a room mostly with brothers of Phi Delta Chi and I have My one cat beside brother body guard with me. What does it mean to you that we come from different fraternities? yet we're still here talking. And we have been for quite some time now.

Unknown Speaker 32:16
I have a

Unknown Speaker 32:17
story to share the well I think answer that question. And I think everything I've said up to this point will reinforce when I first joined the faculty at your P and

Unknown Speaker 32:29
I was

Unknown Speaker 32:30
Director of Student Affairs so that the first thing that student sogs I hadn't even started the intern program yet was me as a final two kind of alumni and I was actually alumni president.

Unknown Speaker 32:41
So

Unknown Speaker 32:43
after a few months on the faculty is finally became a Kappa side president came up to me and asked me if I could be fair, I said, we may be there while you know your fiber optic. I know you don't know Wikipedia says, He said he said okay if if you had a job you were to hire someone a pharmacist, you own the pharmacy, you're gonna hire a pharmacist. And you had two people coming in the interview and they were identical. All the qualities were the same one was a final decay loans a cap aside, who would you hire? I said all of them. They are both equal and you know, ability. I mean, everything was equal except their fraternity. So I'd have to fight off the guy, just my loyalty. If they're, if they're both even, you know, okay. Then he said, Okay, if you have a choice between Kappa sigh and an independent somebody
didn't join a fraternity and everybody wants equal. So that's easy. That's the first question. They said, I had higher the cap beside. You were over. Somebody didn't belong if they're both equally, equally among perform. I said yes. Because Campus is going to bring something extra that the other person might not have. And that's leadership. This campus I took the went the extra step to get involved and develop leadership. You can't go through campus without developing leadership skills. And so and the other thing a campus I would have possibly have something you can measure in interview is commitment. You can join ASP you can join ASAP you can join any of the student organization, do you pay your dues, and go to a couple meetings and do nothing. You can't join Kappa side or if I don't think I can do that. Cuz organizations require a commitment and not just to commit while you're in school.

Unknown Speaker 34:45
So

Unknown Speaker 34:47
I know there's a lot of schools where there's a lot of competition all that up we have it because and part of the reason the word existence usually where they have undergraduates in the fraternity, and they're all younger, so they don't have the money. He has the does your school you're all in graduate in pharmacy school, you don't have an undergraduate program. Is that right? Correct. I mean, so the Chinese are only pharmacy students. So you have the maturity, but some of the schools that are zero programs like mass College of Pharmacy, St. Louis colleges for some of the Eastern schools that are still packed, we still have kind of guys still as the three or four or four or five all male chapters still, they're converting but they're still it's taking this long since 1978 when Title Nine changed the whole landscape. pharmacy fraternity is taking this long, but I'm sure cat besides the last of all male attorneys and what the likely the same areas

Unknown Speaker 35:47
in East northeast bout that answered that question. I think it did. And I know

Unknown Speaker 35:51
I know your answer.

Unknown Speaker 35:54
When I go out and get my epidural on Monday, guess who's driving me to the hospital and it was Kazakh, the former campus advisor. He and I are both, neither of us. We had similar careers because neither of us got married. We married our role in the school in fact, at when I retired, he became a student affairs officer. And then I retired early I can set earlier because of my take care of my mother. And whenever he had a heart procedure, several months ago, I drove him up to burn, burn and came to the Bay area for years. And so what I would say my best friend in Stockton is a ky we're all going to you're going to be in the same profession in this. You know, it's good to have competition. It's great to have competition. But I think competition is good as long as it's healthy. I

Unknown Speaker 36:49
have no reason to believe it's not in you in your school.

Unknown Speaker 36:53
We got some good bowling competitions, laser tag, you know, capsid PVC, so Yeah,

Unknown Speaker 37:01
man, alas a PS, if I hadn't, I believe in serendipity, and I believe in God. And if I hadn't reached out to Matt, out of the blue, and I have not had the courage or the, you know, being willing to close this all man in California, this will never happen. So follow your gut. Believe I don't believe in coincidence, I believe it is something somebody higher powers guiding us and take risk. That's the one thing I never didn't mention earlier. But be willing to take risk. Matt took a risk with me not knowing me and

Unknown Speaker 37:39
I thank you for that. Can I hope

Unknown Speaker 37:41
we will meet one day, by the way, I will be coming a PHA this year, even though I might have said I wasn't coming last time we communicated. So if you're in DC, and there's no better time to go to a PHA than zero year, zero years, always in Washington. Know that anytime, any several year like 2000 2010 2000 22,000 Sure. Thank you for the time and enjoy Best wishes in school and we'll stay in touch.

Unknown Speaker  38:13
Thanks a lot. Well, thank you to everyone else listening as well. We hope you've gotten as much insight as we have from this conversation. And if you did, share it with your friends and your family, and until next time, we'll see you at The Rx Counter.

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