



# **REDWOOD GROWTH PARTNERS**

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**Redwood Growth Partners –  
Healthcare Overview**



## Who does RWGP work with?



### Provider owned outpatient healthcare

*You are a provider owned clinic specialized in outpatient services, including specialties and primary care, open to either a minority or majority partnership*



### Growth-oriented

*You have a history of stable organic growth and **want to grow your top and bottom line 3x or more**, but you unsure of how to best grow significantly*



### High-growth, lower middle-market

*You fall in the **lower middle-market (~\$1M-\$20M+ in revenue)** and have achieved good margins and consistent growth (~\$0.5M-\$4M+)*



### Patient-centered

*You have a history of meaningfully improving patients' lives and a strong market reputation*



### Wellness-minded

*You value **making the world a richer and more flourishing place** through your products and services*

## Why work with Redwood Growth Partners

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### RWA majority partnership

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- **Turn over operational control & ownership for a fair price** with notable upside potential
- **Significantly reduce operational burden** on the providers and leadership team
- **Unlock and accelerate growth to reach your businesses' true potential** (e.g., scale) in a sustainable way
- **Build a scalable, best practice operation** leveraging the expertise of the RWGP team and their network partners

### RWA minority partnership

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- **Gain access to strategy & operational expertise** while retaining core control of your business (i.e., maintain majority ownership)
- **Unlock and accelerate growth to reach your businesses' true potential** (e.g., scale) in a sustainable way
- **Get direct, targeted operational support on the top opportunity areas** your business might otherwise not have the capability to pursue

## Who we are

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### Deep experience

*We have helped 15+ outpatient healthcare and healthcare service providers achieve above-market growth and marketing leading multiples with a focus on business strategy and transformation*



### Proven record

*Proven record of success including Unified Women's Care receiving an ~18x multiple after our value creation planning work (~\$1.6B valuation)*



### Hands-on problem solvers

*Focused on rigorous, hypothesis-driven thinking, we take a strategic, iterative approach to helping our partners identify, assess, and deliver top business priorities*

# RWGP has deep healthcare industry expertise and has worked with leading companies in the space



## How we help



### Actionable Strategic Planning

- Articulate clear long-term strategy, culture, and values
- Identify, analyze, & assess top growth opportunities
- Prioritize actions and next steps



### Transformation Support

- Set cadence of biweekly, monthly, & quarterly meetings to set clear goals & owners & track progress
- Build best-practice dashboards to track progress on key indicators & milestones



### Top Initiative Support

- For 1-3+ top strategic initiatives, in-depth support and delivery from the RWGP team
- Focus on growth initiatives vs. operational initiatives



### M&A Support

- Develop an acquisition strategy to unlock above-market growth
- Identify and prioritize acquisition targets
- Diligence top acquisition targets to make an informed go/no-go decision



### Culture Best Practices

- Define and document your organization's culture, core values, and lived practices
- Boost stakeholder engagement and alignment with best-practice cultural norms

## Key RWGP successes to date

### Partner



**BATASH**  
WEIGHT LOSS

*Ortho*NOW®



### Overview

- NYC & Miami based outpatient weight loss clinic offering innovative, non-surgical weight loss procedures & support
- Orthopedic Urgent care practice in Miami, Florida with 14 years of experience in providing affordable, specialized orthopedic care
- E-commerce platform selling consumables & supplements to support orthopedic health and recovery

### Top successes

- Supported team **opening 2<sup>nd</sup> clinic** in new city (Miami, FL)
- **Overhauled hiring** (e.g., job posting, process, interview guides) to **hire 3+ high quality sales reps**
- **Selected, onboarded, and integrated 5-person offshore call team** to handle initial inbound calls and consistently answer all leads on time for the first time
- **Built effective, easy to use sales dashboards** to track per agent weekly performance
- Set up **sales performance management system**
- **Built out and opened a 2<sup>nd</sup> clinic** within first ~3 months
- Performed **comprehensive payer renegotiations** for the first time in ~5 years
- **Developed & deployed new website** to improve user experience and grow volumes
- **Built detailed financial reporting** to track historic and projected revenue at payer level
- **Updated hiring process** & successfully hired 6+ new roles & staffed new clinic
- **Launched & optimized SEM** in both Spanish & English (#1 channel for new patients)
- **Increased average OrthoNatural sales by ~4X** in new locations within 2 months of launch
- **Updated & optimized website** & online presence
- **Conducted detailed market analysis** to size the market & identify top opportunity areas
- **Built standard sales process** (e.g., scripts, target patients) & trained staff on process across 2 location, before codifying learnings into sales materials

## Core team overview

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**John Nantz**, Partner and Founder of Redwood Advisors, has delivered more than 80 consulting projects focused exclusively on strategy, digital strategy, and organizational excellence while working as a management consultant over the last 10 years. John started his career at McKinsey & Company's San Francisco office and earned a BA with distinction in Economics and an MS in Management Science and Engineering from Stanford University.



**Barry Tanner** served for 20 years as the President and CEO of PE GI solutions (formerly known as Physicians Endoscopy), one of the largest MSOs for outpatient gastroenterology providers. At PE GI solutions, Barry was responsible for accelerating growth, revitalizing the company from near-bankruptcy to sustained growth. With a 40-year career in healthcare, Barry brings deep healthcare expertise and capital partnership to RW Growth Partners.



**Solomon Cole** is a Director at AB Private Credit Investors, where he helps middle market financial sponsors and company management structure flexible financing solutions. With over 15 years of finance experience focused on private credit, M&A, and leveraged finance, Solomon brings financial expertise and capital partnership to RW Growth Partners. He holds a BS & MS (Cum Laude) from Wake Forest and an MBA from Wharton in Healthcare Mgmt.



**Ben Croce**, Chief Development Officer at Unified Women's Healthcare (one of the largest Ob-Gyn providers in U.S.), has over 30 years of experience in healthcare growth and business development. Ben started his career at Deloitte and holds a BA in Economics from Northwestern University, an MS in Accounting from DePaul University, and an MBA from UCLA's Anderson School of Management.

## Client recommendations

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***“I don't think we've ever been in a better position as a company in the 10 years or whatever period of time this thing's been public...it's important for investors to really understand how granular this is, how specific this is, how much time we spent with [the Redwood team] working on this ... we feel like we know what the hell we're doing.”***

- Dan Greenleaf, CEO, BioScrip Infusion Services (public earnings investor call)



***I have worked with RWA on multiple projects at multiple companies, I highly recommend them for their contributions. Their insights and analytic findings into consumer and market trends helped on multiple fronts from aligning product offerings to the right segmentation and market fit as well as identifying strategic pathways to revenue and profitability ... He is a consummate professional and provides valuable data and thinking to make better decisions.***

- Adrian Chernoff, Global VP | Head of R&D, J&J Diabetes Solutions



***“John and his team did an exceptional job leading our management team through a two day Strategy Workshop in early November. John is a great facilitator/listener and has an extraordinary knowledge base on how to scale businesses... Our team left with new core values and an executable and measurable three year growth strategy. I would highly recommend John and his team. You won't be disappointed”.***

- Colin Potts, COO, Regenerative Orthopedics and Sports Medicine



***“John and his team facilitated a senior leadership retreat for us and did an excellent job. His preparation and organization was very thorough and he took his time to learn the team and the key issues. The output from the meeting refreshed our strategy, created better leadership alignment, and created focus on key operating objectives. This was a very productive meeting thanks to John and Redwood Advisors.”***

- Richard Hall, President and CEO, US Oral Surgery Management





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Questions, follow-ups, or want to connect?  
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