CASE STUDY

Rapid financial turnaround: Essential health system preserves care, protects long-term viability

The vision

The financial position of a $2B+ rural health system was on a steep decline due to demographic shifts, falling reimbursements, escalating expenses, and unrealized system integration. A substantial operating loss triggered debt covenants. The health system had to urgently stabilize financial performance while planning for long-term transformation. This would preserve access and build back capacity to reinvest in care delivery.

Co-creating the solution

The health system engaged Chartis as an independent consultant and transformation partner. Together, they designed and implemented critical actions to align the workforce with clinical and operational demand; renegotiate vendor contracts; enact immediate revenue cycle improvements; and gain greater value from the 340B program. They also advanced a culture of transparency, action, and accountability. Working toward long-term transformation, the organization is building operational effectiveness, establishing a modern physician enterprise, and laying the groundwork for a clinically and financially integrated delivery system.

Believe in better

Early margin improvements have sustained care delivery and operations. The health system is now building on the speed and clarified decision-making processes from this high-stakes turnaround to remain responsive to evolving market demands at the board and executive levels. The primary focus is on adapting to market changes, developing strategies, and empowering leaders at all levels to preserve and enhance care delivery across the region.

Meaningful outcomes

The health system is achieving material financial improvements:

$50 million+

Recurring margin improvements enacted over 120 days

$150 million+

Additional targeted improvements in-flight over 12-18 months

8%+

Targeted operating margin improvements

Building to better

Navigating a high-stakes financial turnaround and preserving access requires health systems to:

RAPIDLY ADVANCE ENTERPRISE-WIDE ALIGNMENT
and financial, clinical, and operational integration

PROACTIVELY ADDRESS FINANCIAL HEADWINDS
(e.g., payer mix shifts, regulatory/legislative changes)

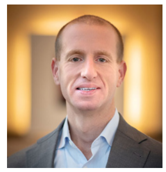
PRIORITIZE CARE DELIVERY METHODS
that serve populations across vast geographies

Authors

Mark Krivopal, MD

Senior Partner

mkrivopal@chartis.com



Brian Dennen

Partner

bdennen@chartis.com

Sarah Moravick

Associate Partner

smoravick@chartis.com