

Case Study

Owning The Future

How Dr. Janie Yang Navigated
Politics, Paperwork, and Practice
Ownership with Panacea Financial



Dr. Janie Yang didn't stumble into gastroenterology—she carved a clear path toward it. From the start of medical school, she knew she wanted to specialize in something hands-on and intellectually engaging.

"I hated cardiology," she laughed. "Then I rotated through GI and thought, 'Oh, this makes sense to me. I could actually see the mechanics of it.'"

After matching with her husband, also a physician, she trained at some of New York's most prestigious institutions: Mount Sinai for residency and Memorial Sloan Kettering for fellowship. Her professional network—and commitment to staying in New York—played a key role in her job search after training.

But nothing in her extensive education prepared her for what came next: navigating the complex world of private practice and surgical center ownership.

Big Ambitions, Bigger Obstacles

Dr. Yang joined a well-established private GI practice in New York City. From the outset, she was transparent about her interest in ownership—specifically, buying into the group's endoscopy center.

"It's not like there's a clear timeline. The ability to buy in isn't guaranteed. Everyone already owning a piece has to agree to dilute their shares. And at the time, it wasn't a simple 'yes.'"

At two years she was offered the opportunity to buy in, but it coincided with two massive events: a large health care organization's ownership stake in the center was ending, and a corporate entity was looking to acquire a major portion. This caused some complications and delays before she was finally able to make it happen three years after joining the practice.

Dr. Yang saw ownership as the best way to build long-term financial security and control over her career. Now she needed help—specifically, a lender who understood what she was trying to do.

Contact Us

Panacea Financial was created to support doctors.

Connect with a Practice Finance Specialist

Where Big Banks Fell Short

Knowing she'd need financing, Dr. Yang proactively began reaching out to major banks and institutions she had accounts with—Chase, Bank of America, and others.

"The response was either slow or confused. I felt like I was explaining what an endoscopy center even was. I'm not a risky borrower, but they didn't know how to evaluate this kind of loan."

While trying to navigate options, she received a lead from a colleague—another GI doctor in the process of his own buy-in. Through that referral chain, she learned about Panacea Financial.

"I talked to someone who had just gone through it, and she said, 'Talk to Rob at Panacea. They get it.' So I did."

Lending: A Doctor-First Approach

From the first conversation with Rob Borcharding at Panacea, things felt different.

"He didn't just understand the numbers—he understood the context. He'd seen these kinds of deals before and could talk me through everything. I didn't feel like I had to educate the lender."

After comparing Panacea to two other banks, the decision became clear. Fast turnaround and personalized communication combined with Panacea offerings sealed the deal:

- The lowest interest rate
- A simple interest loan structure that could be understood easily
- No prepayment penalty

"Rob explained everything in a way I could understand—even when I asked the same question five times. I never felt rushed or dismissed."

Dr. Yang closed her first buy-in loan without a hitch in 2023. The paperwork was manageable, and the funding arrived on time. Two years later, when the opportunity arose to purchase additional ownership at the center, she didn't hesitate—she came back to Panacea.

Real Ownership, Real Stability

Today, Dr. Yang owns part of the endoscopy center where she performs procedures, serves on the Quality Improvement (QI) committee, and plays an active role in shaping patient care standards. She still works full time, seeing patients referred through Zocdoc, Google, and area PCPs. But now she's also building equity and preparing for the long term.

Ownership has also given her a deeper appreciation for the complexity of healthcare business models.

"We don't get taught this in fellowship. I had to learn the hard way about operating agreements, shareholder rights, and how much politics influences everything."

Advice for Other Doctors

For doctors considering practice ownership—especially those buying into surgical centers—Dr. Yang's advice is clear:

"Find a lender that knows what you're doing and doesn't need you to translate. Panacea just made sense. They respected my time, explained the loan clearly, and got me what I needed."

Dr. Janie Yang's journey to ownership wasn't simple—but with persistence and the right partner, she turned a political and financial maze into a meaningful career milestone.



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If you are interested in practice ownership but aren't sure what your financing options are, contact us today.