

PracticeFloat Consolidation Readiness Checklist

Use this checklist before a sale, merger, PE partnership, MSO affiliation, or post-close integration period.

Financial readiness

- Gather trailing 12 months of profit and loss statements.
- Gather trailing 12 months of balance sheets.
- Export the most recent 3 months of business bank statements as PDFs.
- Review accounts receivable aging and identify balances over 90 days.
- Document payer mix, reimbursement timing, and recurring denials.

Operational continuity

- Confirm payroll, rent, supplies, and debt obligations for the next 90 days.
- List vendor contracts, lease terms, software subscriptions, and renewal dates.
- Identify credentialing, payer enrollment, and ownership-transfer dependencies.
- Estimate working capital needs during diligence, closing, and integration.

Deal preparation

- Clarify owner goals, target timing, and non-negotiable terms.
- Prepare normalized revenue, EBITDA adjustments, and one-time expense notes.
- Organize tax returns, provider production reports, and location-level performance.
- Document risks or gaps before buyers, lenders, or partners request them.

Next step

Bring this checklist, current numbers, and the proposed timeline to a PracticeFloat consultation.