

Success Story

Longstanding orthopedic practice scales finance effortlessly amid 25% growth

Ventura Orthopedics

“Sage Intacct allowed us to respond to the needs we already had and position ourselves for the growth to come. The system’s deep insights help us know if we’re on track or not and make changes very nimbly. I get the reporting I need to efficiently redirect the ship.”

John Hughes

CFO, Ventura Orthopedics

Company overview

One of the oldest group practices in California, Ventura Orthopedics’ physicians, physician assistants, therapists, and staff have faithfully served the people of Ventura County since the 1930s. The organization spans six locations, offering a suite of services for the full musculoskeletal care continuum.

Sage

Company

Ventura Orthopedics

Location

California, US

Industry

Health & Social Care

Sage Products

Sage Intacct



Executive summary

Previous software:

- Sage 300

Results with Sage Intacct

- Streamlined finance workflows, freeing 50 hours each month.
- Supported 25% business growth without adding finance headcount.
- Gained visibility to quickly make adjustments and reach profitability.
- Brought operational data into reporting to inform better decision-making.





Moving to a modern financial system

Ventura Orthopedics is one of the oldest musculoskeletal care practices in California, serving the people of Ventura County since the 1930s. The organization employs dozens of specialized physicians and therapists (physical and occupational), who offer a wide range of services.

Over the last decade, Ventura Orthopedics grew rapidly, acquiring a remote physical therapy practice and expanding to six locations. With 25,000 patient visits each month and many different aspects of the business to account for, the organization's Sage 300 accounting software was put to the test. Although the system had been meeting Ventura Orthopedics' needs, it wasn't designed to easily report across multiple locations, service lines, or departments. This made adding new site locations and calculating various owner distributions increasingly challenging.

The business needed a mature system that could evolve with it. Based on the CFO's previous experience, Ventura Orthopedics' finance team felt confident that migrating from Sage 300 to Sage Intacct would meet their existing multi-entity reporting needs and prepare them for future growth. With the new financial management solution, the company was able to free up 50 hours each month through streamlined accounting workflows, grow its business 25% without additional headcount, gain visibility into revenue trends to make quick adjustments, and report on operational data to improve decision-making.



Sage Intacct lets Ventura Orthopedics do more intelligent work — showing that we value our people and recognize they're more than just cogs in the machine.

Time savings allow finance to focus on strategy

Ventura Orthopedics worked with Sage Intacct consulting partner North49 to migrate from Sage 300 to Sage Intacct, resulting in improved efficiencies, reduced manual processes, and an investment in high-value strategic finance activities—all with the same number of finance team personnel. Streamlining its massive chart of accounts by nearly 90%, the organization now uses the system's flexible dimensions to tag each transaction, making it easy to track financials surrounding each department, provider, location, practice, business unit, and service type.

The finance team also eliminated tedious data entry by connecting Sage Intacct with SAP Concur for expenses and with Paylocity for payroll, as well as by streamlining patient refund processes. These improvements, along with automated accounts payable workflows and faster reporting capabilities, eliminated paper and returned around 50 hours each month to the team. Shelby Kurhanewicz, controller at Ventura Orthopedics, said, "Previously, we had to manually add a ton of new codes to the accounting system in order to meet our reporting needs each time we expanded operations to a new service type or clinic. Now, we're getting smarter about how we do it and built-in reporting is a huge asset. With Sage Intacct, we easily add a new tag to our dimensions once and we can use it everywhere."

With the time they've earned back, the team can now put more effort into growth management and analysis. "We've grown as a company by at least 25%, yet we can do more with the same personnel," said John Hughes, CFO at Ventura Orthopedics. "Our AP clerk now has an extra day every week she can spend on higher-value tasks. Sage Intacct lets us all do more intelligent work — showing that we value our people and recognize they're more than just cogs in the machine," said John.



Better decision-making improves profitability

Ventura Orthopedics has gained valuable new insights through Sage Intacct's flexible reporting across practices, physicians, and services. "We're doing more work in the same amount of time," John said. "Plus, we're getting more meaningful data and doing better analysis as a result, so we can ultimately make smarter decisions," said John.

Pulling non-financial data — such as number of employees, office square footage, and number of patient visits — into Sage Intacct helps the entire organization gain a real-time view into operations and financial impact, now and down the road. John explained, "In a market like Ventura, where real estate's at a premium, we want to make sure we're utilizing our space appropriately so that if we need to make another real estate decision, we can quantify the value of a visit and the revenue-generating potential per square foot." He added, "It's great that we can pull all our operational data into one system and have Sage Intacct do those calculations for us."

Sage Intacct also helps the organization shore up its various locations through more agile decision-making. After recently acquiring a new clinic, the finance team quickly drilled down to the practice's 12-month-trailing profits and losses and noticed a concerning trend. "Within two months we were able to pivot. We made some staffing and scheduling changes to get the practice back into the black," John noted.

This kind of visibility also allowed the organization to determine how much income it could generate per MRI scan across different insurance reimbursement amounts. "For our new MRI machine, which cost several hundreds of thousands of dollars, Sage Intacct helped us determine the accuracy of our projections and how quickly we were turning a profit on that specific unit," John said. "We can see the effectiveness of our decision-making with every capital-intensive investment," said John.

As Ventura Orthopedics continues to grow, and with a CEO transition underway, the team appreciates that they can rely on Sage Intacct to produce any data they'll need to inform future acquisitions or expansion strategies. "Sage Intacct lets us know if we're overstaffed or understaffed, and what our yields are as compared to peers in the industry. We can look at our operating margins for each practice — and even individual therapists — on a monthly or quarterly basis to make sure they meet our targets," John concluded.



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