ROBERT FIRLIT

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CHIEF FINANCIAL OFFICER VP FINANCE

HEALTHCARE · PHYSICIAN PRACTICE MANAGEMENT · ANCILLARY SERVICES · SPECIALTY PHARMACY

PROFESSIONAL SUMMARY

Healthcare finance executive who builds and leads the finance function for multi-entity, PE-backed physician practice management organizations (MSOs). Currently CFO of Clinical Services for a Dallas-based platform overseeing just shy of $1.0B in revenue under management across ~13 multispecialty urology, neurosurgery, orthopedic, otolaryngology, and oncology markets.

Owns the full CFO process — consolidated reporting and FP&A, revenue cycle, ancillary service economics, specialty pharmacy buy-and-bill, M&A due diligence, treasury and debt compliance, and the centralization and standardization of accounting across markets — and builds the technology beneath it, architecting a cross-market finance automation platform; designing and validating AI-assisted finance workflows against source data.

CORE COMPETENCIES

Physician Practice Management (MSO) · PE-Backed Platform Finance · Ancillary Services Economics · Specialty Pharmacy Buy-and-Bill · M&A & Financial Due Diligence

Consolidated Reporting & FP&A · Accounting Centralization & Org Design · Revenue Cycle Management · Payer & GPO Contracting · Treasury & Debt-Covenant Compliance

Forensic Accounting & Internal Controls · Cross-Market Standardization · Sage Intacct / ERP · Finance Automation (Python / JavaScript / AI-assisted) · Profits Interests & Equity Structuring

PROFESSIONAL EXPERIENCE

U.S. Specialists Management (USSM)

June 2021 – Present

Physician-owned MSO consolidating multispecialty urology and oncology groups across ~13 multi-state markets.

Chief Financial Officer, Clinical Services — Corporate 2025 – Present

Corporate finance leadership across ~13 markets and their affiliated physician entities; reports to the CEO.

- Ownership of consolidated financial reporting, FP&A, and decision support across all markets, standardizing accounting, reporting, and controls on a single Sage Intacct platform.
- Centralized Audit and Tax under one firm – facilitated the completion of first year audit for MSO.
- Leading the centralization of accounting into a single cross-market team (AP through month-end close), the FP&A build-out, and the finance-org design and staffing economics presented to the CEO; develop and oversee market-level finance leaders.
- Drove financial due diligence for the acquisition of a majority interest in two physician-owned surgical hospitals, building the analysis behind the deal.
- Architected the cross-market finance automation platform (the Finance Hub) and the accounting standards beneath it — a live, browser-based revenue-recognition engine that turns practice-management exports into balanced, dimensioned Sage Intacct journal entries, plus four in-force cross-market standards (provider naming, drug charge master, physician-comp posting, rebate accounting) that give markets on different systems one source of truth.
- Own specialty pharmacy buy-and-bill economics across markets — negotiated a national distribution agreement (off-invoice discount plus extended terms), structured manufacturer rebate strategy, and expanded GPO purchasing, including onboarding a new radiopharmaceutical GPO.
- Manage debt-covenant compliance across a multi-facility loan portfolio, maintaining the quarterly compliance calendar and lender certifications.
- Led a forensic financial investigation across multiple banking, lockbox, and corporate-card platforms — surfacing segregation-of-duties and approval-control failures — and separately recovered mis-applied cash after a system conversion, reconstructing bank and lockbox activity to confirm funds were recoverable rather than lost.
- Model equity outcomes under multiple exit and liquidity scenarios to support executive and partner decision-making.

Chief Financial Officer, St. Louis Market June 2021 – 2025

Embedded as market CFO through 5x revenue growth ($30M to $150M), leading finance for 35 urologic and 12 neurosurgical providers across Urology of St. Louis (USL), Neurosurgery of St. Louis (NSL), and SHS.

- Reduced AR days from 40 to 29 within six months and improved monthly cash collections ~15% by re-engineering revenue-cycle processes and time-of-service collections.
- Grew internal ancillaries — notably an Advanced Prostate Cancer Navigation program — driving ~25% top-line growth and one of the country's most successful integrated oncology dispensing (IOD) operations.
- Improved revenue per wRVU ~8% (~$2.8M annual) through revenue-cycle operations, payer contract negotiation, and coding improvements.
- Secured $40M+ in financing for expansion and recapitalization; supported horizontal growth into new markets via Professional Service Agreements (PSAs).
- Negotiated $300K retrospective and ~$500K annual recurring savings on revenue-cycle services by identifying legacy overbilling outside contract scope.

Insight Medical Genetics — Chicago, IL 2015 – 2021

First multi-site, integrated clinical and laboratory genetics practice in Illinois; six facilities across the Chicagoland region; ~$20M revenue.

Chief Financial Officer (2019–2021) · Director of Finance & Controller (2017–2019) · Accounting Manager (2015–2016)

- Co-led 50% revenue growth (FY17–FY18) via coding strategy for large-panel carrier testing and KPI/dashboard-driven decision support to the CEO, COO, and clinical leadership.
- Supported financial, legal, and insurance due diligence for a $15M PE-backed acquisition (2019); built cash-flow models and adjusted-EBITDA support, and converted cash-basis to GAAP accounting to improve transaction readiness.
- Recovered $1M+ on aged claims (>180 days) through a targeted AR recovery project with BCBS; negotiated ~20% average increases to commercial payer fee schedules across Chicago.

Associated Urological Specialists — Chicago (SW Suburbs), IL 2007 – 2014

One of the first urology-specific MSOs in Illinois; ~$20M ancillary revenue across nine strategic business units.

Finance & Accounting Manager (2011–2014) · Senior Accountant (2009–2011) · Staff Accountant (2007–2009)

- Employee number one post-merger of six practices, assisted in the development of ancillary functions (radiation therapy, pathology, diagnostics, surgery center) into a single ~$20M+ MSO; presented financials, valuations, and distributions to the board.
- Partnered with pharmaceutical distributors to launch an in-house specialty pharmacy for testosterone replacement therapy — an early buy-and-bill / medically-integrated dispensing build — and operationalized an infusion center for metastatic prostate cancer patients.
- Brought RCM in-house for ~$1.4M annual savings; negotiated $5M+ in equipment expansions generating ~$1.8M/year distributed revenue; reduced sales/use tax liability $315K via favorable equipment rulings.

EDUCATION

MBA, Healthcare Management — Loyola University Chicago (2023)
BA, History — Loyola University Chicago (2007) · Post-Baccalaureate, Accounting

TECHNOLOGY & TOOLS

ERP / Finance: Sage Intacct (implementation & administration), Excel (macros, advanced modeling, array & index logic), Power BI, Tableau, QuickBooks.
Finance Automation: Python (pandas, openpyxl) and JavaScript / React / SheetJS for revenue-recognition, journal-entry automation, and reconciliation tooling; specifies, builds, and validates AI-assisted finance workflows against financial ground truth.
Practice Management / EHR: Allscripts / Veradigm, Cerner, eClinicalWorks, Epic, Liberty (specialty pharmacy), TELCOR, Phreesia.