



# Case Study: Interim CFO Support

## Debt Covenant Management for a Small Cap Healthcare Company

### CHALLENGE: Absent CFO; Looming Reporting Deadlines

- The company had consistently missed financial debt covenant requirements, including financial statement audit and internal financial reporting deadlines for the past two years.
- It needed to complete an S-3 filing in four weeks to avoid further debt covenant violations.
- This need arose in the fourth quarter, and audited financial statements for the prior year had not yet been issued by the auditors.
- The CFO had taken a health-related leave of absence, and timing on his return was uncertain.

### SOLUTION: Quick, On-the-Ground Financial Leadership

CMF mobilized an interim CFO and controller team “on the ground” within five business days of firm’s approval to proceed, and executed a plan including:

- Facilitating the issuance of the audited financial statements from the prior year by clearing open item list with the auditors
- Conducting a detailed review and redraft of the prior and current year’s midyear financial statements and footnotes as necessary
- Assuming the CFO’s role in drafting key portions of the SB-2 document

### OUTCOME: Managed Deadlines, Enhanced Report Quality

- CMF’s interim CFO and controller support enabled the company to file the SB-2 within the deadline, including all required audited financial statements.
- The team created a repeatable and reliable management reporting process that reduced monthly close preparation time by one week and enhanced consistency and data integrity.

### CMF ASSOCIATES, LLC

CMF provides financial consulting, M&A advisory, financial executive search, and interim staffing solutions to private equity, middle-market and small cap public companies. Key services: interim and full-time CFO/controllerships, financial due diligence, post-transaction transitions and integration, turnaround management, preparation for sale, and acquisition search.

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