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LESSONS FROM A CAREER IN MILITARY/ACADEMIC ORAL SURGERY... AND RETIREMENT WITH DR. BUTCH FERGUSON

David Mandell:

Erica, let's turn to you. We got your bio before but tell us just for the audience a little bit about where you're from, what your practice was like before. It sounds like you became the medical director, how that's different, just a little bit about you?

David Mandell:

Hi, this is Dave Mandell, host of the program. Thanks for joining us. We've got a really interesting guest today. Let me tell you about Dr. Butch Ferguson, and then he will start talking with me. So, Dr. Henry W. Ferguson, we call him 'Butch', received his dental degree in 1980 from the University of Pittsburgh School of Dental Medicine in Pittsburgh, obviously. Upon completion, he entered active-duty service with the US Army Dental Corps, serving six years as a general dental officer. In 1991, Butch completed residency training in oral and maxillofacial surgery at the Eisenhower Army Medical Center in Fort Gordon, Georgia.

After a meritorious and distinguished career as an army oral and maxillofacial surgeon, he retired from the Army in 2004. At that time, he received a full-time faculty appointment with Augusta University, Dental College of Georgia, formerly the Medical College of Georgia School of Dentistry in the Department of Oral and Maxillofacial Surgery, and an appointment with the Augusta University Medical Center Department of Surgery. And he's retired from that. We're going to talk about that a bit later, and where he was also vice chair and former director of residency training.

He's a diplomat of the American Board of Oral and Maxillofacial Surgery, fellow of the American Association of Oral and Maxillofacial Surgeons, fellow of the American



Dental Society of Anesthesia and Diplomate of the National Dental Board of Anesthesiology. So, with that, Butch, welcome to the program.

Butch Ferguson:

Hey, Dave. I'm just tickled pink to be here with you, man. Looking forward to it.

David Mandell:

Yeah, it'll be a good conversation. I'm going to dig into your career decisions you've made and then also how you're handling retirement. I really want to focus on that retiring well, like you and I've chatted before, because it's not such an easy topic and/or an easy thing to do. But let's start at the beginning and we'll get there. So first, where'd you grow up? What made you become an oral surgeon? Tell us about your early history in your practice and training.

Butch Ferguson:

I am a dyed-in-the-wool Pittsburgh boy, born and raised in Pittsburgh, Pennsylvania. I bleed black and gold, as you can imagine, I'm a bigger fan now than I was when I lived there, but back in the middle seventies when you can remember that interest rates were like 21% and the economy was really, really kind of bad, I knew I was going to go to dental school and I didn't really have a well-defined path after that. So my dad was a vet. We grew up in a really disciplined household. I had that little spark about me about wanting to serve my country. So I decided that it wouldn't be a bad idea to maybe get into the military once I got out of dental school, because number one, I'd have a job, I'd be learning how to perform my new skills on somebody else's dime.

And I found out retrospectively some of the best training in the world. And then there are a number of benefits that the military would offer that you just don't get anywhere else. So, it kind of answered all my little needs at that point in time. So, I went into the military. I knew I wanted to be an oral surgeon from previous experiences, and as an aside, when I was a younger guy, I was a detailed guy. When



you're growing up, you learn about inches and then when you get a little bit older, you start learning about metrics and that led me being even more detailed.

I was a tinkerer and a pittler and I liked to play with stuff. I was also very artistic. I drew, I did a lot of things. I made stuff. My dad was an avid hunter and I couldn't wait until Saturday night when he'd come home and he had a vest full of rabbits and squirrels so I could help to skin them. And I was interested in those kinds of things. And I had got a manual on cat dissections. I couldn't find anything on rabbits and squirrels. So I had one on cats. I say, "Well, that's close enough." So, I would take a couple of rabbits downstairs to this little makeshift surgical bench I made on my mom's washing machine. And I would dissect rabbits and squirrels. And I'd take the body parts of hearts and lungs and livers and things to school and show my friends and whatnot. And I wanted to be a doctor. I wanted to be somewhere in medicine.

So, when I put all those together and had to start making some career choices, I said, "You know what? Dentistry is a good profession. It allows me to do all those things I wanted to do." And oral surgery to me was the Cadillac of dentistry. It was the top of the pyramid in dentistry. So that's why I shot for oral surgery as my career goal.

David Mandell:

Really interesting. So first of all, the Pittsburgh stuff's great. As you know, I live in Fort Lauderdale, Florida, and there is a Primantes down here, which I think is supposed to be like a Pittsburgh tradition up there. So I've been there a couple times. That story about you kind of creating your own little OR in the basement with the animals.

I haven't heard that. I've had a lot of docs on who said, "Hey, I wanted to be a doc because I was an athlete and I got hurt, or I see friends got hurt, or I tailed some doc when I was in high school," but you really had it in the genes.

Butch Ferguson:

Here's another little secret I'll share with you. I am a Marvel comic book aficionado. I collected Marvel comic books since 1963. And in the back of the Marvel comic books, they had some mail order things. And I saw this dissection kit in the back of one of



my Spider-Man comic books, and I said, "That's exactly what I need." So I sent off and I got it, and then I got a big piece of plywood and kind of a fashion just so it would fit over my mom's laundry tub. And I used that to dissect stuff for many, many years.

David Mandell:

That's amazing. Amazing story. That's very cool. So yeah, it made sense. You're interested obviously in medicine right from the get-go, your father's experience as a vet, it all kind of lined up to go to the Army Dental Corps. Looking back now and understanding that some of your colleagues obviously didn't do that, they went into private practice right away, etcetera. What do you think the pros and cons were looking back, of going into the military vis-a-vis going directly into private practice? Looking back, what do you think sort of the trade-offs were and what?

Butch Ferguson:

Well, my biggest, knowing that I wanted to be an oral surgeon, and I'll be quite honest with you, I'm a 4.0 kind of student, but when you have to work three and four jobs in school, you can't be a 4.0 student. I worked four jobs through the entire time at dental school. I paid for my entire dental school. I have two young brothers right behind me and I've refused to make my mom and dad have to do that. So I worked throughout dental school. You can't be a 4.0 student when you got three jobs. I was a good student. But in those days, and even so much now, because I have interviewed students for the last 30 years, if you got a 3.5, you're not getting into an oral surgery program. So I was looking at the military as a way of showing my qualities as a dental officer, as an officer in the United States Army, which I knew I had and I could do, to help to neutralize the fact that I didn't have a 3.9 or a 4.0.

David Mandell:

Interesting.



Butch Ferguson:

And as it turned out, that worked out very well because I'm a self-starter and I love what I do. And being in the army was actually kind of cool. And I'm an officer in the United States Army and I had the opportunities to be able to prove my worth every day. And in the United States Army Dental Corps, I'm in the largest peer-reviewed dental system in the world. So, I'm working on patients that are being seen by other superior officers. So that was an excellent opportunity to get a great oversight of how I'm doing. I would get constructive criticisms on the things that I could improve in and I would get kudos for those things I did well. So, I couldn't have developed any better with that. And the quality, what I also learned too in the military, I didn't get to see this until I actually got into the civilian side of the house many years later, the army allowed me to do the most optimal care that was available.

I wasn't worried about Medicare, Medicaid, Blue Shield, Blue Cross, Delta Dental. I wasn't worried about any of those guys in the military because, and without any question whatever was the class A first top-tier treatment that the patient needed, we were able to provide that for them. And that became even much more of a significant benefit when I got into the surgical part of things where the treatments were very, very complex and could be very expensive. So, the only reason that Dave Mandell didn't get the top choice of care is because he didn't want it.

So, I learned that. I also learned... And see at the moment, you don't know these things because you have nothing compared to, but once I started getting up in junior and senior resident where I'm interacting with other people across the country and I got out of the army, eventually I found out that the training was top-notch. There was no better training anywhere. And I also got to realize that many, many years later when I was a paratrooper, when I learned how to jump out of airplanes, the training was so intense and so perfect. It was just perfect. You didn't think about anything, you just reacted and responded.

So that was a good thing, learning how to provide the best care available. Now the con side of that was that the number one, you're still in the military and you are primarily a soldier. You are primarily a person that is be called upon to defend your



country if you have to. So you have to learn army stuff. And I didn't mind that because back in those days I was a jock and I liked getting out and doing that. But you got to be able to mix up your professional life with your military life and you had to train and do different things. And so the army training always was important.

The chain of command was a very regimented system. So for those people who didn't do well with that kind of thing, they didn't do well in that system, obviously. I didn't have a problem with it. I knew how to say, "Yes sir, no sir." And I knew how to do the missions assigned to me. So that wasn't a problem.

David Mandell:

Probably got that from your dad already.

Butch Ferguson:

Back in the late 70s and the 80s, the money wasn't great. So the comparison between what I made in the Army and what my civilian counterparts would make in private practice was hugely differential. But again, if you're not a money-chasing person and you're looking at other things to give quality to your life other than finances. And so that was a big deal. And I had a passion for teaching. I had learned that way back in college where I was a teacher and a mentor, and the army gave me the best opportunity I could ever have about being a teacher in different educational programs, and then once I got to be an oral surgeon, to be able to teach on the postgraduate level. So those were the kind of pluses and the minuses for me.

David Mandell:

Yeah, that makes a lot of sense. Really struck a chord in terms of giving the... No limitations on the patient's finances, meaning being able to do the best for the patient and also having great feedback and training. So when you mentioned in the military, obviously you weren't getting paid that great, certainly that was a compared to people in private. At that point, were you basically just taking advantage, living on what you made and maybe putting a little bit into whatever benefit plan they had?

How much did finances even cross your mind at that time? Was it a little bit and you were kind of trying to get up to speed on what I might do when I have money to invest, or was it: that's in the future right now I'm just going to focus on training and doing the best I can as an officer, and all that? Give me your mindset at that point when it came to-

Butch Ferguson:

Well, finances no matter where you are in the latter, are very important. And I had understood a little bit about the finance, I understood about the pay yourself first principle long before I got into the military. But I was young, I was just newly married. We ended up getting into one of the financial consultant services that took care of active duty military folks, which was really good. And they had set up programs for us that allowed us to pay ourselves first and allowed us to take advantage of the principle of compounding over time.

But in order to do that, you have to have discipline. And I had a little bit of discipline, but I had greater need. So as a young married couple, we found ourselves dipping into that fund or those funds a little bit more than we wanted to. So it never really got to be as exponentially great as it could have been. But I did without question understand the principles. It's just that the needs of day-to-day life made it to where I could pay myself first and always put away a little bit first. But because of the needs, buying a house and living and all those kinds of things, even despite what the military was allowing us to have, didn't allow us for those funds to grow the way they should have.

David Mandell:

Yeah, and again, that gets back to the balance and the trade-offs in the military, is that a lot of things were great, but the financial piece was not as good as it could have been. So eventually, as we heard in your bio, you moved from military position to academics, to I think it was Augusta University was. So tell me what was the interest there and what did you consider? If you can remember coming out? Did you



know from the beginning: I'm looking for an academic position, did you look at other... Hey, there was a small private practice that I could have gone to or this and balance academics was more attractive? Put yourself in that mindset career wise, back when you were coming out of that military experience, what was attractive to you about academics?

Butch Ferguson:

I'm glad you asked that, because this is an interesting story in itself. I always would refer to myself as a misplaced academician. I don't like seeing myself in a room with a couple windows, writing some scientific manuscript that nobody's going to read. I am a trench warrior. I have always been a trench warrior and my passions, and my greatest skills are the ones I have for being able to teach what's in my mind to the mind of somebody else's, and show them and tell them and guide them in how to do that. But the academic side of that gave me the opportunity to do that. I had also had previous experiences with the then dean of the Dental College of Georgia in some of my previous assignments. And we had developed a very, very great rapport because I used to go to her university. She was at a university, and I used to go up there and lecture residents and she liked that, I guess.

So when she found out it was time for me to retire, she actively pursued getting me to come down to the medical college. Now, another thing that made a big deal out of that, because the reason why I didn't go into the civilian side of the house and go out where the rich boys how lived in Augusta and make millions, because I had developed a passion for teaching over the last several decades, that gave me great satisfaction. Watching these young men and women come in and not knowing a thing and then watching them go out as being poised, very capable surgeons made me feel pretty good about life, and I did that really, really well. So, I said, well, you know what, if I got a choice, I'm going down where I can continue for these next however long I'm going to do it, what I had been doing for the previous 20 years.

So I went down to the medical college, and again, it was a job that it was mine to lose, basically. I knew she wanted me because of our previous relationships and the

fact that they needed faculty. Now, here we are, we're getting into the 2000s now, and the economy is great. People are making lots of money, so people don't want to give themselves up to academia at that point. If I can spend 10 years in academia and make the salary of a teacher in a state learning institution, and I can make four times or five times that much in private practice, well, if you don't have any particular commitment, one or the other, guess which way you're going to go. So a lot of people were going off into private practice at that point in the game. So again, passion was a very important thing for me and being happy and being able to again, watch these kids develop.

It was also probably the greatest way I could serve the community because I was good at teaching. I knew that. And I had trained residents for many... I was in through both desert wars. Every man or woman that I trained during that period of time was going to go to the desert. They were going to go to the desert. They were going to be seeing things that they had never seen before, and I was helping them to train for that. So I figured going off to the medical college, I'd be able to have that same impact on the kids there. And I tried to do that. So not long after I got to the medical university, I got my appointments in department of surgery, which was good, because that allowed me to be able to go to the OR and be able to do things in the medical center.

And then I also had the one in the dental school where I had a very, very active clinical practice, and I got a chance to get in the trenches. Again, I wasn't a great researcher, because I didn't really like researching. And I let the other guy who can't cut research and let me who can cut and do cutting, because there's three kind of surgeons actually. There's the ones that read everything and can't cut anything. There's ones who are kind of in between, and there's the ones who don't have time to read and cut everything. Well, I was more toward the latter too. So I was happy being in the trenches and training my boys and girls how to do stuff, and that was a fabulous job for me.

I was 100% involved in that. We had a different kind of case selection. We're in a level one trauma center at that point. In the military, if you drank and did weird things, you



got in trouble. So, we didn't see a lot of bad trauma. We saw broken jaws and fisticuffs and stuff like that, and then we would see a lot of the people coming back from the Gulf Wars, we would have to take care of and manage. But in the level one trauma center in the civilian community, you're seeing what comes right off the highway. And it was exciting, Dave, I'm telling you. It was really exciting. And then being in a large scale... We built the practice to where it was one of the finest in the countries, and we were receiving cases from all over the state and all over the country kind of thing.

We were also seeing a lot of people where we... In our cancer center, these people were having these massive tumors eradicated by the cancer surgeons, and then they would send them over to us so we could rebuild and reconstruct. So over the next 20 years, that was just a magnificent kind of practice, where I'm training the young men and women how to be able to take somebody who had been beaten up by a tumbling automobile or somebody had been beaten up by some cancer to be able to pull them together, where with the skills and the technology that we had at that time, we could be able to restore them to the previous trauma or previous pathological existence, the best that they could ever be.

And I enjoyed that, and I enjoyed being able with my... I had a fabulous staff that was with me to be able to do those kinds of things and be able to teach the young men and women how to do that as well. It wasn't much of a thing for me going to the academics, because I had been doing that kind of pretty much before and I just look forward to being able to do... I'm going nine miles basically in a different direction, Dave, and we're in a different set of clothes to work is what I did.

David Mandell:

Yeah, yeah, no, that's right. And I'm sure it's rewarding to have all these docs probably in Georgia and around the country who you trained and doing great work out there.



Butch Ferguson:

One of the endorsements, I would very candidly offer to anybody who would ask me, is I would say, my goal in life right now is to prepare these young men and women that I am mentoring and working with my other staff to develop into poised young capable surgeons, that they could go to Pittsburgh and treat my mom who was 97 years old and take care of her. And pretty much that's what we did.

David Mandell:

Yep, yep. That sounds great. So obviously, you were teaching these young docs and grooming them and training them in the thing that is obviously most important, their skill set in being surgeons. Did you ever, or regularly give advice? Did they come to you, or did you give advice about finance or career or business? Did that ever come up, these areas where they said, "Hey, what about this? Or what about that?" What's your input on that? Was that part of what you were doing? And if so, what were a couple of those pieces of advice?

Butch Ferguson:

Dave, I gave advice on everything, was how do you take care of obstinate wives and husbands that don't want to get with the program to what do I need to do to evaluate practices? So yes, absolutely. Number one, you got to go out and you got to build reputations, which means you have to go out there and you have to be a great provider. So, my number one goal, I used to have Ferguson's rules of engagement. My number one rules of engagement was when you get a chance to do something perfectly, damn it, you do it perfect. Because there are going to be times in your practice where you can't do it perfectly because of whatever factors are prevailing at that moment, and you got to get done the best you can.

But when you can be perfect, be perfect. So you go out and you make yourself a great reputation because when you make a great reputation, then people see the quality of what you offer them as treating the patients, treating the patient's families, because you got to treat both. You can't just treat patients while taking care of the



family. You have personal skills as well. They will send you patients and you will make money. The next thing is you need to be able to pay yourself first and you got to be able to prioritize what's going on because most of the kids now in this civilian sector had big student loans from undergraduate. And so they've got the undergraduate loans and they've got dental school loans, and now they've got the money to pay for the residency program, so they've got loans.

So I would really get on about being able to prioritize how to be able to do that. I also made a big deal too, because again, I understood the importance of professional advice, that when you need to know something that goes beyond what we are able to tell you, you need to get the appropriate advice to do that, which was kind of nice, because in a postgraduate program like that, you have multiplicity of programs that are coming in trying to look for clients that have those skills.

And especially when the kids are getting ready to graduate, they got to be able to focus on... They're going to be great surgeons, Dave, but they got to focus on learning how to be good businessmen and women. That's right. Because they don't teach you that anywhere. In the nine or 10 years of additional training you have to go through, nowhere do they teach you how to do that. So get with good practice consultants, practice advisors, interview people. Go with somebody you like. Find out who is doing good from your buddies, because everybody's got one.

And so that way you get one so they can get the appropriate financial advice and some of those other related pieces of information right off the bat. Even though they're young and they're healthy people, you would rather not have to take some of that young and healthy time to recover from bad mistakes you could have avoided from not having the appropriate advice. So I did that all the time and we would get them, and we had a couple guys that would come into the practice that did real well. Financial consultants that supported us really well, and we would make sure that we had plenty of time for them to come in and do in-services and dinners for us where they could be able to present their product and be able to establish rapport with the kids, so that way those building blocks were put in place before they ever graduated.



And I think that there isn't really anybody... Now, they may have changed people over time, but I don't think there's anybody that ever complained about being able to have the building blocks necessary for them to be successful financially and be successful as business women and men once we put all that in place. Because if you don't take care of your business side of it, you're not going to have anywhere to do your surgery.

David Mandell:

Yeah, and obviously that's been a big mission of ours at OJM for years, and I appreciate that you did make that an important point and try to bring in resources. And I love your rules of engagement too. That's a great... Given your background, it's kind of perfect title for it. So last subject I want to cover, which I think actually in some ways is most important, as you and I have talked before, is your approach to retirement. You recently retired from academics in the last couple of years, but as you and I have talked, it's not just the golf course and the fishing hole, et cetera. You got to do more than that and you're interested in doing more than that, and you think that's important for other docs to hear.

Butch Ferguson:

Absolutely.

David Mandell:

So let's talk about... You can take it in either order you want. Either big picture, your approach to retirement and how that's trickled into your venture, or start with your venture first that you're working on, and then go out to how it reflects your larger approach and the importance of being engaged during retirement.

Butch Ferguson:

All right. Number one, I'm a diehard football fan from Pittsburgh, Pennsylvania. I have only held a golf club in my hands... Well, whenever I have held a golf club in my hand, let me put it that way, it is never been to hit a golf ball. Golf for me was third and fourth sports page. I come to Augusta, the golf capital of the world. I'm looking at kids



playing golf in every lawn in the subdivision. I liked to fish a little bit, but vast boat and fishing pole really wasn't something I wanted to depend upon for my retirement. So those two things were automatically out. I had been working since I was probably 10 years old and I worked all my life and don't regret it. But there was no way that I was going to be working continuously for 45 years and stop on a dime. I knew that.

And to the guys who are thinking about this, I just didn't know how significant that would affect me. Number one, when I retired, you don't have any... There's no plan for what you do during the day. Every day of my life for all those years, Dave, I knew where I was going to be. I knew what I was going to be doing. I had direction. All of a sudden now there's no direction at all. To the point where I retired in January of 2023, my daughter's birthday is on the 24th of April. And because I was so disoriented with time and routine and not having a whole lot of one and not any of other, I missed my daughter's birthday.

Now you know that didn't go over well, and I would say it just didn't. So not having a routine is important, so you need to start playing that before you... I learned in the military there's only two transitions. If you take all the muffin fluff out of it, there's only two transitions in life. There's a smooth one and the not smooth one. And the difference between one and the other is planning. I learned that in the military about how important that was, and I did a really good job because those transitions were very good. The transition I wasn't aware of is the what happens now when you have all this free time and no routine? That took some time.

The wife was very supportive of all that, and I had had some things that I wanted to do, so I started getting back into things and getting back into the routine. The other thing, if you work really, really hard, that I will tell you is the longer you work and the more engaged you get into what you do, the more of yourself you lose. I was a ceramist. I worked in the Pittsburgh Art Institute back when I was younger. I built things. I had all kinds of old hobbies. When I graduated, when I retired from the medical college, I didn't have any of those. They all went away because I had replaced all those things with school business and teaching business.



So, I had to start working on that again. So, I'm doing that to this day. I had other little initiatives that I wanted to do, which leads me into your next question that I wanted to do as a way of staying busy and perhaps even make a little bit of money, which was to take some of the things I did routinely while I was actively working and convert those into some small business ideas that I could do as a retired. And as a senior faculty at the school and being an oral maxillofacial surgeon, our jobs were to respond to any of the medical emergencies that would take place with the patients being treated at the dental school.

Now with a couple hundred dental students and probably 100 graduate faculty residents and faculty, you're talking about maybe 300 people working on any given day. So the odds are, and especially with the health of the people that we're working on, were chances of having a medical emergency were good at any given day. So we saw lots of them. So one of my main responsibilities along with my residence was to be a primary responder for whatever went on. And we did that for a long time and we did that pretty well. And our goal was to be able to identify when we approach the problem, is this something that we can fix right here and now, or do we need the next level of care? And once you decide you need the next level of care, you need it now. So our goal was to get in there and make an accurate, timely assessments so we could be able to decide which direction we take and then take it.

As I know from working in the school, and because I've been in dental school for 20 years, I know that those things are taught, but when you're not getting to do it every day, the dentistry you do every day so you don't forget it. The things you don't do every day, you forget and get a little bit rusty on. This was something that the private practitioners needed to have. When somebody comes into the office and has a cardiac event or some kind of neurological event or whatever, they need to be able to make an assessment real quick so that they can decide at that moment, can they fix it with their staff or do they need help?

And you can't be dragging feet because time is your enemy. And so, I decided to take those skill sets and turn them into a little business where I will provide consultant activities and provide continuing education presentations and lectures to the private



practitioners. I'm starting out with the state because a lot of the people that I had taught, I taught the conscious procedural sedation at the school for a long, long time. So a lot of those people would be people I would be going after because they understand the concepts there, is to be able to provide a program where I would go in and be able to consult people and teach the doctors and the staffs how to be able to work together as a team to be able to make those assessments and make the appropriate actions after that.

And the other part of that is to go in and help people who are not comfortable doing surgery, to be able to do surgery. I got a couple of them lined up where I'm going to go in and spend some time teaching and going to do some mentoring of a young doctor, and then he'll set up a day where we'll do surgery all day long and I'll be able to work with him and be able to give him constructive criticisms about things we need to do and go over some principles and things like that.

I'm excited about doing that because that was part of the passion of what I liked when I was teaching at the school and in the military. I have got together with the SBA folks through SCORE. I'm working with a SCORE mentor, so he's helping me buy the book to be able to put all the basic building blocks in place to build a good foundation for this because this is not something that's going to put food on my table, and I'm thankful for that. I don't have to rush and do a haphazardly.

I can go in there and make sure that all the ducks are lined up and all the numbers are in place. So that's where I am now with that, putting that together. And I'm excited about it because I have been doing that anyway, but I want to be able to do it now as a formal business. And this between you and I, I look forward to being able to call myself a small business owner once all this is put together. I'm looking to be very proud of that, in fact.

David Mandell:

Yeah, that's great. So a couple of things before we wrap because I want to make sure we're on time. One is you mentioned, and I'll just sort of say these call-outs, don't really need your input on it, but one of the things you mentioned I want people to



listen was, you mentioned you're a football fan. Well, we use this term, and it's not just us. I think it's a big financial firm, the retirement red zone, meaning once you start getting towards retirement, these are the times to start thinking about it. You don't want to do it the day after when you all of a sudden you have all this time, otherwise you might forget your daughter's birthday. We don't want that. That's not good for anybody.

I do think one of the things also that you mentioned that I want people to hear is his ability, Butch here, saw what he was doing, actually had the experience by being in charge of emergency events at the college and having that experience, but also combining that with the idea of him seeing a market opportunity perhaps in other academic settings, or in other private practice settings that other people aren't doing this.

They're doing their practice every day. I'm a single practice oral surgeon or dentist or even a small group. I may not have these events that often, so I'm rusty at it. I could use some help. There's a market opportunity to train those people and make sure they do the right thing. And then the other thing I want to point out he mentioned is SCORE, which is a group of retired executives that provide, I think it's pro-bono consulting to small businesses. So you get to get some help from people who really know what they're doing.

And that in fact is often for people in my business and in other fields like law and tax and finance, et cetera, a way that they help in retirement, and not just do nothing, right? They join something like Score and say, Hey, we can use our skills and experience to help other new business owners. So I wanted people listening to hear all those points because I know there's some doctors in this who are in retirement approaching it or even thinking about it far out.

So Butch, I wish you absolute luck with that. Good luck with that business. Maybe we'll have you on again in a couple seasons and you can report back to us on how the venture is going. But I want to say thank you for being on. It was really interesting, a lot of really interesting stories to tell, and I think there's a lot our audience can learn. So thank you for joining us.



Butch Ferguson:

I'm pleased to have had the opportunity and certainly look forward to doing it. Anytime you have need, just pick up the phone, Dave.

David Mandell:

You got it. So, for all the folks watching or listening, thank you for doing so. If you're so inspired, we'd love to get you to subscribe on YouTube, or on any of the podcast channels. Give us a five-star review, leave us your comments, and of course, in another two weeks we'll have another episode. So please tune in, let your colleagues and friends know, and in another two weeks, we'll be back at it. Thanks again.