

HEALTHCARE MANAGED DATA CASE STUDY

How a 38-location podiatry group unified its data across 9 EMRs and 11 instances

Pacesetter Health was managing a fragmented data environment built on years of acquisitions. Focus cleaned it up, consolidated it, and gave their team a single source of truth they could build on.



Pacesetter Health is a PE-backed Physician Practice Management Organization that acquires and operates independent podiatry practices across general foot care, foot and ankle surgery, and wound care. The platform spans 55 DPMs and 5 fellows across 38 locations in 10 states, with anchor markets in San Antonio, Denver, Columbus, and Louisville.

Pacesetter came into the ModMed migration with something most organizations don't have: a functioning internal data warehouse that already aggregated, cleansed, and reported on production, RCM, collections, and financial performance across the network. The problem wasn't that they couldn't see the business. It was that they couldn't see all of it. Clinical workflows, scheduling, location-level operations, patient outcomes, provider activity — those dimensions were out of reach. When Pacesetter committed to a full migration onto ModMed, they needed a data partner who could unlock that layer and give their analytics team the infrastructure to build on.

When Pacesetter committed to a full migration onto ModMed, they needed a data partner who could handle the conversion volume, navigate the legacy systems, and deliver a clean reporting foundation fast.

“ Focus HCS played an important role in helping accelerate our reporting and analytics capabilities by organizing complex healthcare data into accessible, flexible, and usable reporting structures without requiring us to spend excessive time managing schema or backend architecture.

RAMI NOFAL

CFO | Pacesetter Health

Organization: Pacesetter Health

Specialty: Podiatry — PE-backed Physician Practice Management Organization (PPMO). Acquires and manages independent podiatry practices nationwide across general foot care, foot and ankle surgery, and wound care.

Size: ~55 DPMs, 5 fellows, 38 locations across 10 states. Anchor markets: San Antonio, Denver, Columbus, Louisville.

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EHR/PM System: ModMed (consolidated from 9 EMRs across 11 instances as of February 2026)

Focus Service: Managed Data: EHR Data Conversions + Focus Insights

The challenge

Nine systems. Eleven instances. No single version of the truth.

None of this was a failure of effort. It was the natural cost of scaling fast, and it showed up as a business that couldn't see itself clearly. Leadership was making decisions without one trusted view to make them from. Fixing that meant more than switching platforms. It meant rebuilding the data foundation underneath 38 locations at once, without losing momentum on the practices still running day to day.

What had to be solved

- **Fragmented by design.** Every acquired practice came with its own EMR, its own billing team, and its own data structure. Reconciling them required constant manual effort and produced results that were hard to trust.
- **A capability gap, not a skill gap.** Pacesetter's finance team had strong business intelligence chops, but no data engineers writing code, building pipelines, or standing up infrastructure. That gap wouldn't have closed by hiring faster. They needed a partner who could deliver the engineering layer so their analysts could go straight to work.
- **Scale without a safety net.** With 38 locations and a CFO whose background is in data, the bar was high. Any conversion partner would need to match Pacesetter's sophistication, not just execute basic migrations.
- **Cross-functional blind spots.** Without a unified view, revenue cycle, operations, and finance were each working from their own picture. Accountability across teams was difficult to enforce and even harder to act on.

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We really just wanted the data stored in a way we could report on it. We didn't want to spend any time learning schema — we just wanted to start using data.

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How we approached it

Getting involved.

Pacesetter found Focus through ModMed's preferred partner network. As a vetted data partner with a long-standing relationship between Focus's founder and ModMed's leadership, Focus came in with credibility and competitive terms already in place. The engagement started with data conversions and grew into Focus Insights.

The fit was complementary. Pacesetter brought a sophisticated analytics team and a clear picture of what it wanted to report on. Focus brought the infrastructure, data engineering, and depth of ModMed knowledge to stand behind them. With 2,000+ conversions across 100+ EHR systems, Focus understood ModMed's data model from the inside — including nuances about how the system captures and connects information that even experienced teams encounter for the first time. Focus owned the data layer. Pacesetter owned the analysis.

“ Our current scheme took us from a B to an A.

RAMI NOFAL

CFO | Pacesetter Health

“ My gut told me that if you've got two friends that are doing business with each other... it's probably got to be good. And then from a cost standpoint, we were able to get some good terms.

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CFO | Pacesetter Health

From there, we followed a clear path

- **Assessed the full conversion landscape.** With nine EMRs across eleven instances, Focus mapped the migration scope and sequenced the conversions to minimize disruption. Pacesetter ran the ModMed implementation and change management in parallel.
- **Executed the data conversions.** Focus handled the data layer of the full migration to ModMed, extracting, transforming, and loading historical patient and clinical data from legacy systems into the new platform.
- **Stood up Focus Insights as an accelerator.** Once the migration foundation was in place, Pacesetter onboarded to Focus Insights in November 2025. Because the team was already analytically ready, Focus's pre-built data model acted as an accelerator. They plugged into the schema, started reporting right away, and layered their own custom reports on top without spending a cycle on infrastructure.
- **Divided the labor cleanly.** The split was clean from day one. With the structured foundation in place, Pacesetter's team was working with the data immediately, no setup tax and no waiting on technical scaffolding.

What we built together

One foundation. Their reporting. Their way.

Focus delivered two things: a completed migration of Pacesetter's historical data into ModMed, and a structured data environment through Focus Insights that gave their team a clean, reliable schema to build on, without having to figure out the technical architecture themselves.

The Outcome

- **Consolidated data from 9 EMRs.** Focus executed the data migration across Pacesetter's legacy EMR landscape, bringing historical records into ModMed and giving the organization a single system for the first time in its history.
- **A reporting foundation, not a reporting ceiling.** Focus Insights gave Pacesetter's finance team the platform their analytics work had been missing: a pre-structured data model that ties disparate sources together. Focus handles the infrastructure underneath, and Pacesetter's team works at the analytics layer where their expertise actually lives.
- **Claims management as a workflow tool.** Pacesetter's revenue cycle team adopted Focus's claims management report as an active, daily-use workflow tool that supports accountability across billing operations.
- **ModMed expertise they didn't know they needed.** Beyond the conversion itself, Focus walked Pacesetter's team through the why behind ModMed's data structure: how the system captures information, where the nuances live, and how it all ties together. Quiet depth that compounds every time the team writes a new report.

Three years of deferred integration. Done in one.

Focus compressed three years of deferred integration into one, unifying 38 locations, 13 billing teams, and 9 EMRs onto a single system. Pacesetter's 23-person RCM team now resolves issues in hours, not weeks — and for the first time, leadership has daily visibility into clinical and operational data that was previously out of reach.

Pacesetter Health went from 13 billing teams working in 9 separate systems to a single, unified data environment in less than two years. For a CFO who built his career in data, the measure of success isn't the platform. It's whether the team can get to answers faster. They can.

- **One system, finally.** As of February 2026, Pacesetter is fully consolidated on ModMed, the first time in the organization's history that every location, every provider, and every billing team operates on a single platform. Focus made the data migration possible.
- **Reporting on their own terms.** Rather than being constrained to off-the-shelf dashboards, Pacesetter used Focus's schema as a launchpad, building custom reports that reflect how their leadership actually thinks about the business.
- **Cross-functional visibility that sticks.** For the first time, revenue cycle, operations, and finance all work from the same view of performance. That shared picture is what makes accountability real: when everyone sees the same numbers, ownership is clear and nothing falls between teams. Questions get answered, and they get answered once. And because the foundation now includes scheduling, clinical workflows, and location-level operations alongside RCM and finance, the picture is fuller than it has ever been.

Managing multiple systems? We've done this before.

If you're running a multi-site practice or MSO and your data environment is still catching up to your growth, let's talk. Focus has handled 2,000+ data conversions across 100+ EHR systems, and we know ModMed.

