Practice Acquisition for MSOs

MSO Guide #4

MD Clarity

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Over the past decade, private equity groups have invested close to $1 trillion across nearly 8,000 healthcare transactions, with a particular focus on specialty physician groups.

M&A consultants from PWC found that health services deals declined by 9% year over year. But there is hope that health services categories such as MSOs will see increased deal activity next year. This optimism is informed by the high levels of dry powder held by both private equity funds and corporates as well as the prospect of further interest rate cuts.

MSOs provide practices and physician groups with a manageable on-ramp to healthcare's inescapable digital transformation. By participating in economies of scale, they win better prices from suppliers, along with higher rates and better contract terms from insurers. Of course, these partnerships help MSOs grow their revenue and market share.

As Sourabh Hajela of CIO Index explains, a new practice or group acquisition is exciting because it's, "the start of a new era of growth and opportunity..." And yet, Hajela concludes, "up to 70-90% of mergers and acquisitions fail to achieve their intended goals..."

Land in the 10% to 30% that achieves envisioned revenue and operational efficiency when you:

- conduct pre-acquisition due diligence,
- implement a change management plan, and
- commit to stabilizing the practice before pushing for growth.

When applied early, these three powerful tactics build a lucrative, positive foundation for your partnership.

Pre-Acquisition Due Diligence

When MSOs are eager to embark on inorganic growth initiatives, their peers may warn:

“You don’t want to buy a lawsuit.”

The great minds at the University of California, San Francisco, and Stanford University bought lawsuits when they decided to join forces. After finding they weren’t a match after all, it took hundreds of millions of dollars in legal fees to end the relationship.

If both sides had done sharper pre-acquisition due diligence, they could have avoided this waste of time and capital.

Recently Becker’s Hospital Review listed 27 healthcare system mergers, acquisitions, joint ventures, affiliations, and partnerships that were unwound or called off over the past 24 months. The article doesn’t name the reasons behind these breakdowns, but given deal complexities as well as the governmental anti-trust legislation constraining them, it’s surprising more don’t disintegrate.

As healthcare consolidates, management services organizations battle each other for the groups with the most profit and growth potential. Pulling the trigger too quickly, however, can lead to frustration and disruption on both sides.

Performing a thorough pre-acquisition due diligence process when evaluating potential acquisitions may take additional time, but completing it ensures your portfolio is filled with ideal partners that fuel your growth rather than weaken it.

What Is Pre-Acquisition Due Diligence In The Healthcare Industry?

During pre-acquisition due diligence, the MSO reviews the target's goals and plans for growth to determine compatibility and potential. It also examines the target's legal, operational, and market positions. This diligence ensures that the MSO understands all facets of the transaction, mitigating risks and aligning expectations before finalizing the deal.

Pre-Acquisition Due Diligence Steps

It takes thorough diligence to find the extent of a practice or physician group's strengths and weaknesses. Execute each of the following steps with care:

Initial review	Review the target's market position, business model, and strategic fit within your portfolio. Many MSOs look to gain a dominant position in one specialty, possibly but not necessarily in one geographic market. Establishing a significant presence in a certain geographic footprint, however, can bolster revenue. Review essential documents such as the certificate of incorporation, operating agreement, and minutes of board meetings to understand the target's governance and operational framework. In your initial review: LOOK FOR: potential synergies that can be achieved through the acquisition, such as cost savings, revenue growth opportunities, or market expansion. Evaluate how the two companies can create value greater than their individual contributions. ADDRESS BY: documenting culture, market, specialty, and financial alignments between your MSO and the provider group. Share your perceptions with the physician group to get their insights. Be candid.

Goal alignment	Determine whether your entity shares goals, such as market expansion, synergy realization, or diversification, with the provider's owners. Read more about physician group versus investor goals in our recent blog post on optimizing provider group performance after acquisition. **LOOK FOR:** hesitation regarding your growth plans. Most MSOs look to grow quickly through both organic and inorganic initiatives before transacting to the next sponsor. If that's your plan, share it. **ADDRESS BY:** being fully candid about your goals. Ask them to provide the same consideration.

Financial due diligence	A thorough examination of the target's financial statements, tax compliance, and financial projections is critical. To assess the financial health and sustainability of the business, check: • all financial statements • key revenue cycle metrics • financial projections Analyze financial metrics like: • revenue per provider • gross margin • debt-to-equity ratio • accounts receivable days outstanding Evaluate management financial projections with a skeptical eye. **LOOK FOR:** hesitation regarding your growth plans. Most MSOs look to grow quickly through both organic and inorganic initiatives before transacting to the next sponsor. If that's your plan, share it. **ADDRESS BY:** being fully candid about your goals. Ask them to provide the same consideration.

Legal due diligence	Identify any legal risks that might not be visible through financial analysis alone. This step covers the review of legal documents, including: • vendor contracts • employment agreements • intellectual property rights • compliance with relevant laws • licenses • clinician credentials • permits • certifications Review the group's history of compliance with laws and industry standards. **LOOK FOR:** pending lawsuits, regulatory violations, or claims against the group. **ADDRESS BY:** working closely with your legal experts. Consider indemnification clauses or corrective action plans in cases of legal issues.
Operational due diligence	Assess the group's operational efficiency (read about revenue cycle efficiency in depth). Production capacity, supply chain management, and human resources policies could all be sources of potential issues that could impact business performance post-acquisition. **LOOK FOR:** prior authorization and claims backlogs, high denials rates, patient data security measures, HIPAA compliance measures. **ADDRESS BY:** proposing new technology, addition or elimination of staff roles.

Examine technology infrastructure and integration challenges	Scrutinize the IT systems, software, data management protocols, and cybersecurity defenses. Pinpoint any technological discrepancies, compatibility concerns, or hurdles that might complicate your integration phase. Assess the necessary effort and resources needed to merge the group's tech systems with your existing setup. Involve technology specialists to conduct a detailed assessment and devise a strategic plan for smooth integration. **LOOK FOR:** EMR mismatch, ways to harmonize data to achieve a unified view of their key performance metrics. **ADDRESS BY:** evaluating willingness to change EMR.

Market and commercial due diligence	Analyzing the group's market dynamics, competitive landscape, and customer base helps in understanding its market position and potential growth opportunities. Review marketing strategies, patient retention statistics, and market research reports. Evaluate its portfolio of services and the pricing of each. Look for growth opportunities and potential market risks. Identify key competitors, market trends, and potential threats. **LOOK FOR:** declining or increasing market share, entrenched competitors, and new market entrants. **ADDRESS BY:** proposing market expansion initiatives or service differentiation strategies.

Human resources due diligence	Examine employee contracts, benefits, corporate culture, and any potential labor issues. This step helps in planning the integration process post-acquisition and assesses any cultural or operational changes needed. **LOOK FOR:** staff attrition, wrongful termination lawsuits, insufficient staffing. **ADDRESS BY:** proposing technology or hiring/separations to balance staff.

Due Diligence Limits MSO Risk

Dive into every one of these due diligence steps to ensure that you're making the right practice acquisition decisions. Understand not only the financial valuation but also the strategic and operational alignment of the target. Your thorough due diligence process helps you understand all the weak and strong points of an acquisition target. The diligence process typically concludes with a final evaluation where all findings are reviewed to form the negotiation stance or adjust the deal dynamics.

Change Management for Healthcare MSOs

Your thorough pre-acquisition due diligence increases the odds that the new practice will grow your revenue and reputation rather than hobble it.

Once the contract is signed, you can continue building a solid foundation for your partnership by implementing a change management plan. Clear explanations, rationale, benefits, roles and responsibilities, and protocols help everyone from physicians to front desk staff and billers come to trust the MSO as a stable, reliable partner.

As Valerie DeCaro, VP RCM, of DOCS Dermatology shared with us recently,

> “Healthcare is currently in a huge state of disruption. Change is hard. Getting your groups onboard and then motivating them to be successful takes careful planning. The change occurring fuels the high attrition rate.”

As DeCaro suggests, the news of the acquisition can land hard. MSOs need to be prepared for shock, denial, and even resentment.

Here you'll find the frameworks you need to manage the momentous changes involved in your practice acquisition. Limit chaos with this guidance to reassure and support all involved.

Why Change Management Is Important For MSOs

The pinnacle of chaos – the COVID-19 pandemic – forced healthcare organizations to change almost instantly. As a result, hospitals and practices lost many clinicians and staff as people retired early or quit altogether. The stress, for many, was unbearable. Enduring so many changes so fast ran counter to humans' basic need for stability.

Of course, with COVID, no one had the time or bandwidth to create and execute a change management plan. Hence, the decimation of the healthcare workforce. For those with the luxury of time until an official announcement, sharing a timeline and clear steps should limit workforce loss.

Change management fosters stakeholder cooperation

Change management plans help health systems achieve new protocols, technology, and workflow objectives. One study that included interviews with 30 healthcare professionals found when change is imminent, they prefer a system where they:

- can understand and agree with the value of the change.
- have the chance to carry out the change in a slow, methodical fashion.
- have the opportunity to influence the change (possibly even initiate or contribute to the change themselves).
- feel prepared for the change.
- recognize the value of the change, including perceiving the benefit of the change for patients.

When given these opportunities, clinical and administrative staff feel more interested and confident – emotions that drive cooperation. Emphasizing their ability to make decisions and contribute meaningfully helps them avoid feelings of powerlessness.

Healthcare's unique responsibility

Why not just roll out the change – announce the acquisition and the new EMR, operations, and role changes to staff as a done deal? You are management, after all.

With patient well-being on the line, healthcare doesn't get to take the shortcuts other industries enjoy. Lives and health are at stake. Staff confusion and resentment can interfere with care delivery, impacting outcomes. By establishing a comprehensive and efficiently executed strategy for managing change, you protect patients.

Healthcare Change Management Models

Experts abound in the change management field, each with their own framework and rationale. One of these options should fit your organization.

Kotter's 8 steps for change management

Perhaps the most popular framework is Kotter's 8 Steps for Leading Change. Harvard University professor and author John Kotter wrote Change: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times. The book has earned 4.5 stars on Amazon.

1 Identify the "why" behind the change and communicate it

Kotter asserts that change leaders must obtain the buy-in of at least 75% of the organization's management to drive effective change.

2 Engage core stakeholders at every level

Select people to act as your support system, including managers and supervisors.

3 Develop a roadmap for the change

Document a change management plan that outlines project milestones, deliverables, and contributing individuals.

4 Gather staff and enlist a volunteer army to put the plan into action

Talk often about your vision and change implementation plan. Share the plan with all involved. Elicit and address employees' concerns transparently. Use this vision at each step – from training to performance reviews. Staff buy-in is far too often missed when changes arise. Stakeholder engagement is built into every part of Kotter's model. It's one area that is crucial to any change management initiative.

5 Enable action by removing obstacles and adapting as they occur

You will face some barriers to change. Identify your obstacles early and get help in breaking them down. Implementing change from top to bottom without staff input is often met with employee pushback.

6 Acknowledge short-term wins

Implementing change can be a long and frustrating road. Motivate employees throughout the change journey by celebrating short-term wins and achievements.

7 Sustain acceleration

A large gap can fall between implementation and final adoption and execution. Don't stop until the final change has been implemented.

8 Institute change

Ensure that change is supported long-term. Make it clear at the outset that this change is one of many ahead. Reassure all that continuous employee training methods will always accompany any new technologies or protocols. If you abandon your team members too soon, you risk them falling back into old practices and losing all the new muscle memory you fought so hard to build.

Make Change Management Part Of Your Due Diligence

Given the spread of technology, drastic change is ahead for every healthcare organization. Most are actively executing plans to achieve digital transformation. Healthcare leaders at management consulting giant McKinsey & Company reassure organizations intent on modernization that organizational change can unlock profitability. They explain,

> "Those who thrive will tap into the $1 trillion of improvement available by redesigning their organizations for speed to accelerate productivity improvements, reshaping their portfolio, innovating new business models to refashion care, and reallocating constrained resources. The healthcare industry has lagged behind other industries in applying these practices; players that are able to do so in this crisis could set themselves up for success in the coming years."

Even if change threatens those at the practices you're acquiring, there are good chances that, after an adjustment period, all will appreciate the chance to grow and modernize. Leaders must prepare for change so they can usher all involved to enhance people, processes, and technology. Having a change management plan conveys your respect and concern for the significant shifts staff will need to make after a practice acquisition.

Grounding MSO Operations: Follow the Stabilization–Optimization–Growth Approach

Pre-acquisition due diligence and change management signal competency and leadership to the acquired entity and even other practices and physician groups considering MSO partnership.

As you prepare to bring your new acquisition into the fold, however, consider putting one last leg on the new acquisition stool – clear prioritization of practice stabilization over optimization and growth.

We're raising this issue because we've seen eager PE-backed healthcare groups pouring their energy into growth before they've fully woven their two entities together. As much as certain executives may push to increase patient volume, an organization marked by confusion, poor processes, and substandard care won't develop the reputation that grows via word of mouth – the very best marketing tactic. Only a well-organized practice delivering quality care will be successful in the long term.

Here, you'll discover how to execute practice-wide stabilization that should take place starting immediately after the deal closes and persists for months or even a year after.

Stabilization In MSO Operations

The first task in stabilizing your partnership is winning cooperation and support from your new acquisition's clinicians and staff. Humans resist and even fear change. How and when you communicate your involvement and the shift ahead makes a difference.

Time frame

Prepare for an initial intensive integration phase of three to six months followed by a longer-term refinement phase that could last up to one or two years. Expect some bumps along the way. Regular assessments and adjustments are likely as the practice and the MSO work toward a stable and mutually beneficial partnership.

Begin work on the following stabilization operations right away.

Handling staff pushback

Resistance to new processes and technology

If changes disrupt staff routine or require new skills, staff could express reluctance and even passively resist through foot-dragging. It will take on-the-job training to warm staff up to new processes. Because undertrained staff can lack confidence, they must receive robust support and collaboration with peers. Present the training involved as opportunities for growth and improvements to their work histories.

Organizational culture shifts

Let's face it, "corporate culture," isn't everyone's favorite. Staff may have grown to love the small, familial environment where they've been working. Reassure staff that you value the cohesive structure they've built. Your new rules and protocols are designed to help it function even better.

Physicians and other clinicians accustomed to having robust autonomy can writhe under new restraints, perceiving these changes as micromanagement. To contain these concerns, MSOs should always communicate changes clearly via meetings, written materials, and digital platforms.

Even better, MSOs should establish open feedback channels where clinicians and others can express concerns and provide input on new guidelines. By involving physicians in decision-making, you demonstrate your respect and help them retain a sense of control.

Concerns over job security and changes in roles

You may simply be reassigning tasks. Still, team members may feel their professional autonomy or career paths will be negatively impacted. At the very least, invite staff in to collaborate on these important aspects.

Staff sense of dispensability

Most likely, you worked out the acquisition with practice owners, separate from the input of many clinicians and staff. To prevent them from feeling undervalued or overlooked, emphasize how their skills will be integral to the new partnership's success. List the features of the MSO that will support them in their important work.

Adjustments in compensation and benefits

Probably the first concern clinicians and staff have is how the changes will impact their standard of living. Make sure to present any modifications to compensation, benefits, or incentive programs as upgrades to their current packages. Reassure them that changes in work schedules will be minimal.

The more you get key players at the acquisition's location on board, the faster you can find your practice champions and establish a stable partnership.

Integration of systems and processes

Electronic Health Records (EMR) and IT Systems

Given that the MSO strives to create efficiency, it cannot sustain eight different EMRs across its 12 acquisitions. Work with the practice to create a reasonable timeline for EMR integrations. This is also a good time to update health records for all patients.

Financial systems

Merge the practice's accounting and financial systems, including payroll, billing, and insurance claims processing with yours. Align all steps with your protocols.

Compliance and legal alignment

Regulatory compliance

Document that the practice meets all local, state, and federal regulations, which may include HIPAA compliance, licensing, and accreditation standards. In truth, this step should have been taken care of while you were evaluating the practice. We've compiled a convenient pre-acquisition due diligence checklist here.

Contract review and negotiations

Review contracts with suppliers, insurance companies, and other third parties. As an MSO, you can leverage scale to win better fees from insurers and better prices from suppliers.
Use your existing relationships with these partners to begin the cost containment and revenue optimization work.

Operational optimization

Staff training and development

Staff will need training programs for new systems, processes, and standards. Consider leadership training for appropriate individuals so they can help manage the transition and future growth.

Resource allocation

Examine any documentation delineating resources. Work with the practice to optimize human resources, equipment, and facilities. This can involve reallocating tasks, introducing new roles, or restructuring teams to improve efficiency.

Financial management

Budgeting and financial planning

Establish new financial plans and budgets that reflect the goals you've worked out with the practice. Our post about optimizing provider performance after acquisition linked above describes in detail how you should be completely transparent with the practice of shared goals. The culmination of this transparency is a business plan with all points signed off by both parties.

Revenue cycle management

Establish all operational points in the practice's revenue cycle. Work with them on efficiency on all tasks from patient scheduling and eligibility determination to billing.

7 signs you've achieved practice stability

It takes a combination of quantitative and qualitative measures to determine practice stability. Here are key indicators that you're there:

1	**Financial performance**	A consistent or improving trend in revenue and costs suggests that the practice has adapted well post-acquisition.
2	**Operational metrics**	The smooth operation of daily functions, from patient scheduling and check-in processes to clinical workflows and discharge procedures, indicates operational stability. Look also for declining staff turnover rates, a sign indicating the practice's stability and positive work environment.
3	**Clinical outcomes**	Improving clinical outcomes reflects that any redesigned treatment guidelines are effective. Further, fewer incidents such as medication errors, falls, or complications can indicate that clinical processes are stable and effective.
4	**Patient satisfaction**	Monitor the patient surveys you've put into place. Increasing satisfaction levels are a sign that the practice is running smoothly.
5	**Compliance and regulatory adherence**	The absence of compliance breaches reflects that clinicians and staff are following the protocols that keep the practice compliant with all federal and state laws.

6	**Staff integration and morale**	Low levels of internal conflict among staff members can indicate that the team has integrated well and is functioning cohesively. Staff "pulse check" surveys can provide quantitative data to measure morale levels.
7	**Technology and systems integration**	Smooth operation of integrated systems, such as EMR, RCM, and billing systems, without significant issues or disruptions, can indicate that the practice's technology works coherently.

By effectively managing these tasks, the MSO can help the new practice stabilize and thrive, optimizing both clinical and business outcomes.

Optimization: Post-Acquisition MSO Operations

The optimization phase can be trickier than stabilization because it involves pushing clinicians and staff to perform at a higher level. This phase focuses on refining processes, maximizing resources, and improving patient care and satisfaction. Tread carefully, as these changes can translate as more work for staff and clinicians.

Time frame

The optimization phase of a new provider acquisition might involve an initial intensive period of significant changes within the first 6 to 18 months, followed by a longer-term phase of continuous improvement and refinement.

Here are the key tasks involved in optimizing a physician practice within an MSO:

Process reengineering

The MSO needs to examine current practice processes at every step of the revenue cycle. It should then work with the practice to streamline workflows to improve efficiency and reduce redundancies. This includes examining patient flow, administrative processes, and clinical operations. Our guide "Revenue Cycle Optimization" can help.

Performance enhancement

Implement programs aimed at enhancing the quality of care, such as evidence-based practice protocols, patient safety measures, and continuous quality improvement cycles.

Financial optimization

Identify areas where costs can be reduced without compromising quality, such as bulk purchasing of supplies through a shared procurement office, renegotiating vendor contracts, or optimizing staffing models.

Revenue enhancement

Explore new revenue opportunities through expanded services, improved billing practices, and enhanced coding accuracy to maximize reimbursements.

Technology integration

Your first step when tackling technology is to enhance the practice's EMR use. Share the financial and time-saving advantages your EMR offers. Together, you and your acquisition can achieve better documentation, improved patient tracking, and streamlined care coordination.

Beyond simple document management, your EMR along with your revenue cycle management software should help you gain insights into practice performance, patient health outcomes, and business operations. All of these inform strategic, long-term decisions.

Regulatory compliance and risk management

Regularly review and update practices to ensure compliance with the latest health regulations and standards. Conduct risk assessments to identify potential areas of vulnerability and implement strategies to mitigate these risks.

Patient experience enhancement

Implement a process for collecting and analyzing patient feedback to identify areas for improvement in patient care and service. This patient feedback may uncover new services or specialties the community needs. Raise these issues with practice leaders.

Market expansion and branding

Work with the practice to develop and implement marketing strategies that align with the MSO's brand. Leverage digital marketing, community outreach, and patient engagement programs to share the practice's achievements and unique procedures

Strategic networking and collaboration

Build partnerships with other healthcare providers and community organizations (chambers of commerce) to enhance visibility in the community.

Each of these tasks should help you build toward an effective and patient-centered practice that aligns with the strategic goals of the MSO. Optimization is an ongoing process.

8 signs of practice optimization

An MSO can gauge whether a newly acquired practice is optimized by assessing several critical factors. Strive for ambitious goals in efficiency, profitability, and quality of care. These key metrics indicate an acquired practice or physician group is optimized:

1. **Maximized financial performance**

   Examine the revenue cycle for: reduced claim denials, improved accounts receivable cycles, and higher collection rates. These data points indicate that the practice is optimizing its revenue potential. Also, analyze operational costs versus industry benchmarks to ensure that the practice is managing expenses efficiently without sacrificing care quality.

2. **Enhanced operational efficiency**

   Review how your changes are impacting the practice's workflows. Have patient wait times diminished? Has staff productivity improved? Does all staff seem competent in using any new technology to automate tasks, manage patient records, and facilitate communication within the practice and patients?

3. **Clinical outcomes improvements**

   Watch for indicators of improved patient care, such as health outcomes, adherence to clinical guidelines, and reduced rates of hospital readmissions. Check with your KPIs to ensure the practice is at least meeting if not exceeding standards set by healthcare accreditation bodies. These often go beyond basic regulatory compliance.

4	**Patient satisfaction improvements**	Watch for higher ratings in patient satisfaction surveys, particularly in areas such as ease of access, quality of care, and interaction with staff. These indicate that new guidelines and protocols have eased patient journeys. Watch your retention and referral rates as well which suggest that the practice is a preferred choice in the community.
5	**Robust compliance and risk management**	Is your new acquisition in good shape for regulatory audits? Do you know when these audits will occur? Keep strategies and systems in place to identify, assess, and mitigate risks associated with clinical care, data security, and staff safety. When your new practice follows strict compliance regulations when no one is looking, it will pass with flying colors at audit time.
6	**Staff satisfaction and development**	High retention rates indicate a positive work environment and effective management. Consider using surveys to gauge whether your ongoing training and development opportunities for staff are enhancing their skills, knowledge, and job satisfaction.
7	**Effective leadership and governance**	Is the staff at your acquisition contributing to decision-making processes that align with long-term goals and market conditions? Your governance and management structures depend on their input.
8	**Continuous improvement culture**	Do signs exist that the practice continuously seeks and integrates innovations and best practices to improve care and operations? Namely, are they getting on board with the technological improvements you've brought?

Growth: Post-Acquisition MSO Operations

Both practice owners and MSOs ultimately aim for growth. Revenue, margins, and patient volume should rise alongside the increasing U.S. demand for healthcare services.

MSOs undertake the following tasks to fuel practice growth:

Administrative assistance

By taking over administrative and revenue cycle responsibilities like billing, coding, compliance, and human resources, MSOs free physicians and other clinicians to focus on patient care.

Supporting administrative staff with revenue cycle management software helps to contain costs. Further, improved care fuels improved reputation which drives patient volume.

Cost improvements

Due to their larger scale and expertise, MSOs can negotiate better terms with suppliers and vendors, reducing costs for medical supplies, equipment, and services. In addition, when it comes to payer negotiations, it backs practices and physician groups with more firepower.

Access to capital and investment

Should a practice or physician group need new equipment to meet community demand, MSOs often provide financial resources for these infrastructure upgrades or expansions that a practice might otherwise struggle to afford.

Technology and innovation

MSOs leverage healthcare RCM technology to shoulder repetitive menial work and streamline practice operations, making new hires unnecessary. These modernizations cut costs, recover revenue from underpayments, and help sweep in upfront payments.

Quality improvement

MSOs often develop standardized clinical protocols and best practices to improve patient outcomes and ensure consistent, high-quality care across all managed practices. They implement tools for tracking performance metrics and outcomes so that care continually improves.

Through these comprehensive supports and services, an MSO significantly enhances the growth and development of a practice or physician group, making it more sustainable and competitive in the healthcare market.

Set Your Practice Acquisition Up For Long-Term Success

Historically, healthcare clinicians have not been known for their business or technological acumen. They struggle to compete against monolithic insurance companies that forcefully apply pressure on the revenue of their organizations. These payers throw immense resources at down-coding and denying claims. Clinicians have patients to see.

As you consider your practice acquisition targets, prepare to bring all the value you can to them. They've typically been outmatched by payers for years. Investing time and capital into pre-acquisition due diligence, change management, and stabilization builds a stable foundation for a lucrative partnership that delivers the quality care communities need.

MD Clarity is a powerful software platform transforming the revenue cycle of healthcare organizations. Through pre-service patient estimates and deposits, automated detection of variances between payer payments and contracted rates, and managed care agreement rate benchmarking and scenario modeling, MD Clarity enables the revenue cycle and finance teams of healthcare organizations to boost cash flow. With a decade-long track record capturing the complexities of managed care agreements within its software platform, MD Clarity has grown to serve more than 150,000 providers.

For more information, visit MDClarity.com or follow MD Clarity on LinkedIn.

If you're interested in how we can help you automate contract management or good faith estimates to improve your revenue, schedule a demo.