

**Ep #189: Vicki McManus Peterson - Life is an Adventure with No Limits**



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**Dr. David Phelps**

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## Ep #189: Vicki McManus Peterson - Life is an Adventure with No Limits

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Dr. David Phelps: Good day, everyone. This is Dr. David Phelps of the Freedom Founders Mastermind community and Dentist Freedom Blueprint podcast. I've got with me someone who has really been part of my life. Maybe from afar more than directly, but part of my life, especially my dental career, for many years. Now, that doesn't necessarily peg her into a particular age in life, but let's just put it this way: We've both been in the trenches, but she looks a whole lot better for it than I do, so I'm just going to give you a little tip of the hat there. My good friend is none other than Vicki McManus Peterson. Vicki, how are you doing today?

Vicki Peterson: I am fantastic, David. It's so good to be here with you.

Dr. David Phelps: You know, Vicki, I didn't tell you this earlier when we were just chatting a little bit. Somewhere in some boxes in storage, I have some great Vicki McManus VHS tapes of you speaking.

Vicki Peterson: Oh.

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Dr. David Phelps: Oh, yeah. In fact, I could link them to the show if you'd like me to.

Vicki Peterson: You know, I found those in my basement and I think I burned those.

Dr. David Phelps: Hey, you know what, I could see what I could get for them on Ebay, because somebody could snatch up some gems there. You know, you've always been so inspiring, and that's why I say I just remember connecting with you and your career path from being a registered dental hygienist and then going on to becoming a coach and a speaker, an author, a business entrepreneur in so many different ways. You kind of really exhibit that evolution in life that I think is so freeing that so many people take that opportunity to start somewhere, somewhere with a career path and the education, and the license, to get out there and get started in life.

Then you just kind of took what's next, what's next, what's next. It's never a straight shot, it's never a vision that you have set out from the beginning. It's just like you're open to saying well, where do I fit in? What's my passion in life? What's my next? And you've never been one to stop and sit idle and become complacent, have you?

Vicki Peterson: No, although I think my family would love it if I did.

Dr. David Phelps: Yeah. Well, I know, there's always people pulling you back, saying, "Hey, could you just be you just for a day?"

Vicki Peterson: Just calm down, just calm down.

Dr. David Phelps: Calm down, calm down. I'm going to let our listeners get to know a little bit more about you, so let's go back.

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What got you pointed into dentistry, to become a hygienist? Kind of take us back to what that looked like, and then we'll just build from there.

Vicki Peterson: You know what, the long story short, I was drafted.

Dr. David Phelps: Draft? I didn't know there was a draft.

Vicki Peterson: Yeah, I was young. I was 17-years-old and I wanted to leave high school early, and I knew my parents were not going to go for that, so I looked around at the local community college and they had this two year dental hygiene degree, and I thought that's great, I'll just tell them I'm going to be a dental hygienist. We like our dentist, it's kind of respectable, and that's going to get me out of the house.

I knew, because I went down ... Well, my dad was in the Army Reserves, and they were gone for two weeks, so I drove to the community college and they said, "Oh, it's a very hard program to get into. We have like 400 applicants. We only take 20 people," and I went, "Perfect." It's like this fake out to my parents. So I applied, and lo and behold, at 17 I got into the hygiene program. I didn't have my high school diploma. I had zero college credits. I think God just winked and went, "Okay, yeah, that will be funny. Let's watch that happen."

And when my acceptance letter came, I was by that time taking my community college classes and things like that, and the letter came and I'm crying because I'm like, "Oh my God, this has totally backfired. What am I going to do?" I wanted to be a business major. I didn't want to be a dental hygienist. And my parents were like, "Oh my God, look, she's crying, she's so happy! We're so happy!"

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Dr. David Phelps: Oh, no.

Vicki Peterson: I was so young, I did not know that you could say no, because my dad had that military background. So I went, "Okay, I guess this is what I'm going to do," and it's been the biggest blessing of my life. I mean, dentistry has just been an amazing industry. The people are so compassionate, and I am a fierce champion of everybody within this industry because of how empathetic we are. So that's really my core driver, is I wanted to be a business major, ended up in dentistry, and it's just been the perfect path.

Dr. David Phelps: You definitely always have had characteristics of being a leader, so when in your hygiene career did you start to exude those leadership characteristics? Was that within a certain practice? What started to lead you into more like the coaching and you started to speak and you consult? How did that sort of evolve, Vicki?

Vicki Peterson: Yeah, and you know, that started really young as well. I was president of the Future Business Leaders. I was the drum major in the band. My parents sent me to Dale Carnegie: How to Win Friends and Influence People about that same time when I was 17. And I thought, "Man, one day I'm going to be a speaker. I just have nothing to talk about."

Once again, I was clinical for about 15 years. I worked in a Medicaid practice. I got to see the inside, the good, the bad, the ugly there. My next practice was a general practice that turned out to be what a saving grace. He'd been there 33 years. Perio, scaling and root planning was just being invented. Rubber gloves were just being invented. HIV was on it, so it's just been in the trenches,

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grew up in the war zone, if you would, of really bad dentistry so that we could get to this golden, platinum age of dentistry.

Then I met Dr. Debra King, who was I believe the first female to become a Fellow in The Academy of Cosmetic Dentistry, so really hit that evolution at just the right time, where materials were changing and cosmetic aesthetic dentistry was coming in. She was such a great mentor of mine, still is today. And we had a consultant in our practice, and when my children were very, very small, they were pre-term, they had asthma and they had all those challenges and it was really difficult to work 8 to 5, but I needed income. So this consulting firm gave me an opportunity. You'll love this. I ran the projector and the VCR and the DVD player. Well, it was a CD player. So I set up all the equipment in the back room and I ran registration and logistics for seminars. That was my first big break into consulting.

Dr. David Phelps: Wow. Wow, that's ... But you know sometimes life takes a turn when you just ... When you're forced to look at life differently or look at the opportunities or the assets you have to leverage, and there you are because of who you are and who you were at the time, obviously. People could see that in you, and you took what was in front of you. You took it, and because you had a family to support, but needed the flexibility, you said, "Well, here's my path."

Vicki Peterson: Yeah.

Dr. David Phelps: I am jumping too fast if I talk about your partnership with Bruce Baird? Is there anything in-between?

Vicki Peterson: No, that's perfect.

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Dr. David Phelps: Okay.

Vicki Peterson: No, that's perfect.

Dr. David Phelps: Okay. Well, that's kind of when we reconnected or where I really got to spend a little more time with you, was a little over a decade ago. One of my friends and obviously a great friend of yours and a mutual business partner, Dr. Bruce Baird, who lives and had practiced close to where I am in Dallas, Texas, so you two joined up and saw a common need in dentistry. You were both obviously very passionate in what you do and what you believe in dentistry, and you joined forces and that came together into what's known today as the Productive Dentist Academy, PDA, which I think my team and I, we jumped on really early with you guys back in 2005, I think, was '05 to '06, and spent time with you.

Vicki Peterson: Year one.

Dr. David Phelps: Yeah, basically year one. And of course, now, you've just grown, you've expanded. I had a great call with Chris Moriarity a week or so ago, and your team's just expanded. So talk a little bit about PDA, and also here's the other thing I want to hear from you in that relationship, that partnership with Bruce Baird. Partnerships are, we know, Vicki, are difficult. I mean, marriage is difficult and that's a partnership, so partnerships are difficult, and typically here's two people, you and Bruce Baird, who very successful leaders. Leaders are people who tend to be go-getters, are driven. We just were laughing about that earlier about you. You're driven. You always have a next thing. How do two people like you come together and make it successful? Because so many partnerships start out with good intentions, and

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they just don't work. So talk a little bit about PDA and how you and Bruce have worked together to make this a successful endeavor.

Vicki Peterson: Happy to, and in fact, what's coming to mind as you ask that question, it would probably be very helpful to your listeners just in that path to freedom, right? So Bruce and I are complex thinkers. We are high idea generators and we're always three to five to ten years down the line, and that's really fun, but it doesn't bode well for partnerships, right? So we knew that about ourselves in the beginning. We've been partners now successfully for 13, 14 years, and we've had one agreement that has held us together. We tried to have other agreements, but they just really didn't apply. So we don't have this big long contractual blah, blah, blah with this and that and here's the 14 steps. We have one agreement, and that is all in. That's it.

So he said, "Vic, I'm down here. I got a few docs in the area that want you to teach them about productivity, how I broke through. You know, I was doing 400 an hour. Then I was working with my mentor. I kind of broke through and now I'm doing 800 an hour, and last year I did 1250 an hour, and there's a real easy path to that, and most of the problem is between the doctor's ears."

Dr. David Phelps: Right.

Vicki Peterson: "So I want to focus on the doctors and mentor them, but now that they're breaking through, they need to be able to train their team and keep them up to speed and understand the changes in the practice. Do you want to partner on this?" So I sat in the back of the room, listened to what he had to say. I was simultaneously writing the PowerPoints for what the team program would be. He



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saw it. We literally shook hands and said, "Let's see where this goes. We're all in."

Neither one of us wanted to be a consultant. I had retired from consulting at that point. Moved from Atlanta to a little tiny island north of Seattle, a little community called Anacortes. And he said, "I know I can't get you off your island, but will you come?" And of course, immediately people were like, "Can you come to my office and coach me?", and the answer was no. And this is hilarious, thinking back on it. We were probably the first company to do virtual coaching, and I was having people fax me their information, that's how virtual we were. Back then it was just the budding stage of the internet.

But that one agreement of all in was the seed of the company growing, because it took our egos out of it, and it forced us to find a way to continue to work together as it evolved. So we say that we're member-built and driven. That's another one of our credos, is we didn't build a consulting firm and then try to go sell our stuff to people.

We had a two and a half day program. We're going to give you everything we know. Some of you will be able to implement it. Some are going to need some help, and through that asking for help, we hired consultants that came in. First they just looked at productivity, case acceptance, diagnostic skills, things like that. Scheduling is the key piece there. Then they said, "Okay, I've got that. My production went up but my profits didn't go up. What happened there?" So we started coaching profitability and okay, I got my side. Now hygiene needs some help. Can you help us with that? So we started doing some hygiene. Now we've got all that done, but

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billings were complicated. Can you help us with that? So we built that.

We were building marketing plans and strategies, and back around 2008, '09, '10, we were just saying go to this person for websites and this person for graphic design, and then at some point in time, we became responsible for those plans, which also made us responsible for the outcomes that other companies were providing. And when doctors were using five different companies, they were getting five different results, and my team said, "Vicki, we know you're a hygienist, but you also have a degree in marketing. Why don't we start an ad agency?"

Dr. David Phelps: Well, why not?

Vicki Peterson: Those are two different ... I'm like, "I've never built an ad agency. What do I know about that?" So we started on the journey of building the ad agency, and that was around 2009, which coincidentally was one of the worst years of our economy.

Dr. David Phelps: Right.

Vicki Peterson: So we really just wanted to be able to put the doctors' voice and vision and brand at the center of their marketing, and then have them ... We have this inside out approach, so own your practice, which means own the customer service, the training, the culture of your team. Then own your block, own your street, own your city, own your county, own your state. So we're able to take doctors from simple referral programs and raving fans all the way out. We have some doctors who are marketing 300 miles away from their practice because they're in a very small town in a very poor region, and they're highly skilled

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doctors, so they would have done an implant on every man, woman, child, and dog in the area.

So just being willing, like you said earlier, to evolve as life evolves, puts you in some pretty amazing places. And Bruce and I, with that one agreement of all in ... Vicki's not going to go start a marketing group over here or a consulting group over there, and I'm speaking over here. We never got fragmented, because we were really clear on who we were and what we wanted to create.

Dr. David Phelps: Yeah, so that's really, really good. I like that, because you're so right, Vicki, is that people have tried to put together a complex business structures with all the agreements, and you know, 50, 100 pages of legalese. It really means nothing. It's really the meeting of the minds, the expectations between the people. If you can't boil that down to something that's simple that both people can understand, all the contractual stuff means nothing at all in the world.

Vicki Peterson: Right.

Dr. David Phelps: So when you say "all in," just so I totally understand here and our listeners do too, what were you saying is that as long as you both were going to do this, you were going to be all in on the Productive Dentist Academy and all that it encompasses, meaning you weren't going to go out and do some ancillary stuff, is that what you were saying?

Vicki Peterson: Right, but we did have some boundary around that, and we found we hit that boundary. I wanted to develop something Bruce didn't, and he wanted to develop something that I didn't, and we both, within our

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partnership, we both spun off two different companies, which has been kind of fun as well.

Dr. David Phelps: What, you spun off two different companies because ... I'm not clear. You said you both wanted to do something outside, so you developed those and spun them off?

Vicki Peterson: Yeah. So around 2010, I was seeing the DSO development really coming full steam ahead, and I wanted to develop a management company that went beyond consulting that actually did the accounting, the bookkeeping, the HR for small groups, and by practices that actually owned them and do all that. And Bruce went, "No, owning my own practice is enough."

Dr. David Phelps: That was enough?

Vicki Peterson: It is enough. "You go do that." And simultaneously, he was saying, "I'm really concerned about access to care." He said, "We don't have an access to care issue, we have an access to credit issue. Now that home equity lines of credit are gone, patients are scrambling, there's no savings, the economy turned up people's credit scores, so there's a lot of people that are payment worthy that don't get the opportunity to make payments over time because their credit scores hit through no fault of their own." And you remember that, right?

Dr. David Phelps: Yes.

Vicki Peterson: The home equity line shrunk. They pulled the credit cards out, and when you do that, it just triggered the computers to say well, suddenly Vicki McManus ... I mean, heck, my credit score dropped 140 points in two days. Not because I did anything different, but because the bank decided it

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had too much risk and it pulled back my home equity line of credit, which I never used, but now my debt to credit ratio looked really high, and it dropped my credit score. I wouldn't loan me money.

Dr. David Phelps: Right.

Vicki Peterson: So that's when he developed Compassionate Finance. He said, "We've got to have some compassion for it," and I said, "You know, I really don't want to develop a finance company." So he developed Compassionate Finance. That company is still going strong. I developed Neighborhood Smiles, and then we both continued to develop Productive Dentist Academy.

Dr. David Phelps: Okay, yeah. Yeah, so okay, I understand. I understand now. So what you're saying is that even within the bounds of your all in agreement, you both, with the blessing of each other, said ... You went and did Neighborhood Smiles, Bruce went with Compassionate Dentistry Finance, and that didn't take your focus off of PDA? Because see, I thought that's what it was all about, was you guys wanted to stay focused there, and if you're off on some project, how do you keep your focus, right?

Vicki Peterson: Yeah. You know, that might have been where I got gray hair, because we had a lot going on. And here's the cool thing, right? That was 2010, we'll call it. In 2013, '14, '15, Productive Dentist Academy hit the Inc. 5000 list for the first, second, and third time in a row.

So while Bruce and I were developing these other things, I think because our time became more concentrated and more focused, we actually were thriving and growing in PDA, and everything that he was learning about patient finance, we brought it into PDA. Everything I was learning

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about DSOs, we brought it into PDA. So even though we had these other two pieces, that all in agreement, we said, "You have my blessing to do that, but we can't dilute our focus here."

Dr. David Phelps: Right.

Vicki Peterson: What it forced us to do was to then say, "Productive Dentist Academy could be, should be more than just Bruce and Vicki," so we expanded our coaching team. We raised Patti Sooy as director of coaching. We brought in Chris Moriarity as VP of business development. We hired Regan Robinson as our creative director. She's now, over that period of time, risen the ranks to become chief operating officer, and last year she became president.

So I think what we focused on was growing the people, and that probably is another clue to freedom if you're a business owner. A lot of people focus on growing the business, but they miss the fact that what you're really doing is growing and mentoring people. We've been a huge champion of our employees, and we spend time mentoring them: Well, what's next for you? What's next for you? Because if they grow, then I get to get out of their way, right, and I have more freedom. I work maybe five or six hours a week now on dedicated projects, and the rest of the time is whatever I want to do.

In fact, we can announce this now. We just found out yesterday; it's official. We hit the Inc. 5000 list for 2017 ... Well, I think it's officially 2018 ... for the fourth time.

Dr. David Phelps: Wow.

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Vicki Peterson: Yeah. Only 17% of privately held companies, whoever hit the list, make it four times. So kudos to my team. They are amazing, they are amazing.

Dr. David Phelps: Well, you brought out some really strong important points that I certainly didn't understand until I got later in life, and you're right, Vicki, so many of us are, as business owners, practice owners, we've gone through school, we've done the hard work. We got through and made the grades eventually or passed the exams, the board exams, and we're out there, and we still kind of carry the torch of the rugged individualist. You know, well, I've almost always done it this way in my life. I've always done the hard work, right? I can't do it.

You just exemplified ... Yeah, you exemplified the virtues of not focusing on the what, because if ... especially as visionaries, if you and Bruce, for example, focused on the what, doing every piece that you saw was necessary, with your big vision, you would never be where you are. And I think what you said about having the two ancillary businesses that actually came back around and brought more value to PDA, and the fact that, as you said, made you focus your time and really, really be ... Well, the company's name is Productive, so productive.

Productivity doesn't mean you're busy all the time. You're efficient, you're profitable, and I love what you just said, you know, the focus on the people, and really very few of us ... and you know, because you coach and help so many aspiring great clinicians in dentistry who are frustrated because they can't use their clinical skills the way they want to because they're spinning all these plates and wearing all these hats, and the problem is we never learn in school how to develop people. We never really

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learn leadership. It's something you can learn. It's something you can do, but until you focus on the who, the people, versus the what, it's really hard to grow anything or scale anything that becomes efficient, and efficiency is what gives you the freedom.

So I just want to bring that back around, because you said it so well, and I love the fact that you and I didn't know exactly what we were going to talk about today, but I knew something good was going to come out of this, and I think if I had to pull one thing out, Vicki, you exemplified it right there, so thank you for that.

Vicki Peterson: Oh, my pleasure.

Dr. David Phelps: Really good. So with a little bit of time left, I would like to talk about your experience with the Neighborhood Smiles, which you said was your foray into the DSOs. You saw it coming. It definitely has been coming. It's still coming. It's not going away.

Vicki Peterson: Right.

Dr. David Phelps: We have dentists who are in different aspects of their career. We have dentists that are in mid-career and they're probably thinking they've got 10, 15, 20 years of solid practice, and hopefully they're finding their way or they're figuring out where they're going to put their focus, what style of practice. That's obviously what you help people do in PDA, is to get congruency there, get focused.

We've got dentists on both ends of the spectrum. We've got dentists that are new, young, coming out of school. They have a lot of debt today, which is really kind of tying their hands, unfortunately, to what they see is limited

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opportunities. And we've got doctors on the other end of the spectrum that are in a position where they're maybe feeling like they'd like to slow down or they maybe exit soon, and they haven't really put a lot of thought into that. It's just like it hits them one day or maybe their back starts to hurt one day and they go, "I can't do this a whole lot longer." So the preparation isn't always there to make that exit.

What you did with Neighborhood Smiles is you found doctors who wanted to retire and you made some kind of financial arrangements such as price, maybe terms, whatever you did, to buy those practices, and then I'm assuming then you brought in younger docs in, help put them into that. Could you give us a little bit of how that looked and what you are looking for? And some of the issues, if I haven't laid them out clearly enough, the issues on both ends that kind of made this work.

Vicki Peterson: Actually, I was coaching a dentist in Wisconsin, and our team had helped them grow from two practices to seven, and it was family. You know, two brothers and a father, and one of the brothers said, "Well, my family doesn't want to grow any more, but I want to continue growing practices. Why don't you come in and partner with me?" This was in the state of Wisconsin, which allowed for non-dentist owners, so that's how I got in. He said, "Let's go over to the west side of the state and start a small group," so that's what we did. The intent was that perhaps we would bring in young doctors out of school. They would grow and learn and then after a few years, they would start buying in to the model and then eventually buy us out.

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Two things I learned about associates: Number one, and this has always been my theory and it panned out.

Number one, if you're a young dentist, figure out where you want to live, and if you're married, most importantly figure out where your spouse wants to live.

Dr. David Phelps: Right, yes.

Vicki Peterson: If you're a man and your wife wants to live next to her mother and you move somewhere else, eventually you will be ... Your children will at least be moving back near her mother.

Dr. David Phelps: Ah, yes, well said, well said.

Vicki Peterson: Whether you go with them or not. I mean, like location is everything. And don't worry about the demographic. My good friend Tim McNamara just built a practice last year, the Tri-Cities of Washington. Super saturated, one to 900. He can coach you. He went from zero to he's tracking to do two million after 10 months, and it's a horrible demographic; I would never tell anybody to go there. But he had a specific reason to be there, and he made it work. So you can make almost every demographic work if you're passionate about the area and you've got a reason to be there.

What I found with associates ... and this is a fun little trick that they play on the owners ... is if somebody's coming from far away, like in this case if you were coming from Minnesota and you crossed over into Wisconsin, what you're doing is you're doing a two year stint to get your skills in a place that nobody knows you, and then you're going to go back home so that you can start your own practice. So whenever young doctors are crossing state

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lines for a job, just know they're skill building, and I think that's great.

Dr. David Phelps:        Yeah.

Vicki Peterson:        So we were skill building for some doctors. I love them. They were fantastic clinicians, they were great people. So I found out pretty quickly, though, that the younger doctors didn't want to buy me out, but my young partner did. So over time, that was really how this came about. I had the business acumen and the management skills, the people skills. I had a bank that gave me a ten million dollar line of credit and said, "Go buy as many practices as you want," and I had a younger business partner who said, "At some point in time, "I want to buy all of these," so we had a plan transition.

So we got in at 2011, bought some more in 2012. 2014, I sold the first practice to him. 2017, sold another group of three. 2018, in fact, in June, just sold him my last one. So I kind of had a short stint in the DSOs from 2011 to 2018, so about a seven years span there. Learned what it was like to be a long distance owner. Learned what it was like to have regional management. Learned what it was like with non-owner doctors, meaning associates running the practices. Probably more than we can cover on this podcast, but it was a great part of my journey. Really learned a lot there.

Dr. David Phelps:        Non-owner docs or associate-driven practices, where there's not an owner close by, close at hand, difficult to do. Was there anybody else present on a daily basis, weekly basis in those practices?

Vicki Peterson:        No.

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Dr. David Phelps: Wow.

Vicki Peterson: No, and we coached the doctors just as we coach any other PDA doctor that came through PDA, and I think you know this. Associate doctors on average produce 275 an hour. You can't run a practice on 275 an hour.

Dr. David Phelps: No.

Vicki Peterson: So our average doctor ... and it would take him about a year to get here, a year and a half, but like within the first six or eight months, we had them tracking at 400 an hour. You couldn't live on that. You can't retire on it, but you can live on it. But after their 18 months, they were at 650 an hour, which is what, 50% more than the average dentist? And I had a couple of doctors that were doing 1100 an hour. I've got the last practice that I sold, gosh, they were doing 1.8 million four days a week, one doctor, two hygienists. They were growing; they just brought in their third hygienist.

So I had it set up as a profit partnership, and my doctors actually gained a management fee for managing the practices well, so if their overhead ... When we went through the overhead, the P&L, the dental supplies, all of that each month, if they were hitting their budget, then I shared the profits with them. So we actually had ... Just did a lot of education on the business side with the associate doctors and gave them rewards for doing that piece.

Dr. David Phelps: Yeah, that's good. This is just an out of the blue question. Do you think it's feasible, Vicki, if you were running the same model again today, would it be feasible to bring in another dentist, a little bit more experienced dentist, clinical and management, who would have a

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partnership stake in such a practice that would be there with an associate or several associates that could help drive it? Would that be something that might work?

Vicki Peterson: Yeah. Yeah, I think ideally you are in a demographic that would support multiple doctors in one location, and you've got that seasoned wisdom within the practice mentoring the younger doctors. And I had a mix. I had three doctors that had more than 20 years experience, and they were awesome. A little bit of retraining there, and I had three or four docs that had somewhere between zero to six years experience. Some had gone through ... I mean, it was all over the board, so it'd be really hard to generalize, in my case, and a lot of things I'd do differently, but I can't look back and say had I done things differently, it would have been any more or less successful.

Dr. David Phelps: Yeah, very good, very good. A lot of great insights. So Vicki, because I know you never stand still, you're always thinking about next, I know there's a next in there somewhere. I know you're still going to continue on and are very passionate with Productive Dentist Academy, but now that you've left the DSO model for now behind, what's next for you, Vicki?

Vicki Peterson: Well, I am deeply engaged in mentoring our coaches and mentoring and bringing our company to the next phase. Bruce and I are working on legacy, and I know probably a lot of your listeners are doing that as well. We feel that the philosophies that we've developed on productivity, we now have a company of almost 40 people, and we feel like there is value there. We feel like the team deserves to carry on, and as you know, 99% of all consulting groups just dissipate when the original founders decide to stop working. And Bruce and I are getting to that age, where

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he's going to be on social security soon and I'm going to be right behind him. So we're looking at how do we sustain this company into the future, which is great. So that's my role there.

Then on a personal level, a couple of years ago I started embarking on my roots as a certified emotional intelligence coach, and I wrote a book, Frustration: The Breakfast of Champions, that came out a few years ago. So I'm always searching about the human spirit and how we create our realities and how we can experience more joy in life, more freedom in life, just like you do. I will be graduating in October with my doctorate in spiritual studies from Emerson Theological Institute, so that will be interesting to see what doors that open.

Dr. David Phelps: Wow, that's fantastic, and I know it will open tremendous doors for you, because you're a person that just doesn't sit back and not have great vision of what could be next. I love the legacy approach, too. I think you're so right in the fact that so many companies, consulting particularly, just shrivel up and die once the owner or the founders are no longer ... is active or want to be as active.

But seeing that great work, the foundation that you've put into it carry on, I think that's huge, and I think you're right, that's what we all want in our lives. In some form or fashion we want a legacy. We want what we've learned to be carried on through future generations, people that can also be helped by what we've learned and what we've put in place. So I love that, I love that a lot. Vicki, what's the best way for our listeners to stay connected with you, kind of follow you? What would you suggest?

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Vicki Peterson: Yeah, if they want to reach out privately, that would be great. I mean, if you've got questions about what is my practice worth or what should I do? How do I get in or get out? I may not have the answers, but I can certainly direct you in the right place. They can reach me at Vicki, V-I-C-K-I, dot McManus, M-C-M-A-N-U-S, at productivedentist.com. So it's just my first and last name with vicki.mcmanus@productivedentist.com. There's no S on it.

They can also ... We always are so delighted to do free practice assessments. They can connect with Chris. I know you had a great chat with him. He's just amazing, and excited to have him on board with our team. He or Patti Sooy, who we call her the 65 million dollar coach because at one time we added up all the clients that she works with and what the revenues were, and it was like, "Wow, do you realize you're coaching 65 million dollars of business?" And she's like, "Whoa, that's pretty cool." So Patti and my team would be more than happy to spend an hour doing a free consult, doing a free coaching session with any of your listeners. They can email me directly or they can call. I think I've got Chris's number, if you've got it.

Dr. David Phelps: Yeah, or we can put it on the show notes, too.

Vicki Peterson: Yeah, so 612 ... Yeah, it's 612-655-3050. It's 612-655-3050. Just give Chris a call and say that they heard me chatting here with you, and he'll be happy to take care of you.

Dr. David Phelps: Excellent, excellent. Vicki, it's been a pleasure. It's been a lot of fun to catch up with you. You continue to blaze a trail. All the best to you until we see each other

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again. I hope that's not too long in the future, but I love always following what you're up to and what you're doing, so thanks so much for your time today.

Vicki Peterson: Many blessings to you and your family, David.

Dr. David Phelps: Thanks, Vicki. Take care.

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