**Urban Evolution Podcast – Clark Otley**

Lisa Clarke:

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Dr. Clark Otley:

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Bill Von Bank:

Welcome to the launch episode of Urban Evolution, a podcast about harnessing creativity and innovation to transform communities. I'm your host Bill Von Bank Bank. There's a transformation taking place in Rochester, Minnesota, of the Mayo Clinic. Destination Medical Center is a nearly $6 billion transformation of the city creating a global destination for health and wellness. My guests today are intimately involved in this transformation and the evolution of Rochester, Minnesota. Joining me are Lisa Clarke, executive director of the Destination Medical Center, Economic Development Agency, and Dr. Clark Otley, Chief Medical Officer of the Mayo Clinic Platform and Medical Director of Mayo Clinic's Department of Business Development. Welcome, Lisa Clarke and welcome Dr. Clark Otley to the Urban Evolution podcast.

Dr. Clark Otley:

Thank you, Bill.

Lisa Clarke:

Thank you, Bill.

Bill Von Bank:

Lisa, what was your career path to Destination Medical Center?

Lisa Clarke:

Well, Mayo Clinic was my point, so I had joined Mayo Clinic in 1998 and of course that's a beacon in Minnesota for jobs. And I was so thrilled to be part of Mayo Clinic and I worked my way through Mayo, mostly in the public affairs arena and the community engagement arena. And I was in the right place at the right time in a board meeting when we started talking about Destination Medical Center, what it could be, what we were at that time, what our future looked like and I was fortunate enough to be there and to start to lead the initiative called DMC today.

Bill Von Bank:

And we're going to get into that in much more detail in just a bit. Dr. Otley, what brought you to Rochester?

Dr. Clark Otley:

Medical training, as it does to a lot of doctors. So I trained up and down the East Coast and really, honestly, nobody ever encouraged me to look at the Midwest except for my grandfather. My grandfather wanted me to go to the university of Iowa or maybe even shoot for Mayo Clinic, but he probably didn't think I could go there. And it was my last stage of training, came out for a fellowship and had pretty strong plans to go back to Boston and set up a dermatologic surgery unit at one of the Harvard hospitals. And I came out and just felt this difference, it was the difference of Mayo Clinic's multidisciplinary care and the collaborative environment and I thought, wow, I could do better here, I can help my patients better as a team member rather than as an individual and I want to be part of that. So that, in conjunction with the lovely Midwest, we decided to set down our roots here and I've been here ever since.

Bill Von Bank:

I hear that story all the time from Mayo Clinic employees is that it was going to be here for a few years and then move on and 30 years later, they're still here.

Dr. Clark Otley:

Yeah, we're really glad we made that decision. Amazing city.

Bill Von Bank:

Lisa, you are leading Minnesota's largest economic development effort. There's been a lot of forward momentum with this initiative over the past several years and you've been involved from day one. Let's dial back the clock, and share with us the history of Destination Medical Center.

Lisa Clarke:

Well, everyone has a story about Mayo Clinic and that's really how it all started. We were in a board meeting at Mayo Clinic and we talked about making sure that we are the world's leading health care center. And to do that, Mayo was doing many things differently. It had reimbursements rates and it had different types of care but they always wanted to make sure that the patient was at the center. And we talked a bit about making sure that the community experience matched the brand of Mayo Clinic. And so that people could tell this story worldwide, we wanted to make sure that that experience was in tandem with Mayo. And so we embarked on a lot of research, Bill. We did two years of research to make sure that we figured out where the gaps were, where the positive parts of people's journey at Mayo Clinic and the parts that we needed to do a better job of.

Bill Von Bank:

And this was back in 2010?

Lisa Clarke:

About 2010. Mayo Clinic decided that they were going to embark on this and we involve the community, we brought 40 community members together to start to talk about what could this be. It wasn't called DMC at the time, it was called Community Service, I think. And we wanted to make sure that this is the place that patients spend most of their time, the community meaning, and we wanted to make sure that we lifted that up and lifted that brand up.

Bill Von Bank:

So the research showed an experience gap in the community?

Lisa Clarke:

Yeah, our research, we did quantitative, qualitative research with patients, visitors, those of us who live and work here. And it showed very quickly that 70% of the time of our patient is in the community, not at Mayo Clinic. And when you're at Mayo, you think the patient's with you all the time. They're just with us all day and we realize that's not the case at all, quite the opposite. And we learned a lot of gaps. We learned an experience gap, we learned a quality gap and we needed to fill that gap. And that's where DMC was born. We also learned that we wanted Mayo Clinic to grow and with that growth comes tax base that Rochester didn't have, and couldn't have to expand that type of growth. And so that quickly led us to the state of Minnesota to go forward and ask for $585 million to support five to $6 billion of private investment in Rochester so that we could grow this beautiful gem called Mayo Clinic in Minnesota.

Bill Von Bank:

You bring this to the legislature and it passes in one legislative cycle. I've seen stadiums take a decade to get funding and this took one cycle, how did that happen?

Lisa Clarke:

I heard time and time and time again, as we were going through the session, that point that you just made Bill, that it takes a long time. And I'm not exactly the most patient person, and I actually think Mayo Clinic's story really helped us move that effort forward. Everyone has a story about Mayo. The legislators had a story about Mayo, either their grandparent or their parent or their spouse or their sibling or their friend. Someone's life was touched by Mayo Clinic. And so we used that, we use the power of Mayo bringing 36,000 employees to Rochester every day. People don't really understand the powerhouse in Rochester, Minnesota. And so that was a learning for people across the state of Minnesota.

Bill Von Bank:

I remember listening to you make a presentation regarding your visits to the legislature and quizzing state legislators on how many employees just in Rochester at Mayo Clinic and oftentimes they were way under the number.

Lisa Clarke:

Yeah. I'll bet every time I would say, how many people do you think work for Mayo Clinic in Rochester? And they would say 5,000. And the answer is 36,000 employees. That's a city in and of itself and people were surprised. But again, people love Mayo and we want to make sure that we keep Mayo Clinic in Rochester, Minnesota, which is in the state of Minnesota. And people really started to understand what kind of economic development Mayo Clinic drives for the state.

Bill Von Bank:

We're going to touch on just that very topic in just a bit, but Dr. Otley, explain Mayo Clinic's commitment to DMC and why the evolution of Rochester is important to Mayo Clinic.

Dr. Clark Otley:

Thanks, Bill. I think it's really important for those of us who live in the Midwest to understand what Mayo Clinic is. Mayo Clinic is not regular, Mayo Clinic is not just a really good academic medical center, I would say, and admittedly I'm biased, Mayo Clinic is like a precious resource for the entire world. There's only one Mayo Clinic and there's no other medical center where people across the entire world know that there's one place, if the worst day of my life happens, that that's available to me. And that's Mayo Clinic and there are great medical centers all across the world and in the country but there's almost a self-fulfilling prophecy.

Dr. Clark Otley:

The Mayo brothers set up this multidisciplinary collaborative practice and generated incredible experience. And then they could do a better job. And then people heard about it and they came and then they could do a better job and it built upon itself. And so that's something that you can't just build in another place, it's almost like it's a legendary institution. And so for us, we need to preserve that. And Destination Medical Center supports that by doing exactly what Lisa said, making our town and our state that kind of level of accommodation, because people come here from a long distance, they disrupt their lives, they may be here for a week, they may be here for two weeks, they may be here for a whole cancer treatment, they need a home away from home.

Dr. Clark Otley:

And our city is a small city, it needs to be able to do that. So we needed to up our game, as Lisa said, and do that. Mayo's commitment to this is right from the start, we were there, we knew that this was something we needed to do and it's manifest in many different ways. We are committed from a clinical perspective to maintaining that clinical excellence. And that's no short order, that is really hard. The doctors and nurses over there right now are working their tails off and it's hard being a Mayo Clinic provider. You need to be the best, the smartest, the most up-to-date, the most compassionate provider every minute of every day. That's what's expected of you. So Mayo Clinic commits most importantly to the patients and their experience.

Dr. Clark Otley:

Second, we commit to cutting-edge therapies and we're sitting in beautiful Discovery Square One building and the discoveries going on here are what draw people here, so that they can get the most advanced cutting-edge therapy. We have a great educational program. And then Mayo Clinic commits to the city by being the largest employer, by investing in this city enormous amounts of economic power to advance our city and supporting our city in philanthropic ways as well. So every level of the spectrum Mayo Clinic is behind this.

Bill Von Bank:

Lisa, this initiative is a unique funding model and a first of its kind for Minnesota, can you explain the public-private partnership and how the funding works?

Lisa Clarke:

So DMC is a public-private partnership but what we did at the state is we tipped it on its head. So usually people bring forward an initiative and they'll say, State of Minnesota, please give us this money, and we're sure all these people are going to come and support this. And we decided to tip it on its head. We said, State of Minnesota, we won't expect a nickel to drop from you until we put $200 million in the ground in Rochester. So we want to prove to you that we're the real deal, we want to prove to you that we're a big deal in Rochester, Minnesota, and we will start to drive that investment. And so we did that and we did it quite early.

Lisa Clarke:

We went through, we built a plan and then our plan was approved in 2015 and then by the end of 2016, we actually had those dollars in the ground. So it's a public-private partnership, but the private dollars go in first and the public dollars follow. So it's less risk to the State of Minnesota because if we don't build, they don't invest any more dollars. So it's a model now that across the States, we're getting called on a lot to say, what are you doing there? How can we apply it in our state? Because every state's a bit different, but what would work for us if we scale it differently? Because not everybody has a world famous Mayo Clinic in their backyard.

Bill Von Bank:

And Dr. Otley, Mayo Clinic is a big supporter and investor to the two and I believe over the 20 years of about $3.5 billion.

Dr. Clark Otley:

Correct. It's gigantic, we have the majority of the employees, obviously in the city are Mayo Clinic employees, the majority of investment in this district will be Mayo Clinic dollars. It's a huge commitment.

Bill Von Bank:

And Lisa there's also other private investment happening in the community. And I think the projection over the 20 years is an additional 2 billion in other private investment. That's a big number too.

Lisa Clarke:

That's an enormous number. And there's a lot of pressure of course, to bring that in, in over 20 years. But the beauty of a 20-year plan is just that we will have highs and lows in the market. We knew that, we know that. And so our first five years have been very impressive and we've met all of our targets those first five years. And of course now with COVID landing, it might be a little bit bumpy but we expect ups and downs in the market. We do intend to bring in $2.2 billion along with Mayo Clinic's three and a half billion dollars.

Bill Von Bank:

You mentioned building out a plan. And that was a big undertaking in its own right. And it's 700 pages, lisa, that's a lot.

Lisa Clarke:

It's a big plan. So if you're bored someday, or if you need some good reading material, just sit down and open up the book and it's heavy. The plan was completed in 2015 and approved and it's a large plan, but it's a plan that's steeped in research. And we brought planners from all over the world together to actually do this plan. And it took us over a year to do our development plan. And that plan has served us well. It's our baseline, we're already doing a five-year update right now to the plan and we've been updating it regularly, but it's a solid plan that we can move Rochester forward.

Bill Von Bank:

And one of the areas of moving Rochester forward, and it's just dramatic to see what's happening, is a sub-district called Discovery Square. And Dr. Otley, Mayo Clinic is heavily involved in what's happening in Discovery Square, as a tenant in a new innovative healthcare campus, the first building One Discovery Square opened in 2019, Mayo Clinic, major tenant in this building. Can you talk about the significance of investing in the life science and moving forward in this arena?

Dr. Clark Otley:

So as a physician investigator, I could not be more excited than in Discovery Square and the whole Discovery Square district. So as we look out the window, we see Mayo Clinic's large research buildings right across our parking lot and it's connected visually to this area. And I just spent the morning walking around the block behind here, which is being ground broken for Discovery Square Two. This is where science happens and Mayo Clinic is deeply, deeply committed to our strategic plan, which goes, Cure, Connect, Transform. The cure part of that is finding new therapies, finding new diagnostics to help people get better, to help them conquer disease and to help them have earlier diagnosis so that they don't have to have as much medical care.

Dr. Clark Otley:

We've got scientists and physicians throughout this building right now, Mayo Clinic scientists and physicians in the area of advanced diagnostics in terms of radiologic imaging, advanced diagnostics in terms of blood tests and tissue tests, as well as the center for regenerative medicine, where they're trying to take human cells and genetically modify them and mature them in ways that differentiates them to heal our bodies. They're also taking the types of liquids and signals that cells elaborate. They kind of secrete signals to each other that help change their character and also trying to harness those to improve human health. So this is a ecosystem for that. And we've got the University of Minnesota Rochester with the students, and then we've got our partners.

Dr. Clark Otley:

Mayo Clinic over the past couple of decades has recognized, we really, really need to be aggressive in our partnerships because we don't have all the science, we don't have all the capabilities and we will answer our patient's needs best by taking the best of things that are developed in industry, the best of our physicians, scientists insights and science, blending those together to get the therapies and the diagnostics as far as we possibly can. So we've got amazing partners, we're looking forward to filling Discovery Square Two, with similar like-minded partners and really we want to transform healthcare.

Bill Von Bank:

Just walking through this building and looking at the directory, you see some world leading healthcare organizations joining Mayo Clinic, among them Phillips, Epic, Woogie diagnostics, and an accelerator with Boston scientific. Those are impressive partners in Rochester.

Dr. Clark Otley:

Yeah.And they want to be with Mayo Clinic. They want to be with Mayo Clinic for a lot of reasons. Mayo Clinic is treating the sickest of the sick patients. We see patients with really very complex diagnosis, and that's where the cutting-edge of medicine is, we're pushing that frontier. And they know that by working with us, we can do the greatest good for patients with those serious diseases.

Bill Von Bank:

Lisa, in terms of community impact, how has Destination Medical Center impacted the community as it's evolved over the last five years?

Lisa Clarke:

We've added so much to the community, to fast-forward Rochester and we've added hotels, we've added more housing. Downtown Rochester had very little housing only five short years ago and we've added probably a thousand units. To create a vibrant downtown, a viable, exciting, walkable, livable downtown, you need to have downtown living. And so what we're doing in DMC is we're creating an ecosystem that makes up downtown Rochester. And that means so many things. It means this bioscience life science campus, but it also means things like parks. Our research told us that patients and visitors want a place to be calm, want a place to walk, to pray, to sing, and we can do that in a downtown setting. So we're creating a couple of parks, public realm space, all of these are going to work together.

Lisa Clarke:

It can't just be one product or one service. That's going to be downtown Destination Medical Center. It's got to be all of these things working together. The community has come together like never before. I've never seen collaboration like I'm seeing today for so many different reasons. People are facing the same direction. They want a healthy, happy, walkable, livable, pedestrian-friendly downtown. They know that strong downtowns mean a strong city. And so that's what we're doing.

Bill Von Bank:

What are some lessons you've learned over the decade as you went from research to legislation to implementation with this project?

Lisa Clarke:

Oh, Bill, I learn a lesson a day. Every day I learn something from someone and something that perhaps I would do over, but I think a powerful lesson for us with DMC as we continue to move this forward over the next 15 years, is making sure we bring people along with us. Everyone has an idea. This community is not short of ideas and innovation. And to be able to listen to all of those and process them and decide how they fit into this plan as we evolve Rochester is really very important. And it's nonprofits, it's for profits, it's all businesses that can really add value to this community.

Lisa Clarke:

We're embarking now on some ideas on how we can enhance retail for downtown Rochester, because people that come here as a patient want shopping and hospitality and restaurants and so do we, those of us who live and work here. And so it's time for us to think about that in an innovative spirit so that we can provide what people are asking for and continue to grow downtown. So our lessons are many, but it's really paying attention to everyone's ideas and everyone's thoughts, bringing them together and continuing to be flexible to change our model. It's not a state model. It's not going to stay what it is today, it's going to look very different tomorrow.

Bill Von Bank:

Dr. Otley, Lisa brings up the term innovative spirit and in a lot of research on Destination Medical Center, the word innovation is used to describe Rochester and the city, and of course, Mayo Clinic. So Mayo has embarked on the Mayo Clinic Platform. Can you share a little bit about the platform? I know you're intimately involved in that process, so I'd love to get your insight into what that means for the future of healthcare.

Dr. Clark Otley:

Yeah. I'd be delighted to share about that because it's so exciting. So Gianrico Farrugia is our new CEO. Well, actually he's been in the job for over a year and a half. He is a dynamo and he came in with a strategic vision that Mayo Clinic can't just rest on being number one. Number one is not good enough for Dr. Farrugia. He said, I want us to be 10 times better. We have a moral obligation as the leading healthcare organization to propel healthcare forward in ways that are transformative, not 10% better a year, tenfold better. And so he thought about this and thought platforms are transforming lots of different industries, how can we apply those to healthcare? And he came up with the idea of the Mayo Clinic Platform, essentially what the Mayo Clinic Platform is, is a complimentary version of Mayo Clinic in the digital world, in the area of data science that allows Mayo Clinic's knowledge and insights and care to be transported all across the world, in partnership with the world's best partners.

Dr. Clark Otley:

This is very focused on data science and digital artificial intelligence machine learning and it's essentially applying big data principles to make each person's medical journey exquisitely accurate. So right now the doctors and nurses over at Mayo Clinic, we're looking at the buildings right now are using all the data they have at their fingertips to try to help the patients. That amount of data that they have is a fraction of the amount of data available. It's very difficult to access somebody's genome, access what they eat, know about what their microbiome is, their metabolism, the way they move their bodies, their socioeconomic situation, all those things impact our health very, very heavily.

Dr. Clark Otley:

And so what the data science initiatives of the Mayo Clinic Platform try to do is to tie all those elements together, to power our diagnostics and therapeutics for one patient powered by a million data points so that we can get the exquisitely accurate therapy to the right patient at the right time, in the right way, with the minimal of the side effects. We also want to connect the world. That's that middle part of our strategic plan. Cure, Connect, Transform. Connect means right now we expect patients to travel to Destination Medical Centers to get that care. Why can't we bring that care to them? We all have the devices in our pockets. We all know that lots of communication and data can be transmitted across those. Why can't we develop ways to deliver care powered by those devices and powered by the internet.

Bill Von Bank:

And one of your recent announced partners is Google, explain that partnership.

Dr. Clark Otley:

So the Google relationship is one of our core strategic partners. To build a platform, you need an information technology platform. That's a gigantic computing system that first and foremost is secure and private for all of our patient data. So they're very good at that. We've been good at that at Mayo Clinic, but we get attacked, cybersecurity tax and we need our data to be the most secure. So we're trusting Google to help us with that. And what they've done is created the Mayo Clinic Cloud within the Google Cloud. The Mayo Clinic cloud is where all of our data sits. We have rights and access to that, Google does not. It's encrypted and only we can look at the patient data within the Mayo Clinic Cloud.

Dr. Clark Otley:

The second part of the relationship is the innovation component. So Google has lots of different components. We're not working with the search component, we're working with the cloud component and then we're working with an amazing group of people called Google Health. These are leading physicians and scientists who are really amazing at data science, advanced analytics, artificial intelligence. So they're bringing tools that they have to the patient care scenarios and the diagnostic problems that we have. We're working together, joining our scientists and their scientists to develop solutions. It's amazing and you probably saw the recent announcement of our collaboration to bring radiation therapy, planning and simulation all across the world. It's going to be a big project, it's going to take some time to come to fruition, but we have real confidence that we can deliver mayo Clinic quality care across the world through digital mechanisms. It's mind boggling.

Bill Von Bank:

Fascinating. And Lisa, I have to think that this is just another unique selling proposition for Destination Medical Center.

Lisa Clarke:

It is amazing for us. So what Dr. Otley was talking about, in my terms, in terms of economic development, it means jobs and it means new companies coming to Rochester. So all the great work Mayo is doing, we intend to bring thousands of jobs to this community and we intend to bring more companies to Rochester than ever before and investors. So when I go out and talk to investors, oftentimes there'll be like, Rochester? It doesn't seem to pencil out on paper other than the Mayo Clinic piece, because we're a community of 110, 115,000. When they come here and learn what's going on with Mayo Clinic, with Destination Medical Center, they're in. I talked to an investor the other day, who is now interested in doing two projects, just because he learned what was going on here and the investment that's happening in Rochester still, even after a pandemic people are still knocking on our door saying, this is a community that we want to be involved in and we feel that the growth is so important here.

Bill Von Bank:

And five years in to the initiative, some impressive results.

Lisa Clarke:

Impressive results. We're at about a billion dollars of investment in Rochester, which we you go from zero to a billion. That's a pretty good number. We brought in about 7,700 new jobs and as I said before, we brought in hotels, hospitality, parks, rec, bioscience, life science, this bias science life science called Discovery Square is our gem for driving economic development. And it's something that we need to pay attention to and our team is going to double down on that. And what that means is we're going to drive more business to Rochester through the Discovery Square door, because everybody wants to be a bioscience, life science campus across the States. But the place that should happen is right here, because we've got Mayo, people want to touch Mayo Clinic, we've got this university of Minnesota Rochester campus. So we've got that vibe going and Discovery Square with new entrepreneurs, educators, and investors. And so it's kind of a perfect storm if you will.

Bill Von Bank:

One of the challenges facing the world right now is COVID-19 and the impact of the pandemic. Can you talk about how that has impacted your efforts to continue to move forward, continue to attract developers, but recognize that things are just a little bit different than they were six months ago?

Lisa Clarke:

We recognize the pandemic is quite a disruption for our community, just like communities across the country. But what we have here in Rochester is something a little bit different. We brought in a firm to do some research for us and some analysis for us about COVID. And we learned that because we have Mayo Clinic and because we have the DMC tools, we might fare a little better than other communities. We've also learned that people that invest in infrastructure during a downturn, during a pandemic in this case, are the communities that will come out stronger on the other end. So what we've done in DMC is we've continued to put jobs in this community, we've continued to do projects like these parks I was talking about earlier, we're doing groundbreaking for Two Discovery Square, all of those projects, we're going to continue to invest in Rochester so that when this pandemic is over, we will be ready and we will be poised for that future growth that we have in our plan.

Bill Von Bank:

Seems like the strength of Rochester going into the pandemic has been somewhat of a safeguard for hopefully when we come out of this, that you really don't miss too many steps along the way to keep the momentum going.

Lisa Clarke:

We don't. Yeah. And we've got some really strong partners. People are bullish on the Rochester market. We had a restaurant open recently, and of course this restaurant owner opened in the middle of a pandemic, but he had confidence in the Rochester market because he saw what was going on. He also has a story to tell about Mayo Clinic and, again, those two partners come together so well in this community. And everybody has that story.

Bill Von Bank:

Dr. Otley, Mayo Clinic has been on the frontline of the coronavirus from the beginning. And can you share some perspective on just the impact and what Mayo Clinic is doing to really help?

Dr. Clark Otley:

Sure. I'm really proud about how Mayo Clinic has involved itself and really contributed to the national solution. So Mayo Clinic's done activity all across the spectrum. We've conducted clinical trials, we've organized the convalescent plasma program, there are vaccines being developed at Mayo Clinic, we were one of the early test developers, we've conducted 1.27 million PCR molecular tests and 215,000 serology tests for COVID so far. And I think the federal government, the state government, local governments, as well as our corporate partners, have really looked to Mayo Clinic for what we are known for, trust and guidance that is really patient-centered. So we've provided that objective data-based guidance to all sorts of groups across the country and across the world and feel like we've really contributed in that way. I'm really proud of how Mayo Clinic has handled it. We do it in the same way we do everything, patients first, what do our patients need? And we're going to tell the truth, we're going to bring data and we're going to keep our eye on the big picture.

Bill Von Bank:

Well, Lisa, a decade with Destination Medical Center and at the start of the new year 2021, you'll be retiring from your role. And I personally know you and I know how infectious your energy is, both with the people you work with, but within the community. So I personally find it hard to believe you're going to be retiring, but I'm going to take you at your word. I guess the question is what are you looking forward to as you see the evolution of DMC and specifically over the next phase of development?

Lisa Clarke:

I am so excited to see where DMC's going to go, Bill. I've been a part of it for 10 years, as you say, it's time for me to step out and see where the next successor takes it. And I believe that DMC has a couple of things happening right now. I think we'll be looking at commercial real estate differently. So the first five years we've been building, and now we'll probably be filling some real estate in innovative, creative ways so that we can keep the momentum and you keep the pace of growth in Rochester. And I'm so excited to see the community come together, to see more downtown livers, to see more downtown energy and the potential of new restaurants and retail. And I think this community is just ready to blossom. As soon as that pandemic goes away, I really think we're turning the corner and we are just ready to take it to the next step.

Bill Von Bank:

One final question that I will pose for both of you, it's the same question. Lisa, let's start with you, what inspires you as you witness this evolution in Rochester, Minnesota?

Lisa Clarke:

The inspiration for me comes through the community. When I see people talk about downtown and connect with one another downtown, that is a powerful inspiration for me. I have seen people go from, we don't need to change, this community's just fine, it's just great the way it is, to I'm so excited to see what's next for Rochester. For me, that's inspiration. When you go from nothing to getting people to understand what the future could be, it's just so exciting. So the inspiration to me comes from all the people in this community.

Bill Von Bank:

Dr. Otley, what inspires you as you witness this evolution in Rochester, Minnesota?

Dr. Clark Otley:

I'm inspired by people. And first and foremost, as a Mayo Clinic doctor, I'm inspired by our patients, that's what we do everything for. And there are people over there right now in our buildings who have tough problems. And I'm inspired by the physicians and scientists who are trying every day to develop technologies to help those people get better. Every week as the Medical Director of Business Development, I see the list of what we call our disclosures. These are everybody's invention ideas and 10, 15, 20 new ideas. And I can't tell you how mind-blowing these inventions are, Bill, every week, again and again, again, they come from all the different campuses across the Mayo Clinic. They come from all different types of people at different levels.

Dr. Clark Otley:

They come from students to full professors and they are thinking night and day about, how can I help my patient? How can I help my patient? And then we've got a strategic plan that is truly inspiring. Gianrico's conceptualization of Mayo Clinic as contributing 10 times more, not 10%, more, 10 times more to the advancement of medicine through this digital platform, Mayo Clinic Platform, is really resonating in the community, resonating in the market. And everybody seems to want to work with us and partner with us because we can't do this alone and we're looking for the best in the world, partners to advance medical care for the future.

Bill Von Bank:

You both have been inspiring and I just want to thank both Lisa Clarke and Dr. Otley for being the first guests on the Urban Evolution podcast. And Lisa, good luck with retirement.

Lisa Clarke:

Thank you, Bill.

Dr. Clark Otley:

Thank you, Bill.

Bill Von Bank:

And thank you for tuning in to the launch episode of Urban Evolution, more about the podcast and our guests can be found at urbanevolutionpodcast.com. Urban evolution is a production of Destination Medical Center, Economic Development Agency. Learn more at dmc.mn. Stay safe and be well.