

CASE STUDY

Rebuilding an \$80M Medical Group into an Independent Practice



CHALLENGES

- Executing a complex separation from a large integrated healthcare system while maintaining operational continuity.
- Re-establishing a 100+ provider, nine-location medical group as an independent organization.
- Rebuilding core business infrastructure, vendor relationships, & operational functions from the ground up.
- Maintaining financial stability and day-to-day operations throughout the transition.
- Navigating complex legal, regulatory, payer, & organizational change requirements.

CLIENT PROFILE

Overview

Multi-site healthcare organization providing family medicine, pediatrics, sports medicine, physical therapy, women's health, and preventative care services across Northern Virginia.

- \$80M Medical Group
- 100+ Providers
- Nine Locations Across Northern Virginia
- Multi-Specialty Practice

SOLUTIONS

TRANSITION & SEPARATION LEADERSHIP

Led cross-functional separation planning & governance across operational, financial, legal, & technology workstreams.

FINANCIAL STABILIZATION

Secured a significant credit facility & implemented financial controls to stabilize operations during the transition.

VENDOR & OPERATIONAL INFRASTRUCTURE

Re-established key vendor relationships across revenue cycle, HR, payer contracting, communications, & marketing functions.

FACILITIES & PRACTICE CONTINUITY

Negotiated lease assignments & sublease agreements to maintain continuity across practice locations.

TECHNOLOGY & SYSTEMS TRANSITION

Negotiated & implemented EHR & IT agreements to support independent operations & continuity of care.

FINANCIAL & OPERATIONAL INFRASTRUCTURE

Implemented scalable ERP & financial infrastructure to support reporting, visibility, & long-term growth.

IMPACTS



Successfully led the transition of a 100+ provider medical group into an independent organization with minimal operational disruption.



Established scalable financial infrastructure & operational controls to support successful independent practice operations.



Positioned the organization with scalable infrastructure capable of supporting continued multi-site growth & operational scalability.



Implemented FP&A reporting that enabled weekly cash forecasting & provider-level performance visibility.



Provided embedded executive leadership that stabilized operations & achieved cash flow positive performance within four months.

TESTIMONIAL

"BGS was instrumental in guiding us through a highly complex separation following a 5 year relationship with a large not for profit hospital group. BGS was able to navigate the multiple work streams and outside vendor relationships necessary to reenter private practice. These included: a banking relationship for adequate capitalization, a relationship with a Human Resource company, with a Billing Company, and with all parties involved in the entire revenue cycle stream. Because of their expertise and willingness to be in the trenches with us, BGS ensured limited disruption to our providers or patients. Their team didn't just advise; they executed, rebuilding our operating model from the ground up and positioning us for long-term success. Within four months, we were cash flow positive and outperforming plan. They continue to be a trusted partner in leading our financial/business operations and strategic direction." - Board of Director and Chair of Finance Team