

VICTOR SANTORO, MD, MBA

Chief Operating Officer | Professional & Healthcare Practices

The MD who fixes P&Ls: see the truth, implement actions, achieve your goals.

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REMOTE · 7X FOUNDER · 2 EXITS

0% → 25%

peak net margin
in nine months

7-figure

exit — Right at Home
five years from launch

4.4X → 7.5X

marketing ROI
in twelve months

doubled

average sale value
in six months

All figures: confidential 20-person professional-services firm, 2025-26, measured in a BI system I built. Comp included 5% of net profit.

THE METHOD — TAG

See the Truth. Implement Actions. Achieve your Goals. Picture a whiteboard: where the business truly is on the left, where it has decided to go on the right, and the work that connects them drawn as the line. Most firms set the goal before they know the truth, so the goal is fiction. TAG will not draw the line until both ends are real: rebuild the numbers until the real economics are visible, fix the goal the truth can support, then implement the actions — staffing and incentive redesign, pricing, collections, intake.

PROOF — THREE OPERATING CHAPTERS

Chief Operating Officer (May 2025 – Jul 2026)

Confidential firm, ~20 staff, fully remote

Took a break-even firm to sustained double-digit net margins (peak months above 25%) in nine months: cost discipline, incentive-comp redesign, collections held at ~100%, charge-backs driven to zero. When the owner repositioned the firm into a new specialized niche, executed the transition completely: built the new business unit from scratch — funnel, authority-based marketing, right-sized team — now ~\$25K/mo within six months. Retained by the owner post-transition to lead the sale of an IP portfolio and the new service line. Margin, labor-ROI and marketing-ROI figures above are confirmed in a signed reference letter from the owner, available at the appropriate stage.

Right at Home — Franchise Owner

Home-care franchise (healthcare services)

Built the operation from launch to a profitable, systems-run business; sold to a private equity buyer in 2021. Full P&L ownership: licensure, staffing at scale, scheduling economics, payer mix.

Profit Leap — Co-founder (exited 2025)

BI & advisory for small firms

Built the BI product and advisory practice that grew client revenues 50%+; designed dashboards and diagnostic frameworks now used across professional-services SMBs. Sold my shares to my co-founder Dec 2025.

AI-ENABLED, PERSONALLY

I don't delegate the technical work — I build it. I designed and built my current firm's intelligence system covering acquisition, production, matter aging, billing, three-way trust reconciliation, forecasting, and per-person scorecards against bonus thresholds — four production applications shipped with AI tooling. For a 10-50 person firm that means enterprise-grade visibility at SMB cost, live within a quarter rather than a two-year IT project. Happy to walk through the architecture in conversation.

THE ROLE I'M BUILT FOR

Full-time COO or CEO at a \$2M-\$20M professional services firm struggling with growth, profitability, or exit planning. Remote-first, some travel acceptable. An owner or founder who wants a true operating partner: honest counsel before decisions, complete execution after them.