

Agenda

- Patient-Driven Payment Model (PDPM)
- PDPM Pricing Model Discussion
- Financial Impact Analysis



Patient-Driven Payment Model

The Reliant Advantage

- **YOU NEED A THERAPY PARTNER GOING INTO PDDPM:** Therapy utilization will be under intense scrutiny with the transition from RUGS to PDDPM and you will want a partner that can consistently demonstrate, document and defend the level of care provided.
- **WE ARE MUCH MORE THAN A STAFFING AGENCY:** This is our core competency – we have developed a comprehensive business model that manages the care provided through proprietary protocols/pathways, comprehensive training, documentation support, clinical audits, medical review support and the expertise necessary to assure consistent delivery of quality care.
- **OUR MODEL IS MORE COST-EFFECTIVE THAN TRYING TO DO THIS IN-HOUSE:** You only pay for direct patient care time with staffing levels continually adjusted to the clinical needs of the facility. Our ability to flex staff and maintain high productivity standards (more with less) enable us to charge you less than the cost of maintaining an in-house fixed staffing function where there is more down time, staff utilized outside therapy (pulled to the floor, etc.), and therapist retention issues if they are not getting full-time hours.... Not to mention the overhead associated with running and managing a quality therapy program.
- **NO NEED TO REINVENT THE WHEEL WITH RESPECT TO CARE PROGRAMMING:** We have developed a comprehensive set of post-acute *Specialty Clinical Programs* (e.g. *Dementia Care, Fall Prevention*) and *Discipline Specific (PT,OT,SLP) Training Courses* over a number of years, which are costly and time consuming for the provider and critical to retaining therapists demanding ongoing professional development training.
- **WE HAVE A DEDICATED RECRUITING MACHINE:** Finding and retaining therapists is challenging and time consuming. Our dedicated recruiting team has the resources, extensive network, skills and outreach through multiple mediums (e.g. job sites, social media, industry publications, university relations, etc..) to staff your sites.
- **OUR THERAPY PROGRAM IS A SELLING POINT FOR YOUR REFERRAL SOURCES:** We are continuously updating our clinical pathways, training our therapists, tracking and reporting on outcomes, and supporting you with clinical programming that hospitals/physician offices value in making referral decisions, attracts new patients and results in high satisfaction scores.
- **WHY RISK GOING IT ALONE WHEN IT COMES TO COMPLIANCE:** We have a world class compliance program comprised of Medical Review RAC-certified auditors with 90%+ success rate, clinical documentation specialists, and experienced investigators with therapy and compliance credentials.

Reliant PDPM Care Management Model

- **RELIANT'S PDPM MODEL EMPHASIZES INTEGRATED CARE PLANNING AND DELIVERY FOCUSED ON THE WHOLE PATIENT:** Following 20 years of post-acute care management based on RUGs, an emphasis on individual evaluators and the interdisciplinary team are keys to identifying individual patient characteristics and conditions and recording accurate and all relevant data on the MDS assessment.
- **RELIANT'S CLINICAL PREDICTIVE MODEL IS A CARE PATHWAY:** Reliant's *clinical predictive model* guides therapists in developing a care plan based on the patient's individual conditions and PDPM-related diagnostic categories and clinical findings.
 - A consortium of experienced clinicians and post-acute care providers collaborated to provide clinical recommendations for skilled therapy for each of the 16 PT, 16 OT and 12 SLP classifications.
 - Reliant developed 44 individual discipline-specific therapy care management pathways.
 - The result is a clinical care management model resulting in discipline-specific clinical pathways for the 192 possible combinations of therapy classifications that exist within PDPM.
- **RELIANT'S PDPM MODEL PROVIDES A RELIABLE STANDARD OF CARE:** Reliant's PDPM model provides a recommended level of skilled rehab for each combined category with the goal of achieving a cost-effective quality outcome for each patient in every site of service.

PDPM Overview



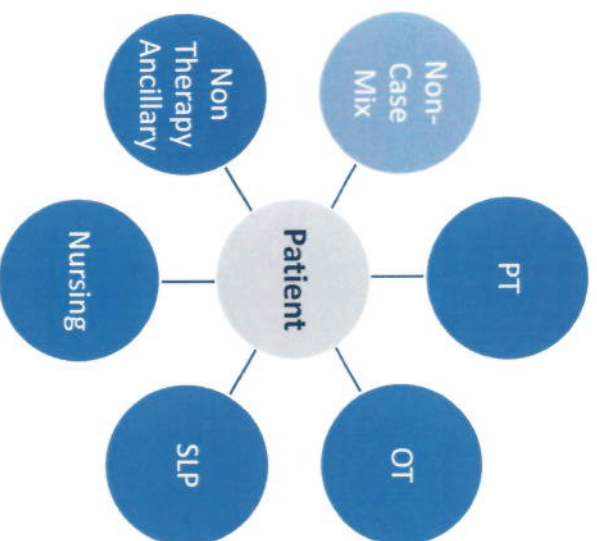
Patient-Driven Payment Model

Patient-Driven Payment Model (PDDPM)

Effective October 1, 2019 - Replaces PPS RUGs based case-mix

- Focuses on patient condition and types of service needed, not volume of services
- Therapy categories are not based on the number of therapy minutes provided
- Allows 25% of total therapy minutes delivered in group and concurrent treatments
- Eliminates 14 day, 30 day, 60 day, 90 day, SOT, COT, and EOT OMRA assessments
- Final rule made Interim Payment Assessment (IPA) optional
- Daily rate reduced 2% after day 20, and an additional 2% every 7 days of stay
- Discharge Assessment is required and includes Section O, which provides PT, OT and ST utilization data
- No treatment minimums, but “we (CMS) continue to expect that patients will receive high quality skilled rehab”

Reliant Partners to Capture Accurate CMI in Nursing & Therapy Categories

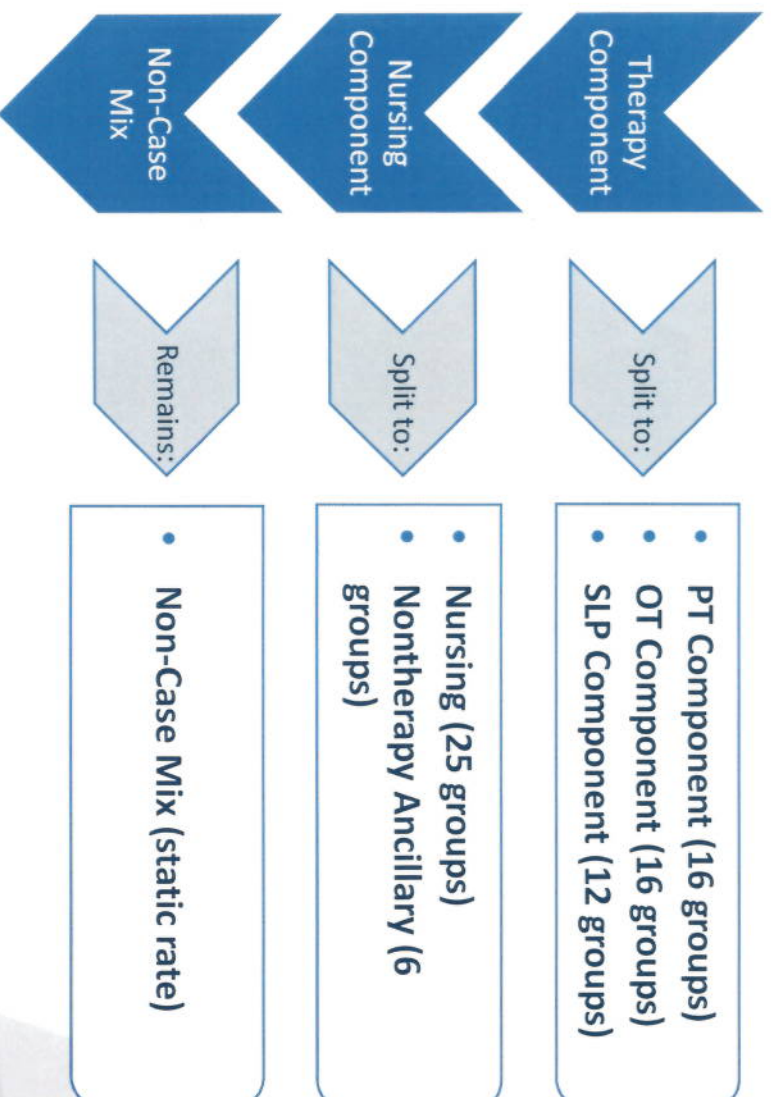


- Calculates payment for a patient's Medicare stay based on clinical characteristics from the MDS.
- Characteristics are gathered and categorized into five components: PT, OT, SLP, Nursing, and Non-Therapy Ancillary.
- Each component weighs various clinical characteristics relative to their impact on resource use.
- Once each component is calculated, the totals are summed along with a sixth base rate to calculate a per diem payment.
- Payment will not be recalculated after the 5-day MDS without a clinical change in function allowing an option of an Interim Payment Assessment (IPA). Therefore, a single assessment may determine payment for the patient's entire stay.

Key Strategy: PT, OT, SLP, and Nurse evaluators cross-trained to identify patient characteristics, conditions, and comorbidities in all 5 nursing and therapy CMI-based categories.

RUGs IV Compared to PDPM

- RUGs IV categorizes patient resource use through the amount of therapy provided, ADL score, and presence of extensive services or special conditions.
- PDPM splits these components into distinct categories for clinical consideration.



Determinants of Payments in PDDM

PT	OT	SLP	Nursing	Non-Therapy Ancillary (NTA)
<ul style="list-style-type: none"> Primary Admission Diagnosis Function Score (GG) 	<ul style="list-style-type: none"> Primary Admission Diagnosis Function Score (GG) 	<ul style="list-style-type: none"> Primary Admission Diagnosis Cognitive Status Presence of swallowing disorder or mechanically altered diet Other SLP-related comorbidities 	<ul style="list-style-type: none"> Clinical information from hospital stay Function Score (GG) Extensive services provided Presence of depression Restorative Nursing 	<ul style="list-style-type: none"> Comorbidities present Extensive services provided
<p>Variable Per Diem Adjustment (2% reduction per week after day 20)</p>	<p>Variable Per Diem Adjustment (2% reduction per week after day 20)</p>			<p>Variable Per Diem Adjustment (3x NTA rate the first three days of admission)</p>

PDPM Model Characteristics

- Resident's Primary Diagnosis (MDS item 18000) maps to one of 10 PDPM Clinical Categories
 - All ICD-10 codes map to one of 10 major "Clinical Categories" used to calculate SNF-related reimbursement
 - The 10 SNF Clinical categories map to 4 "PT and OT Classifications"

Key Strategy: Medical Coding Training

- Each SNF benefits from a certified medical coder
- Reliant Rehabilitation clinical services group provides certified medical coding support

TABLE 15: Collapsed Clinical Categories for PT and OT Classification

PDPM Clinical Category	Collapsed PT and OT Clinical Category
Major Joint Replacement or Spinal Surgery	Major Joint Replacement or Spinal Surgery
Non-Orthopedic Surgery	Non-Orthopedic Surgery and Acute Neurologic
Acute Neurologic	
Non-Surgical Orthopedic/Musculoskeletal	
Orthopedic Surgery (Except Major Joint Replacement or Spinal Surgery)	Other Orthopedic
Medical Management	
Acute Infections	
Cancer	
Pulmonary	
Cardiovascular and Coagulations	Medical Management

PDPM Model Characteristics

PDPM uses (6) Section GG ADL scores, combined with a PT/OT Clinical Category, which map to separate PT and OT case-mix groups:

1. Eating Function Score
2. Oral Hygiene Function Score
3. Toileting Hygiene Function Score
4. Average of 2 Bed Mobility Scores (Sit to Lying | Lying to Sitting on Side of Bed)
5. Average of 3 Transfer Scores (Sit to Stand | Chair/Bed-to-Chair | Toilet Transfer)
6. Average of 2 Walking Scores (Walk 50 Feet with Two Turns | Walk 150 Feet)

TABLE 21: PT and OT Case-mix Classification Groups

Clinical Category	Section GG Function Score	PT/OT Case-Mix Group	PT Case-Mix Index	OT Case-Mix Index	PT	OT
Major Joint Replacement or Spinal Surgery	0-5	TA	1.53	1.49	\$90.77	\$82.29
Major Joint Replacement or Spinal Surgery	6-9	TB	1.69	1.63	\$100.27	\$90.02
Major Joint Replacement or Spinal Surgery	10-23	TC	1.88	1.68	\$111.54	\$92.79
Major Joint Replacement or Spinal Surgery	24	TD	1.92	1.53	\$113.91	\$84.50
Other Orthopedic	0-5	TE	1.42	1.41	\$84.25	\$77.87
Other Orthopedic	6-9	TF	1.61	1.59	\$95.52	\$87.82
Other Orthopedic	10-23	TG	1.67	1.64	\$99.08	\$90.58
Other Orthopedic	24	TH	1.16	1.15	\$68.82	\$63.51
Medical Management	0-5	TI	1.13	1.17	\$67.04	\$64.62
Medical Management	6-9	TJ	1.42	1.44	\$84.25	\$79.53
Medical Management	10-23	TK	1.52	1.54	\$90.18	\$85.05
Medical Management	24	TL	1.09	1.11	\$64.67	\$61.31
Non-Orthopedic Surgery and Acute Neurologic	0-5	TM	1.27	1.30	\$75.35	\$71.80
Non-Orthopedic Surgery and Acute Neurologic	6-9	TN	1.48	1.49	\$87.81	\$82.29
Non-Orthopedic Surgery and Acute Neurologic	10-23	TO	1.55	1.55	\$91.96	\$85.61
Non-Orthopedic Surgery and Acute Neurologic	24	TP	1.08	1.09	\$64.08	\$60.20

Case Mix Adjusted Urban

PDPM Model Characteristics

For SLP, PDPM uses two factors to determine case-mix:

- Presence of acute neurologic condition, SLP-related comorbidity, or cognitive impairment, and
- Whether patient has a mechanically altered diet or swallowing disorder to classify the patient into the case-mix

TABLE 22: SLP-related Comorbidities

Aphasia	Laryngeal Cancer
CVA, TIA, or Stroke	Apraxia
Hemiplegia or Hemiparesis	Dysphagia
Traumatic Brain Injury	ALS
Tracheostomy Care (While a Resident)	Oral Cancers
Ventilator or Respirator (While a Resident)	Speech and Language Deficits

TABLE 23: SLP Case-Mix Classification Groups

Presence of Acute Neurologic Condition, SLP-Related Comorbidity, or Cognitive Impairment	Mechanically Altered Diet or Swallowing Disorder	SLP Case-Mix Group	SLP Case-Mix Index	Unadjusted Rate		Case Mix Adjusted	
				Urban	Rural	Urban	Rural
None	Neither	SA	0.68	\$22.15	\$27.90	\$15.06	\$18.97
None	Either	SB	1.82	\$22.15	\$27.90	\$40.31	\$50.78
None	Both	SC	2.66	\$22.15	\$27.90	\$58.92	\$74.21
Any one	Neither	SD	1.46	\$22.15	\$27.90	\$32.34	\$40.73
Any one	Either	SE	2.33	\$22.15	\$27.90	\$51.61	\$65.01
Any one	Both	SF	2.97	\$22.15	\$27.90	\$65.79	\$82.86
Any two	Neither	SG	2.04	\$22.15	\$27.90	\$45.19	\$56.92
Any two	Either	SH	2.85	\$22.15	\$27.90	\$63.13	\$79.52
Any two	Both	SI	3.51	\$22.15	\$27.90	\$77.75	\$97.93
All three	Neither	SJ	2.98	\$22.15	\$27.90	\$66.01	\$83.14
All three	Either	SK	3.69	\$22.15	\$27.90	\$81.73	\$102.95
All three	Both	SL	4.19	\$22.15	\$27.90	\$92.81	\$116.90

Developing IDT Evaluation Excellence

PHYSICAL THERAPY AND OCCUPATIONAL THERAPY COMPONENT OF THE PATIENT-DRIVEN PAYMENT MODEL (PDDPM)



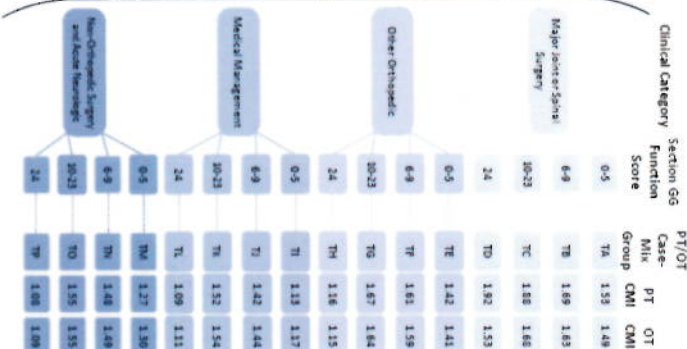
PDDPM Function Score Conversion Chart

Section GG Score	Function Score
0	4
1	3
2	2
3	1
4	0

*MDS Section GG scores are converted to a Function Score.
PDDPM Function Score Calculation Method

Section GG	Function Score (Children)
02013011 Self-Care Eating	0-4
02013016 Self-Care OT Hygiene	0-4
02013013 Self-Care Training Hygiene	0-4
02013014 Self-Care Eating Hygiene	0-4
02013012 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013015 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013017 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013018 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013019 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013020 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013021 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013022 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013023 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013024 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013025 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013026 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013027 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013028 Mobility-Living	0-4 (Average of 2) Bed Mobility
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02013030 Mobility-Living	0-4 (Average of 2) Bed Mobility
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02013033 Mobility-Living	0-4 (Average of 2) Bed Mobility
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02013039 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013040 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013041 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013042 Mobility-Living	0-4 (Average of 2) Bed Mobility
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02013045 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013046 Mobility-Living	0-4 (Average of 2) Bed Mobility
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02013048 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013049 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013050 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013051 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013052 Mobility-Living	0-4 (Average of 2) Bed Mobility
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02013060 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013061 Mobility-Living	0-4 (Average of 2) Bed Mobility
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02013069 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013070 Mobility-Living	0-4 (Average of 2) Bed Mobility
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02013082 Mobility-Living	0-4 (Average of 2) Bed Mobility
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02013084 Mobility-Living	0-4 (Average of 2) Bed Mobility
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02013086 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013087 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013088 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013089 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013090 Mobility-Living	0-4 (Average of 2) Bed Mobility
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02013092 Mobility-Living	0-4 (Average of 2) Bed Mobility
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02013096 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013097 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013098 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013099 Mobility-Living	0-4 (Average of 2) Bed Mobility
02013100 Mobility-Living	0-4 (Average of 2) Bed Mobility

CMS indicates that relevant predictors of resource use for PT and OT include clinical/primary reason for the stay and the resident's functional status. The resident's Function Score is calculated from data collected for Section GG during the first three days of the stay.



Reliant Rehabilitation Property Information

SPEECH LANGUAGE PATHOLOGY COMPONENT OF THE PATIENT-DRIVEN PAYMENT MODEL (PDDPM)



According to CMS, the most relevant predictors of SLT resource use are the clinical reason for the stay, presence of an SLT related comorbidity, presence of cognitive impairment, a mechanically altered diet, and/or the presence of a swallowing disorder.

SLT Related Comorbidity	Presence of Mechanically Altered Diet	Presence of Cognitive Impairment
MDS items mapped to trigger presence of comorbidity: A0300 (I4300) G14, T14, or S14 (I4500) I4500 (I4500) Traumatic Brain Injury (I9000) Parkinsonism (Parkinson's disease) (I10100E2) Vertebral or Basilar Artery (White's resident) (I00100T2) Laryngeal Cancer (I8000) Adenoid Cancer (I8000) Oropharyngeal Cancer (I8000) Speech and Language Devicit (I8000)	Gathered from R0510C2. Mechanically altered diet: residue change in texture of food or liquids (e.g., crushed food, minced/dibbled)	Determine the R0710 Cognitive Level based upon the Brief Interview for Mental Status (BIMS) or the Staff Assessment for Mental Status as described in Section C, Cognitive Returns Presence of mild to severe cognitive impairment as defined in table below

Presence of Swallowing Disorder	PDDPM Cognitive Level	BIMS Score	Cognitive Performance Score (CPS) Level
0-5	Cognitively Intact	13-15	0
6-9	Mildly Impaired	8-12	1-2
10-23	Moderately Impaired	0-7	3-4
24-31	Severely Impaired	-	5-6

Presence of Acute Neurologic Conditions, SLT Related Comorbidity or Cognitive Impairment	Mechanically Altered Diet or Swallowing Disorder	SLT Case-Mix Group	SLT Case-Mix Index
None	Neither	5A	0.65
None	Either	5B	1.02
None	Both	5C	2.66
Any one	Neither	5D	1.46
Any one	Either	5E	2.33
Any one	Both	5F	2.87
Any two	Neither	5G	2.04
Any two	Either	5H	2.53
Any two	Both	5I	3.51
All three	Neither	5J	2.98
All three	Either	5K	3.89
All three	Both	5L	4.19

Reliant Rehabilitation Property Information



Patient-Driven Payment Model

Developing IDT Evaluation Excellence

- Accurately identify the most appropriate **Diagnostic Codes for the SNF stay**
 - Medicare ICD-10 crosswalk into 10 PDPM “clinical categories”
 - ICD-10 coding is a crucial skill for reimbursement
- **Section GG “Function Score” Importance**
 - Impacts PT, OT and Nursing CMI components
 - Inter-disciplinary scoring of GG and care coordination is the best practice
- Accurately identify **Cognitive and Swallow disorders, altered diet and SLP-related comorbidities** (Section B, C and K on the MDS)
- High functioning Interdisciplinary teams identify **all relevant comorbidities for Non-Therapy Ancillary (NTA) case-mix score**
 - PT, OT and SLP evaluators assist MDS nurse/evaluator

FY 2019 Final Rule – Language Regarding Therapy

PDPM to be implemented “as soon as is practicable” ... effective October 1, 2019

- Thus, we would continue to collect data on therapy provision as proposed in section V.F. of this proposed rule, to assure that residents are receiving therapy that is reasonable, necessary, and **specifically tailored to meet their unique needs**. (Proposed Final Rule, p. 143)
- ...we acknowledge the possibility that, as therapy payments under the proposed PDPM would not have the same connection to service provision as they do under RUG-IV, it is possible that some providers may choose to reduce their provision of therapy services to increase margins under the proposed PDPM...we do intend to monitor behavior which may occur in response to the implementation of PDPM and may consider proposing policies to address such behaviors to the extent determined appropriate. (Proposed Final Rule, p. 175)
- As stated in the proposed rule (83 CFR 21067), as part of our regular monitoring efforts on SNF Part A services, we would monitor group and concurrent therapy utilization under the proposed PDPM and consider making future proposals to address abuses of this proposed policy or **flag providers for additional (medical) review** should an individual provider be found to consistently exceed the proposed threshold after the implementation of the proposed PDPM. (FY19 Final Rule, p. 242)

PDPM Pricing Review



Patient-Driven Payment Model

Reliant PDPM Lead Pricing Model

- Reliant's PDPM predictive model provides recommended skilled care for each clinical category for optimal patient outcomes
 - Historical data from the Acumen study
 - Clinical consortium
- Per-diem rates for each of the PDPM therapy categories
 - 16 PT/OT categories
 - 12 SLP categories
 - 192 possible combinations of PT/OT and SLP categories.
- Provider therapy expense indexed to therapy reimbursement, mirroring current RUG-IV logic
- Clinical Partnership
 - Establishes critical partnership for SNF and Therapy provider to complete comprehensive interdisciplinary evaluations
 - Identifying diagnostic features, including ICD-10 coding,
 - Section GG function scores
 - Therapy evaluators assist with identifying Non-therapy Ancillary (NTA) conditions
 - Therapy evaluators are familiar with conditions that influence Nursing RUG scores and support Restorative Nursing services when requested

Two Managed PDPM Pathways



- 192 clinical pathways based on the PDPM-related PT (16), OT (16), and SLP (12) categories
- Emphasis on Skilled Therapy
- Care pathway recommended minutes based on patient characteristics
- Therapists provide thorough evaluations, participate in an interactive interdisciplinary team, and adjust care based on individual patient needs



Skilled and Routine Therapy

- Blended approach of skilled and routine therapy
- Therapist-guided restorative care and functional activities
- Routine care protocols complement skilled therapy plan of care
- Sub-acute patient experience enhanced with additional routine services
- Therapists provide thorough evaluations, participate in an interactive interdisciplinary team, and use skilled and routine therapy approaches to optimize outcomes

Care+ Routine Therapy Protocols

Get Up and Get Movin'!

Mobility and Fall Reduction Programs

Enhancing resident outcomes with mobility activities.

- Possible Conditions:
- Abnormalities of gait and mobility
 - Lack of coordination
 - Repeated falls

- Activity Examples:
- Destination walking
 - W/C mobility
 - Transfers
 - Bed mobility

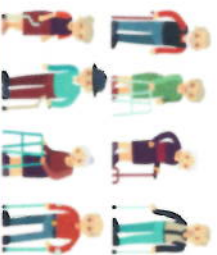


Plate to Palate!

Dining Program

Enhancing nutrition and hydration for quality of life.

- Possible Conditions:
- Dysphagia
 - Malnutrition
 - Abnormal weight loss

- Activity Examples:
- Meal intake
 - Use of adaptive equipment in self-feeding



Key Strategy: 14 routine therapy (activities, restorative) that complement skilled therapy protocols under the general supervision of therapists.

Get Fit!

Exercise Program

Enhancing strength, balance, and flexibility for improved resident outcomes.

- Possible Conditions:
- Muscle weakness
 - Joint stiffness
 - Ataxia

- Activity Examples:
- AROM
 - Theraband/weights
 - Yoga
 - Chair Ch
 - Sit and Be Fit
 - Dance (Dancing with the Seniors)



Remember When?

Memory Program

Enhancing cognitive abilities of residents to participate in daily activities

- Possible Conditions:
- Cognitive communication deficit
 - Lack of coordination
 - Aphasia

- Activity Examples:
- Reminiscent group – photos, reading coffee-table books, sharing life stories, etc.
 - Music through the decades to evoke memories
 - Instrumental group – use of rhythm instruments



Restorative and PDPM

- PDPM encourages and incentivizes Restorative services
 - Increased CMI and Nursing RUG for skilled patients
 - Applies to “Assistance with daily living and general supervision” and “Behavioral or cognitive symptoms” categories
 - Nursing RUGs that start with “B” or “P”
 - Based on current practice, up to 31% of skilled patients may qualify
 - Can occur simultaneously with rehab as clinically indicated
- Reliant Care+ may be used to strengthen your Restorative program for skilled patients