



**UPSTREAM**  
REHABILITATION

**Benchmark**  
PHYSICAL THERAPY 

  
**Drayer** | PHYSICAL THERAPY

# **PARTNERSHIP** guide

**Thinking about selling your physical therapy practice or exploring a partnership?**



## Choosing the right partner can mean the difference between success or failure.

Upstream Rehabilitation can help you navigate the process of valuing the equity you've built in your practice, and propose alternative transactions based on your financial needs, risk tolerance and future plans. Whether a complete sale of your practice or retaining equity through a partnership, Upstream will help you decide the best path forward while ensuring the highest valuation for your practice.

### THERE IS SAFETY IN NUMBERS

With over 775 clinics, and as our industry continues its rapid consolidation, our more than 450 equity partners know the benefit of being part of a larger family. Upstream has a proven track record of helping our partners grow and expand their operations, while mitigating personal risk.

We provide the tools and resources that allow our partners to concentrate on the aspects of their practice that they enjoy, while leaving many of the time-consuming and difficult tasks to Upstream.

### PROTECTING YOUR LEGACY

We recognize that every practice and every situation are different. We also realize that every business deal is unique, reflecting personal and professional objectives. We will work with you to develop a realistic partnership model to achieve your short- and long-term goals and to protect the legacy you have created in your community.

We've already helped more than 450 partners, and we invite you and your staff to become part of the Upstream family, too.



“The partnership freed me to be the leader I have always wanted to be. I am able to focus on my leadership strengths and grow the business.”

**ERIC**  
**ROCKY MOUNTAIN**  
**SPINE AND SPORT**  
**PHYSICAL THERAPY**

The Upstream family is dedicated to fulfilling our mission, vision, and values each and every day. They are our guiding principles that ensure exceptional patient care, continued growth of our company, professional development of our associates, and the drive to support our communities and people in need. If you share a similar vision and values, we'd love to explore what an Upstream partnership would look like with your practice.

## Mission

To inspire and empower the lives we touch, to serve our communities, and to lead with purpose-driven passion.

## Vision

Through exceptional care and remarkable experiences, we choose to be the outpatient provider, employer, and partner of choice.

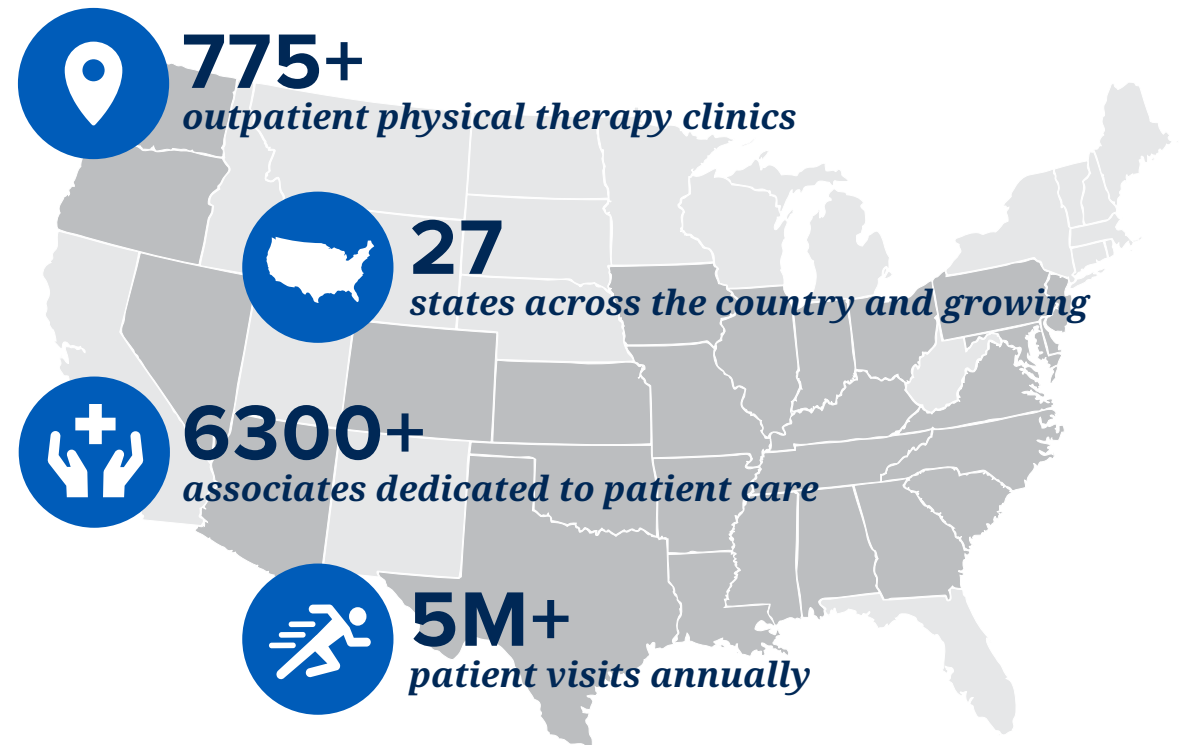
## Values



Upstream Rehabilitation is an industry leading and patient-centered company with over 775 locations coast to coast. We are committed to providing evidence-based interventions, wholeheartedly serving our communities, and investing in our people.

Through exceptional care and remarkable experiences, we choose to be the outpatient provider, employer, and partner of choice. We make it a priority to invest in our partners and associates, no matter where they are in their clinical journey. With our proven track record of growth, we're one of the nation's fastest growing physical therapy networks.

*At Upstream Rehabilitation, we are passionately committed to leading the way to good health — it's our business.*



## *what you can expect as an* UPSTREAM PARTNER

At Upstream, we're experts at building successful partnerships. When you become a partner, you'll be joining a family of more than 450 partners dedicated to clinical excellence, professional development and supporting the communities in which we serve. We'll work closely with you to identify and support growth initiatives and expansion opportunities; create greater access for patients and providers; and provide you and your staff with professional development pathways (including continuing education, advanced certifications, and leadership development programs specific to each level of advancement).

### **Services to make our partnerships successful:**

As an Upstream partner we'll take care of operational distractions like revenue cycle (i.e., billing and collections), compliance, human resources, recruiting, marketing, accounting, information technology, contracting and credentialing, medical records and much more. That way, you can stay focused on what's really important – providing great patient care and expanding your footprint in the market.

### **Upstream has a strong track record of helping our partners grow:**

Upstream is the industry leader in de novo (new clinic) growth and we've built a robust infrastructure to help our partners strategically expand by adding new clinics in their communities. We also help our partners expand through acquisitions (strategic tuck-ins) as well as developing existing service lines and introducing new ones.

### **HOW DOES THE VALUATION PROCESS WORK:**

We recognize that every business is different. We also realize that every business deal can be equally as unique. During the valuation process, we will review the brand reputation, business financials, operational metrics, historic trends and other key performance measures in order to determine the maximum value for your practice. Once that is completed, we'll discuss the best equity options based on personal goals and financial objectives.

“I have experienced first-hand Upstream Rehab’s proven leadership as solid business judgment and expertise continue to be evident in an ever-changing healthcare environment.”

**MEAGEN  
BEYOND THERAPY  
FOR KIDS**



“Partnership enabled us to re-focus on our core strategies and ensure that we continued to provide high-quality clinical care and customer service.”

**LEE  
PINN : PEOPLES  
INJURY NETWORK  
NORTHWEST**







Creating lasting, positive change together | [pillarswithpurpose.org](http://pillarswithpurpose.org)

## Giving a helping hand to those who need it

Upstream's Pillars with Purpose Benevolent Funds are the first ever formalized giving vehicle for associates of Upstream Rehabilitation and its partner brands to give to a multitude of benevolent funds which ultimately support charities that our associates hand pick. The Pillars with Purpose Benevolent Funds—which include six specific funds, one general fund, and one associate hardship fund—aim to create lasting positive change in Upstream communities and in other places around the world.

Our commitment to serving the community is just as strong as our commitment to serving patients. Our guiding principles extend far beyond the walls of our clinics and the hours in which we operate. Our culture is based upon stewardship and servanthip with the expectation that each member of our team will make a difference in the lives of those around them, one person and one community at a time.

Through financial contributions and the volunteer efforts of our employees, we strongly support many non-profit programs and organizations, both on a local and an international level. Serving our communities is a company-wide expectation, which is why each full-time employee is given one paid charity day each year in which they can give back to their local community.

-  **Family & Children Welfare**
-  **Cancer Research & Patient Care**
-  **Military Personnel & Family Care**
-  **Emergent Needs**
-  **Faith Based Initiatives**
-  **Domestic & International Missions**
-  **Charitable Giving**
-  **Upstream Associate Hardship**

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***Since 2018, Pillars with Purpose has supported programs that served hundreds of communities around the world, with donations totaling over \$250,000!***

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Upstream Rehab Institute is a national leader in the provision of high-quality and innovative post-professional education including residency and fellowship programs, as well as offering robust continuing education. All of our offerings center around the development of skilled clinical reasoning and hands-on skill development informed by knowledge of best evidence and integration of the values and characteristics unique to each patient. Multiple manual and advanced certifications are available to meet post-professional educational goals.

## PROGRAM *features* .....



### INNOVATIVE LEARNING FORMAT

Our programs utilize a variety of teaching formats, including directed learning, self-paced learning, on-line instruction, on-site lab demonstration/practice, discussions, lecture, and exams.

### STRUCTURED 1:1 MENTORING

As a program participant, you'll have access to an elite therapist with the knowledge and experience to provide you with focused one-on-one guidance throughout your program experience.



### LEARN FROM THE EXPERTS

The majority of our Upstream Rehab Institute faculty are fellowship trained, as well as certified in a wide variety of specialties. When you enroll in a URI program, you're learning from the best.

### CONTINUING EDUCATION

Associates are offered a generous continuing education budget. Upstream Rehab Institute offers a diverse variety of over 30 live and on-demand internal courses, as well as unlimited access to MedBridge continuing education online coursework.



We understand that choosing a partner to align your practice with is one of the most important and eventful decisions you will ever make—and choosing the right partner can mean all the difference in your success. Whether you are looking to partner as part of an exit strategy, growth strategy, or access to professional development and leadership opportunities for you and your staff, having the right partner to provide you with the tools and resources to achieve those goals is critically important. We're flexible in the way we approach each partnership and understand that each partner will have different goals depending on where they are in life, their risk tolerance, and what their plans are for the future. Our partnership success is built upon the trust we create with our partners and the promises we keep.

Every day we strive to inspire and empower the lives we touch, to serve our communities, and to lead with purpose-driven passion. It's ingrained in our culture and actions, and is the guiding mission within Upstream and our family of affiliated brands. We hope that as you looked through this guide, you got a better sense of who we are as a company and the important role our partners play in the continued growth and success of our business. We'd welcome the opportunity to explore a partnership opportunity with you and your team and look forward to speaking with you soon.

Until then, best wishes for continued success in all that you do.

Sincerely,

**DAVE VAN NAME, CEO**  
**UPSTREAM REHABILITATION**



## RESIDENCY & FELLOWSHIP PROGRAMMING *stats* .....

### COHORT SIZES

- PT Residency: 60
- PT Fellowship: 6
- Hand Fellowship: 8
- Sports Residency: 5

**80% vs 91%**

Board exam pass rates  
(Non-residency trained)

Board exam pass rates  
(Residency trained)

If you'd like to explore a partnership with Upstream Rehabilitation, please contact:

**PHIL CHRISTIAN • SENIOR VP, BUSINESS DEVELOPMENT**  
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