

# Roadmap for profitable growth



**Kaufman Rossin helped a healthcare practice to identify strategic growth opportunities and expand into new markets.**

## **CLIENT**

Our client, a leading healthcare provider, operated multiple clinics with about 10,000 Medicare and Medicaid members and was evaluating options to increase earnings.

## **INSIGHTS**

Kaufman Rossin's Business Consulting Services team recommended revisiting their strategic plan to identify ways in which the company could profit from different growth opportunities and establish performance targets to help translate the strategy into results.

## **CHALLENGE**

*The company's executive team recognized weaker than forecasted revenue growth in the prior year due to market saturation, and they hypothesized that diversifying into new regional markets was the best way to meet customer membership targets (and thus improve financial performance).*

*They needed to develop a new strategic plan to achieve sustained profitable growth and to provide guidance and focus to the organization.*

## SOLUTION

Kaufman Rossin facilitated a strategic planning session to guide the company around how to grow, where to grow, and the potential risks involved. Our team also assisted senior management in identifying key drivers for sustained and profitable growth, including new member growth, member retention, inorganic growth, integration, and integration capabilities and processes.

The planning session focused on five areas and resulted in a roadmap for profitable growth:

1. *Assessed the current state of the company*
2. *Determined future state objectives*
3. *Defined operational and financial targets*
4. *Performed gap analysis and identified 10 high-impact performance improvement opportunities*
5. *Developed high-level future state roadmap*

### RESULTS

Kaufman Rossin implemented a quality assurance program that has been successful in improving the company's overall operations. The organization achieved acquisition targets set forth in its 2018 strategic growth plan.

The resulting targeted actions led to the practice more than doubling the number of clinics, resulting in a significant increase in members and earnings.



**62%**

membership growth



**514%**

Year-over-year revenue growth



**30+**

Year-over-year EBITDA growth

### OUR ROLES

- *Corporate finance & strategy*
- *Performance improvement*
- *Transaction advisory*

Disclaimer: Certain details have been omitted or obscured to protect the client's privacy.