



CEO Corner

Anthony Misitano shares how culture and hustle impact employee, company growth

The PAM Health commitment to providing high-quality patient care

and outstanding customer service is only possible because of our staff. While I believe the culture of the company starts with me, I have placed people in high-level executive positions who understand our mission and the honor it is to lead a group of people and the hospitals. As the company has grown, this effort has paid off.

For many of our top positions, we try to promote from within. This creates a trickle-down effect, and it is easier to build a company if employees know and understand my expectations. When we hire external applicants, we look for experienced people who can help PAM Health and who have a desire to embrace our culture.

No matter how employees begin their PAM Health journey, we know they want to take advantage of opportunities to continuously learn and grow, so we've invested in programs such as PAM Health University and Bootcamps for CEOs and DSIs. For almost every high-level hospital position, we offer career training for employee advancement, and we've experienced a high success rate. For example, nearly all of our recent

CEO and DSI Bootcamp graduates have already been promoted into new leadership positions.

In addition to the desire for continuous improvement, a number of other qualities make a good leader. Realize as a leader – you are not at the top of the pyramid. Flip it upside down. Your employees are at the top – your job is to support them. Strong leaders demonstrate this on a routine basis. At many of our hospitals, you can find the CEOs on the patient floors helping serve meal trays and supporting the front line staff. Employee and patient rounding have been exciting initiatives, and they go a long way toward creating a culture people want to be a part of. In addition, our WeCare program continues to be a focus to ensure we are providing outstanding patient care, and that our patients and their families are highly satisfied with their experience. In all we do, making the hospital a better place for our employees and our patients is always front and center.

If you're interested in growth opportunities, talk to your director. We are always looking to help all our employees advance in their PAM Health careers.

Anthony Misitano, Chairman and CEO

From Director of Rehab to President of Hospital Operations Jason Carter shares his PAM Health journey of growth

When PAM Health (then Post Acute Medical) acquired Warm Springs Specialty Hospital of Luling in 2006, Jason Carter was their Director of Rehabilitation.

“When Post Acute Medical first acquired Warm Springs, I had a lot of anxiety and uncertainty about the future,” reflects Carter. “But over time I noticed changes. PAM Health improved who we were. Patients got what they needed and the overall product improved.”

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Meet Your Leadership: Jason Carter (cont.)

Just as Carter began to see the potential with PAM Health, Anthony Misitano, Chairman and CEO, started to see the same with Carter. Initially, Misitano used to kid Carter about including the Texas Longhorns logo in his email, but their relationship continued to grow, and Misitano has been an incredible leader, Carter says.

“Tony is the ultimate mentor and role model. He elevates everyone around him,” says Carter. “As a company, PAM Health invests in their own, even offering formalized training programs like the CEO and DSI Bootcamp training program.”

Carter is one such example of internal growth and development. He was initially promoted to CEO of Luling, then advanced to Regional Vice President of Operations. Since 2018, he has served as President of Hospital Operations.

Just as Misitano did with him, Carter urges PAM Health employees at every level to seek opportunities for growth.

“We recognize talent and maximize talent,” he says. “I have worked with outstanding people from the time I was in Luling, to every hospital and every stop.”

PAM Health Partners with Global Technology Companies to Launch Rehab Research Study

PAM Health Rehabilitation Hospital of Overland Park (RHOP) is the site of a groundbreaking new research study – Advanced Rehabilitation Therapy (ART). The first of its kind in the United States, this two-year study joins global rehabilitative technology leaders (Tyromotion, Ekso Bionics, Fourier Intelligence, THERA-Trainer), IISART (International Industry Society in Advanced Rehabilitation Technology), Blue Cross/Blue Shield Kansas City, Kansas University, and PAM Health in a collaboration to demonstrate the effectiveness of these emerging technologies in patient care.

“At PAM Health, we are all about the patient and it shows,” explains Elizabeth Tisdel, Corporate Director of Rehab Services and Specialty Services.

ART devices are not entirely new to PAM Health. Several hospitals already have the Burt robotic arm or Ekso robotic exoskeleton. However, the cost – between \$30,000 and \$250,000 per device – can be prohibitive. Insurance companies do not reimburse at a higher rate for ART therapy. Hopefully, this and other studies can help to change that mindset.

“The findings will be used to demonstrate the impact advanced technology has on rehab therapy outcomes and health economics,” says Tisdel, who has been working with other PAM Health team members, including RHOP CEO Megan Hall, for more than two years to make this dream a reality.

Equipment – all of which is being donated for the purpose of the study – began arriving in mid-March and training began soon after. Organizers are hoping for a minimum of 200 participants for the study, which will start in May or June. Tisdel and Hall both said the technologies are especially effective in rehabbing patients who have neurological conditions.

Patient participants will undergo a pre- and post-discharge evaluation with data from treatment being compiled and reviewed. Hall emphasizes the enthusiasm of her team surrounding this program, noting it will allow them to grow their skills and knowledge base so they can continue to provide quality patient care.

Tisdel says she sees multiple benefits to using this type of therapy when helping patients. In some instances, the devices enable patients to perform higher repetitions at greater intensity and several of the devices incorporate virtual technology or games – keeping patients motivated and positive.

After the study officially launches, and doctors and patients hear about it, Hall anticipates RHOP will become an even more desirable location for rehab care. “We will have it all,” Hall says. “The program will spark interest and it will be something people will want to be a part of.”

Welcome to Our Newest Hospitals!

Arizona

Located on the outskirts of Phoenix are our first Arizona hospitals – PAM Health Specialty Hospital of Surprise and PAM Health Rehabilitation Hospital of Surprise. The US census bureau had reported Phoenix as the fastest-growing large US city between 2010 and 2020. With our presence in the area, we are poised to meet the medical needs of residents in this popular location.

Colorado

PAM Health Rehabilitation Hospital of Westminster is our first rehab hospital in Colorado and second hospital in the state, joining PAM Health Specialty Hospital of Denver. Only 7 miles away from one another, the Westminster location will provide an excellent option for Denver patients in need of inpatient rehab.

Florida

PAM Health Specialty Hospital of Jacksonville is a 107-bed hospital centrally located in Jacksonville, Florida, and is the ONLY LTACH in DUUUUVAL. (Football Fans Understand). Built around 1969 as Jacksonville General, it has a dedicated eight-bed ICU (soon to reopen), radiology, small procedure, and GI suites (soon to reopen).

Indiana

PAM Health Rehabilitation Hospital of Greater Indiana is our first location in Indiana. They are already sharing success stories and have eagerly embraced the PAM Health spirit.

Louisiana

PAM Health Specialty and Rehabilitation Hospital of New Orleans expands our Louisiana presence along with PAM Health Specialty Hospital of Slidell. Located on both sides of Lake Pontchartrain, they offer two fantastic options to complement our Hammond and Covington locations, as well as our Shreveport hospitals, which are located further north.

Massachusetts

PAM Health Specialty Hospital of Stoughton gives PAM Health a New England presence with this new location, which includes a Behavioral Health Unit.



Clinical navigators and admissions team members from PAM Health Specialty Hospital of Heritage Valley and of Pittsburgh.

Oklahoma

PAM Health Specialty Hospital of Oklahoma City is located almost exactly in the center of the Sooner state and is our first location outside the Tulsa area. With more than 1.4 million people in the greater Oklahoma City area, it is the state capitol and largest city in the state, making it the perfect location to expand the PAM Health brand.

Pennsylvania

A few hours west of PAM Health's Enola office lies PAM Health Specialty Hospital of Heritage Valley and PAM Health Specialty Hospital of Pittsburgh. Both of these suburban Pittsburgh locations offer residents a more personalized approach to care than larger competitors.

Texas

A hospital-within-a-hospital, PAM Health Rehabilitation Hospital of Houston Heights is excited to be part of the rebirth of The Heights hospital. A new hospital system has purchased the larger hospital with plans to restore it to its former glory.

With multiple locations in the San Antonio area, PAM Health Warm Springs Rehabilitation Hospital Northeast San Antonio offers both inpatient and outpatient therapy. Team members from the former PAM Health Warm Spring Rehabilitation Hospital of Thousand Oaks relocated to the new hospital earlier this year, bringing an experienced team to the new location. The prior Thousand Oaks site will become a behavioral health hospital.

Located on the western edge of Texas, PAM Health Rehabilitation Hospital of El Paso is also close to New Mexico. With a strong presence in Texas, the PAM Health name is known for quality outcomes and clinical excellence.

PAM Health Rehabilitation Hospital of Sugar Land prides itself on the cultural diversity of its staff and the patients served – nearly 20 different nationalities are represented. They understand the importance of inclusion and diversity, and it shows in their staff and medical providers.



Team members at the new hospitals are already sharing patient success stories, like this one from PAM Health Rehabilitation Hospital of Sugar Land.

Compliance Corner

Providing Interpreter Services

Under the Affordable Care Act (ACA), hospitals and other providers must offer “qualified interpreters” to limited English proficient (LEP) patients. Previously, oral interpreters only needed to be “competent,” with no required formal certification. To comply with this regulation, all our hospitals offer and provide, at no cost to LEP or sensory-impaired patients, interpreter services to ensure their needs are met while under our care. As a company, we contracted with LanguageLine Solutions. As a result, each of our hospitals have access to both interpreter and sign language services. No location should enter into a separate agreement with another vendor for these services.

Every PAM Health hospital should have specific instructions on how to access telephonic and video interpreters through LanguageLine Solutions (e.g. the Quick Reference Guide). Each hospital should have an iPad to access video interpreters and each employee should have buddy badges with LanguageLine Solution’s phone number and dialing instructions. Finally, each hospital should have posters and taglines displayed to inform our patients about the availability of these services.

Key points to remember:

- We cannot require patients provide their own interpreters.
- We can only allow a family member (including a minor child or friend) to provide interpretation when it is an emergency involving an imminent threat to the safety or welfare of the patient or the public and no qualified interpreter is immediately available.
- If the patient specifically asks an accompanying adult to interpret or facilitate communication, we can allow it if the accompanying adult agrees to provide such assistance and reliance on the adult for such assistance is appropriate.
- Signs and taglines should be displayed in areas where patients can easily see them.
- iPads should be used when a patient requires American Sign Language (ASL) services. Oral interpretation can be done through the phone.

If you have any questions or would like additional information, please contact Annmarie Gover, Corporate Compliance Officer, agover@PAMHealth.com.



Pictured are members of the PAM Health Rehabilitation Hospital of Dover with a truckload of donations.

PAM Health Stands with Ukraine

As news of the war in the Ukraine broke out, PAM Health Chairman and CEO Anthony Misitano knew he had to do something. He quickly announced a company-wide drive to collect humanitarian aid for those impacted. At PAM Health locations across the country, staff, patients, friends, and family members donated gently used (and brand new) clothing, blankets, shoes, and other items to help Ukrainian refugees. PAM Health also donated medical supplies and first aid kits. When word spread about our endeavor, businesses and individuals showed their support by donating items to the cause as well. Everything was delivered to PAM Health’s corporate location in Enola and then picked up to be shared with those in need. The response has been overwhelming and demonstrates the caring spirit that makes PAM Health such a special place.