My name is Wayne Bloodworth. I am a physician, and I would prefer to be referred to as a physician. I grew up in a small central Georgia town, and upon graduating from high school there I attended University of Georgia, where I graduated from the Pharmacy School. At that point I opened a small drug store in another small Georgia town that operated for two and a half to three years before leaving to go to medical school.

I attended medical school at the Autónoma University in Guadalajara, Mexico, and that was due to the ... At that time I had a six-month-old child, and I owned the drug store, and there was a Vietnamese conflict going on at that time. I did not have time to wait. I was on the alternate list at the Medical School at the Medical College of Georgia, and I had several things I had to dissolve before going to school. So I took the road a little more difficult by going to Mexico. Nothing there was in English, obviously, and I knew no Spanish, so that was somewhat of a challenge to meet.

But I completed that in the usual four years, and upon completing my medical degree I went to New York, where was an intern at Queens General Hospital. Following my completion there, I went to Tulane University and completed a residency in obstetrics and gynecology in New Orleans. I then went into practice doing gynecologic surgery in Las Vegas, Nevada, and for the next 12 years I did that and grew that practice to a substantial size by hiring other physicians to work for me and developing other offices across the Valley.

For the first three or four years of that, I was solo practice, did it all by myself. Now, since I didn't do obstetrics, it was much easier just doing the gynecologic surgery, because I didn't have the babies to deliver in the middle of the night and that type thing. But I still was on call in emergency rooms and all this, and it became obvious that I had reached a limit at which I could produce. Two hands can only do so much. So I brought in another physician and immediately saw the benefits of that, at which point I thought well this is easy, because I had them doing obstetrics, and I was turning patients away in gynecologic surgery. If they came in and they were pregnant, I would have to refer them out. Rather than let them go out the door, I brought someone in to accommodate them.

After I saw the benefits of that, and our practice was clearly growing, and it was at a time in Las Vegas where this was this huge growth boom as well. Then I just continued to bring them in. It just worked out very well, and we wound up with two or three offices across the Valley and working in five of the major hospitals there. And during that time, it had also been beneficial in that my years of being there had allowed me to grow in the medical community to a point that I was the chairman of different committees and different departments and a chief of staff and things of this nature. So I had a little bit more insight as to where the hospitals were going and what was happening in the community, and was able to gauge the growth from that.

I felt very confident in my medical skills and surgical skills. The business side of it, I did have some experience from my pharmacy, so I knew a little about business there, but I think that if I had it to go over, I would have brought in people earlier than what I did. The two or three years that I waited, I think I lost, I know I lost revenue, but I think I had learned enough in that short period, within six months to a year I would have figured out that it was time to have someone help me and be on that team with me.

We brought in a number of experienced front office people, we called them, but administrative assistants that had experience in running offices, which is a big chore in medicine that most physicians are not very good at. I don't mean that derogatorily, but it's a fact. And the experience that I had there by bringing those experienced people in was rewarding.

In terms of the business side of it, we wound up with the largest OB-GYN practice of both services in the State of Nevada. I was proud of that, clearly. I really like seeing growth in the particular endeavor that I'm in at the time, and that was fulfilling to know that we had grown to that size. By being in Las Vegas, we treated a number of the show business celebrities as well, and those are things you remember, because they're more rare. But I felt like that having practiced that long and doing a lot of the high-risk surgery, I did a good bit of cancer surgery, and not having any lawsuits settled against me or any of the things that was really at that time everywhere, I was proud of all of that.

After 12 years I sold the practice to those physicians who worked for me and thought it was time for me to retire and move back with my wife to Georgia. Soon discovered that I was not fit for retirement at that age, and so I went back to school and got an MBA at Mercer University. Upon completing that, I did not want to go back into medicine at that point, so I was referred by my accountant to a gentleman who had a small specialty transportation construction company that was for sale. I knew that that was not anything I knew anything about, but by spending a little time with the man, I thought that it was something I could learn and could prosper with, and so I purchased that company.

I stayed with that for the next 12 years, and we grew that to a respectable size. We wound up being the second largest in the United States for what we did. The focus of the company, it was a very specialized part, where we did grooving and grinding on bridges and runways in particular. The grinding, you may see any roadside work being done where the concrete, or asphalt, but particularly concrete, was not level or did not meet the state specs. And so we had these large machines that would come in and virtually grind it down to smooth the surface and meet the spec that was being required.

And then the grooving would come in, and that was totally for diversion of water to prevent hydroplaning. Any time you're in an airplane and you look down on the runway and you see the little grooves cut in it, that's what that's for, is to divert the water off. And that's what we did on bridges and runways all over the country and even into some of the Caribbean countries. That was very much a learning process for me when I bought the company. In fact, by being in semi-retirement at that point, I was looking for something I could do for possibly a half a day each day, and then go play golf or do whatever I wanted to do, and that's what the previous owner was doing.

But I got there, and at that point he had, I think, three machines and three trucks. Then my juices got to flowing, and we got ambitious and started working in other states that he had not worked in. We wound up, when I sold it, we had something like 38 trucks and 20-something machines. So it grew substantially in those 12 years. The more I learned, and the more that the guys that I brought in, especially very talented men that I brought in, would show me and teach me as well, we put it to good use. Over the years it just continued to do very well.

I found people again that were experienced in all aspects of that industry and tried to find those that I knew had good records and bring them in with me. I was successful with some, others not, of course. But across the board I felt like we did very well. In fact, I had one gentleman who was regarded somewhat as one of the founders of that industry, who came on board the last four years that I had the company and had a world of knowledge. Even after having been in the business for eight or 10 years, having him on there I still learned a significant amount from him. You never stop learning when you're in any business you think you know anything about. There's always something out there that you can acquire.

We added other little services like rumble strips, where you run off the side of the road and it wakes you up. Some people call them nap alerts. They are required on most of the interstates. We did those as well, and just other little services as ancillary services. It worked out very well for us. It's absolutely a niche. It found me. I will be honest, I would never have done it without the man that owned it previously. He was just a prince of a gentleman, and he basically took me under his wing for six or eight months after I had bought it already. He showed me everything he could show me and reassured me that it was something I could do. And he was right. I mean, when you put your mind to it, and you see that it's not something that most people couldn't learn, but the curve can be expensive, but it's worth it in the end. I enjoyed that time.

And then again, I suppose I was bored, but I was ready to retire again, so I sold that company and decided I would try medicine again, because I knew then at that point I clearly did not want to be retired. So I went back and took additional training and am currently doing cosmetic surgery and enjoying that in my later years here. It's again something that's growing as we go. We've started doing some of the tummy tucks and some of the liposuction and things that is all the rage now. And in fact, I'm leaving next month to go to Argentina to study there under a gentleman who's very highly regarded in that field. I'm going to spend two or three weeks with him, doing just the particular type of surgery I want to know more about.

If you have a real desire to do things that may be more difficult at that time, the key to it is to really continue to pursue that. There's ways to get where you need to be. My efforts to get into medical school, I think, were an example of that. I truly wanted to be a physician. My father wanted me to be a physician. He was not, he was not a educated man, but he felt like that was a profession that was highly regarded. He had a large impact on my life, and still does. And so I felt like that that was something, and after going through pharmacy school, I could see that that was not going to be a rewarding career for me.

By pursuing the medical career as I did, it clearly changed my path and my life. I have looked back at what I went through in terms of going through school in a different language, which is an experience I wouldn't trade. I mean, I would take that over going back and going to Harvard, just because I was in a different culture. I learned things that I never would have had that opportunity to do again, and then I still came out and finished up with American residency and completed what I think was a successful medical career. So while it was extremely challenging at the time, looking back on it, I wouldn't trade it for anything.

As I said, the learning continues. I just love it. I'll be doing something. I don't know if it'll be cosmetic surgery or whatever, but I just have an interest in continuing on and getting up every morning, going to an office or going to do something where I can learn and grow and do more. That's just me.