

\$2.4M to \$3.2M — and net margin doubled in twelve months.

Cloud Medical's founder was running a 3-location DPC practice on 80-hour weeks. A price reset, a team and culture reset, and a new operational cadence led by Ava Tusek as Director of Operations gave Dr. David Tusek a model his team could actually run — and grew revenue 36% while doubling net margin in year one with FPC.

PRACTICE	FOUNDER	DIRECTOR OF OPERATIONS	WITH FPC SINCE
Cloud Medical 3 locations · DPC, multi-provider	Dr. David Tusek, MD cloudmedical.io	Ava Tusek Operations and Practice Management	January 2025 Full-year structural rebuild

THE SITUATION

Dr. David Tusek had built Cloud Medical into one of the more established Direct Primary Care practices in the country — three locations, multiple providers, 1,700 patients on a \$94/month membership. From the outside, it looked like a success story: \$2.4M a year, operating outside insurance, delivering primary care the conventional system can't. Underneath, the numbers told a different story. Net margin sat around 8%. Dr. Tusek was personally responsible for the entire panel, with little support from the clinical team. Logging 50 clinical hours + 30 hours of admin & ownership duties.

THE CHALLENGE

Cloud Medical was priced for the practice it used to be — world-class primary care for the price of a cup of coffee per day. But rates hadn't changed in 10 years, and the price of coffee had. Three locations' worth of overhead was being carried by a PMPM that no longer covered it. The harder constraint was operational gravity: decisions, front-line work, and customer success still landing on Dr. Tusek's desk. Cloud had a great clinical product. It needed an operating layer.

THE FPC APPROACH

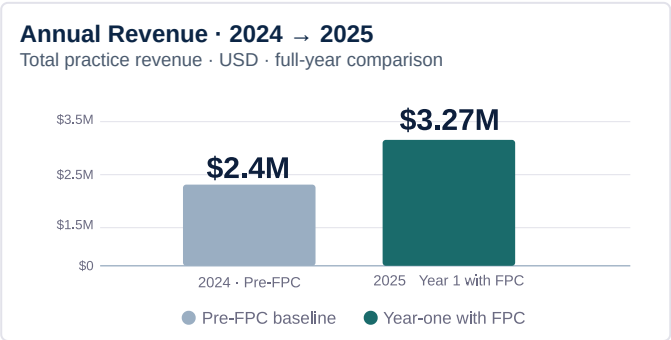
Two parallel rebuilds, starting January 2025. The financial reset came first: a controlled price increase to \$128 PMPM on February 1. Cloud was prepared for up to 15% patient churn — but experienced less than 2%. Increased recurring cashflow allowed for an operational and staff restructuring to meet the needs of their patients and expanding clinical model. A future org chart was set: Ava Tusek as Director of Operations, a new Practice Manager, and three MDs supporting Dr. Tusek as he moved into a CEO & CMO role — with reduced hours, a smaller patient panel, and a focus on the areas of his professional passion.

THE OUTCOME

Revenue closed 2025 at \$3.27M — a 36% gain on a highermargin model. Net operating income more than tripled to \$849K. Dr. Tusek's hours have dropped by 25% with line of site of another 25% drop in total "work time" by the end of the year.



DR. DAVID TUSEK, MD • FOUNDER OF CLOUD MEDICAL



NET MARGIN · 2024 → 2025

2x

From an 8% margin to ~16% on \$830K more revenue net operating income grew from ~\$200K to \$849K.

REVENUE GROWTH

+36%

\$2.4M → \$3.27M in one year

NET OPERATIONS INCOME

\$846K

up from ~\$200K · 4x growth

PMPM RESET

\$94 → \$128

Members held above 1,500

TEAM GROWTH

11 → 15

+2nd & 3rd MD, Director of Ops & Practice Manager

WHAT CHANGED

Org	Founder as everything → Well run organization
Pricing	\$94 PMPM → \$128 PMPM, held above 1,700 members
Capacity	1 Full-Time MD (founder) → Multi-Disiplinary Clincl Team
Hours	80/wk reactive → structured, time off without collapse

The unlock wasn't the price increase. It was the operator who could hold the line.

Most DPC practices that attempt a price reset lose more members than they keep — because the founder is also the operator, the marketer, the IT lead, and the customer-success team. Cloud held because Ava Tusek took the operating layer off Dr. Tusek's plate before the change went live.

OPERATOR SPOTLIGHT

Why this case study matters for Directors of Operations & Practice Managers

Ava Tusek · Director Of Operations · Cloud Medical

Owner-led practices hit a ceiling that has nothing to do with clinical skill. The ceiling is operational — and the only way through it is an operator with real authority over technology, customer success, hiring, and the daily rhythm of the business. Ava's remit at Cloud is the template: own the tech stack, own client experience, own the systems the founder shouldn't be touching anymore. At a certain level, without a strong second in command, a practice will stall and start to get sucked in by its own center of gravity. A well trained, experienced DOO or Practice Manager is key to long-term, sustained success.

THE CLINICAL UPSIDE

A common worry with a price increase is patients will churn when they realize it is more “expensive” - It's the wrong question. The right question to ask is, are we providing a value that exceeds the monetary trade for the outcomes our patients are receiving. In the case of Cloud, they were highly underpriced for the outcomes they were delivering. And to prove that point, less than 2% of their entire membership churned during the 25% price increase.

Reactive

Pre-FPC mode founder absorbing every operational decision, week to week, in extra borrowed time.

Structured

Now — defined roles, a real org chart, decisions made at the right level

Sustainable

The practice runs when Dr. T takes a week off. That is the actual outcome.

THE OPERATORS MANDATE

FPC's structural recommendation for Cloud was specific: protect Ava's focus. The most common failure pattern in growing practices is dragging the new operator into reception coverage, patient inquiries, and reactive cleanup — and losing the systems work the role exists to do. The mandate held. Through 2025, Ava owned the project management system (ClickUp), the onboarding stack, the hiring process, and the customer experience layer that had previously lived in Dr. Tusek's inbox. The director and office manager hires absorbed reactive work underneath her.

WHAT THIS MEANS FOR PRACTICE MANAGERS

The pattern repeats across most Functional and Integrative practices: the founder hires an operator, then keeps operating. The operator becomes a senior coordinator instead of a senior leader, and the practice stays owner-bound. At FPC we coach a different model — one that keeps people in their swimlanes and gives every role the mentoring and structural support it needs to thrive. Cloud's 2025 worked because Ava had a defined remit, defended boundaries, and a coaching layer holding both founder and operator accountable to it.

WHAT'S NEXT

Now that Cloud has completed their 2 year journey to shift their pricing, team and culture they have stability and optionality in front of them. Business line additions, higher-level tiers of service & even expansion no longer look like “more work” but rather is seen as “greater impact without personal compromise.”

"We had a well constructed 2 year plan to transform the pricing, team and culture to set Cloud up for success in its next chapter. This was accomplished on the expected timeline because of the adherence to strategy, the action Dr. Tusek and Ava were able to take and their core belief in the mission on a longer timeline."

- COACHING NOTE FROM SETH CONGER, COO FPC