

# THE POST

ISSUE 3, 2020

A quarterly newsletter for the staff and friends of Post Acute Medical



## A message from our Chairman and CEO

As I have said many times, 2020 has been a year like no other. Rampant sickness, death, lock downs, visiting hour elimination – it's endless. Through it all, I am proud to say that Post Acute Medical has stood tall. This year alone, we have treated thousands of patients with COVID-19 and have dealt with and supported hundreds of employees who also became infected.

As the impact of the virus unfolded, hospital systems across the nation faced concerns of staffing and supply shortages and diminishing inventories of protective equipment and medications. Fortunately, we took the necessary steps to get in front of these issues in a surmountable way by forming an intercompany Emergency Management Agency (EMA) to guide our steps.

As a result, we were one of the first hospital systems to enforce mandatory mask wearing, deploy the biodefense system – Integrated Viral Protection (IVP) – and reduce or eliminate visitations in order to reduce community spread and assist in keeping patients and employees safe. EMA also took an aggressive approach to PPE procurement in order to ensure that PAM employees had the supplies they needed to maintain the safest patient care. EMA also established the PPE hotline, which allowed employees to communicate needs and requests directly to the corporate supply chain department. COVID Clear Units were formed in our rehabilitation hospitals to continue to support COVID-19 patients across the continuum of care. Hospital teams across the company continue to evaluate additional opportunities for programs specifically dedicated to COVID-19 patients' recovery, such as Airvo and Disease Specific Certification in Respiratory Failure.

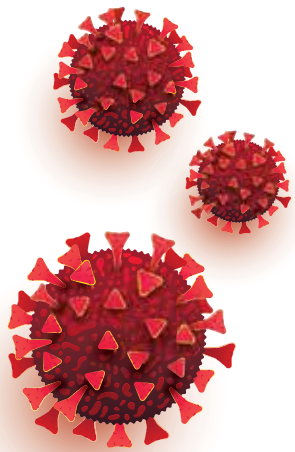
Thanks to these efforts, we are well positioned for the expected surge in new COVID hospitalizations as the pandemic continues to play out across the country. As a specialty acute care hospital company, we continue to see a strong need for our services. Our long-term acute care hospitals are now more than ever uniquely prepared to care for patients who are COVID-19 positive, while still caring for non-COVID patients. At the same time, those patients who are weakened from their battle with the virus easily transition to our acute rehabilitation hospitals for the restorative care that is vital to their long-term recovery.

While our operations have been focused on responding to the pandemic, we have not taken our eye off our long-term goals of growing the organization. After adding 12 hospitals last year, we purposely slowed growth, but still added PAM Rehabilitation Hospital of Fargo. We also announced plans to build seven new acute rehabilitation hospitals and one hospital that will integrate mental and physical rehabilitative care. I believe we can safely project that late 2021 will be a busy time as we prepare each hospital to open its doors and welcome patients.

As always, I thank you for all you do, but especially during the months ahead. Although the expected surge may deliver some of the biggest challenges of the pandemic, please know we are prepared to meet the task head on. At all times, your safety and the safety of our patients is our top priority.

A handwritten signature in blue ink that reads "Anthony F. Misitano". The signature is fluid and cursive, with a long horizontal stroke at the end.

Anthony Misitano  
Chairman & CEO



## Post Acute Medical deploys indoor biodefense system shown to kill COVID-19 at three hospitals

As part of its commitment to safely deliver important health services, Post Acute Medical (PAM) deployed Integrated Viral Protection’s (IVP) indoor biodefense air protection system at three of its specialty hospital locations in Las Vegas, Nevada; Victoria, Texas; and San Antonio, Texas.

IVP’s game-changing technology is proven to eliminate the airborne transmission of SARS-CoV-2 to control the indoor spread of COVID-19. PAM’s hospitals are the very first to proactively install these innovative systems in the fight against COVID-19.

“IVP’s biodefense technology is an aggressive move towards giving our patients the peace of mind and security they need while seeking essential treatment at our hospitals,” said Anthony Misitano, PAM Chairman and CEO. “The COVID-19 pandemic has been disruptive for everyone, and we see our proactive investment in this one-of-a-kind technology as just one of



the many steps our organization has taken in our commitment to safety.”

“In order to control the COVID-19 pandemic, the world needs to utilize science and technology to lead us out of this health crisis,” said Dr. Garrett Peel, Founding Partner at IVP. “This invention by Monzer Hourani allows doctors and patients to breathe with confidence and focus on patient care.”

## Post Acute Medical announces multiple rehabilitation hospital projects

After fueling its 2019 growth through the acquisition of nine long-term acute care and three rehabilitation hospitals, Post Acute Medical announced in the third quarter of 2020 that it had acquired Cobalt Rehabilitation Hospital, a 42-private-bed hospital in Fargo, North Dakota, and planned to develop seven additional inpatient rehabilitation hospitals in five states.

Among the new builds are:

- A 42-bed inpatient rehabilitation hospital on a five-acre parcel of land on Curry Lane near Pinebrook Road, just off of I-75 in Venice, Florida.
- A 48-bed inpatient rehabilitation hospital in Henderson, Nevada, that will be PAM’s fourth hospital in Nevada, joining PAM Rehabilitation Hospital of Centennial Hills, PAM Specialty Hospital of Las Vegas, and PAM Specialty Hospital of Sparks.
- A 42-bed inpatient rehabilitation hospital in Dayton, Ohio that will join PAM Specialty Hospital of Dayton.
- A 42-bed inpatient rehabilitation hospital in Jupiter, Florida that will serve the greater Palm Beach and Martin County areas.
- A 42-bed inpatient rehabilitation hospital in northern Colorado near the communities of Fort Collins and Greeley.
- A 42-bed inpatient rehabilitation hospital west of Denver near the suburbs of Golden and Lakewood, Colorado.

- A 42-bed inpatient rehabilitation hospital in Wausau, Wisconsin, that will serve the greater Wausau region.

The new construction projects signal the company’s focus on inpatient rehabilitation hospitals as the main source of new growth going forward, according to Anne Leon, Executive Vice President and Senior Development Officer.

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*“Throughout the next several years PAM is committed to developing new inpatient rehabilitation hospitals in markets that reflect additional bed need,” Leon said. “PAM will be applying for approval to build in certificate of need states, states where PAM does not have an existing presence and current markets where we only provide long-term acute care services.”*

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# New liaison role takes patient experience to next level

Although Post Acute Medical (PAM) has always been committed to the patient experience, the challenges of the coronavirus pandemic have reinforced the company's need to take its initiative to the next level.

For the last five years, the We Care program has been the driving force behind how staff provide compassionate care and put the patient's best interest at the center of all they do.

"It's listening to patient and family needs and understanding the impact of what we say and how we say things," explains Jennifer Miller, Corporate Director of Patient Experience. "When the focus is on how the patient is feeling, as well as their goals and expectations, you are almost always guaranteed to have good outcomes."



Despite finding success through patient partner rounding and ensuring that staff are properly prepared to provide exceptional experiences, the challenges of dealing with COVID-19 revealed a few stress points.

"With little or no visitation allowed during the height of the pandemic, we really felt the impact on both patients and families," Miller explains. "Patients didn't have the needed family support and families weren't able to come in and see for themselves that their loved ones were receiving the very best care."



Post Acute Medical created the role of patient experience liaison to round on patients and family with the intent to learn patient preferences and build trusting relationships.

In an effort to add an extra layer of support for everyone, PAM created the role of the patient experience liaison to round on patients and family with the intent

to learn patient preferences and build trusting relationships. In September, PAM Specialty Hospital of New Braunfels was the first to fill the role.

"Since Judy Ruiz came on board as the liaison, we have noticed a huge increase in patient satisfaction," said Miller, adding that Ruiz's efforts are just one part of the rising numbers. "The entire leadership team has really stepped up to help resolve patient issues quickly and identify ways to go above and beyond for our patients and their family. Staff also appreciate that Judy is an extra set of eyes and ears, someone who can spend a little extra time with the patient when needed."

For her part, Ruiz sees only an upside to her new position.

"I love to remove all concerns from patients so they may fully focus on recovery. I love to share their excitement when they have reached a milestone," she said. "While striving to meet all their expectations, my passion is to personalize their experience so they may feel at home with an extended family."

PAM has since placed patient experience liaisons at PAM Specialty Hospital of Dayton and PAM Specialty Hospital of Las Vegas with plans to add others, as appropriate.

"We are excited about growing our Patient Experience department," Miller said. "Our patients come to us at a very difficult time. Anytime we can help them feel safe, feel encouraged in their recovery and put a smile on their face is a win for us."





## New hospital to integrate inpatient medical and psychiatric care

Delivering on its commitment to develop a hospital that will integrate inpatient medical and psychiatric care, Post Acute Medical will begin construction of Voyages Behavioral Health of Sugar Land, Sugar Land, Texas, in November.

At the helm of the 60-bed, 60,000-square-foot hospital that is expected to open in the third quarter of 2021, will be David Montgomery, CEO. Montgomery, who has focused his career in the behavioral health industry since graduating from the University of Texas, was drawn to its mission.

“I’ve seen the good and bad of the behavioral health industry, so I was attracted to the mission that Tony [Misitano] and Kristen [Smith] have identified for Voyages Behavioral Health,” he said. “When patients come through our doors, they will receive loving, comprehensive care, both physically and psychologically, that will get them back to a place of wholeness and healing.”

As the 10th largest county in Texas and one of the fastest growing areas in the country, Sugar Land is the ideal place to give their mission flight, according to Montgomery, who has been laying the groundwork for the

hospital with potential partners in the Houston metro area.

“We are literally building a foundation — metaphorically and philosophically — so we can partner with other organizations to let them know we are here to be a bridge, to be a beacon of hope, for those who are suffering from mental illness and behavioral health issues that need to be rectified,” he said, adding that the integration of these two services is long overdue. “Our facility will be there to accept those in need of great patient care, regardless of their mental health status.”

The main care components will include diagnostic behavioral health evaluation, solution-focused treatment, behavioral strategies that include inpatient and partial hospitalization, medication evaluation and management, intensive outpatient programs and aftercare planning. The hospital will feature a mix of outpatient areas, therapy rooms, activity rooms and two courtyards.

“Up until now PAM’s focus has been on long-term acute care and medical rehabilitation hospitals. Sugar Land will be that blend in between,” Montgomery said. “We plan to develop it as a model for greater growth and opportunity within other regions served by PAM hospitals.”



## Warm Springs Rehabilitation Hospital of San Antonio ranks among nation's best

Warm Springs Rehabilitation Hospital of San Antonio is among the nation's top physical rehabilitation facilities, according to a ranking compiled by *Newsweek* magazine.

In addition to ranking eighth in Texas, Warm Springs achieved the highest score of all San Antonio rehabilitation facilities in the "Best Physical Rehabilitation Centers 2020" survey.

"We are proud that Warm Springs has been recognized as San Antonio's top rehabilitation facility and among the top 15% of all inpatient rehabilitation facilities in the state of Texas," said Anthony Misitano, Chairman and CEO. "This recognition honors our commitment to provide comprehensive, individualized treatment that fosters meaningful improvement and recovery for people with injuries, illnesses and disabilities."

The survey highlighted the nation's top physical rehabilitation facilities based on quality of care, quality of service, quality of follow-up care and accommodation and amenities relative to in-state competition. Only those facilities located in the 20 states with the highest number of physical rehabilitation centers according to the federal Centers for Medicare & Medicaid Services were included in the survey.

Thousands of medical experts, including physicians, therapists, medical doctors and staff working in physical rehabilitation facilities, rated the inpatient rehabilitation facilities within their home state based on the stated quality criteria. Additionally, experts participated in the survey on *Newsweek.com*.

## PAM Specialty Hospital of Hammond among top workplaces in New Orleans area

PAM Specialty Hospital of Hammond earned recognition as one of the top workplaces in the New Orleans area for 2020 in the annual survey conducted by *The Times-Picayune* and *The New Orleans Advocate*.

Any organization in the seven-parish metro area with 35 or more employees was eligible to compete in the annual ranking that is completed through a partnership with the Philadelphia-based employee research and consulting firm *Energage*. Participating organizations are ranked based on the return rate and quality of responses in the areas of culture, quality, safety, job satisfaction, options of management, wages and benefits. PAM Specialty Hospital of Hammond earned a spot among the top companies in



The leadership team at PAM Specialty Hospital of Hammond celebrated its recognition as one of the top workplaces in the New Orleans area for 2020.

the state.

"I am especially proud of this award, as it signifies the type of hospital we have, and the environment we have created for our employees," said Nicholas Mendez, CEO. "We value our employees above all else. Our culture of delivering outstanding patient care and customer service together with a commitment to our employees truly makes PAM Specialty Hospital of Hammond a very special place to work!"

## PAM Specialty Hospital of Tulsa movie program is a hit with patients

During the height of the pandemic, limited family contact due to restricted visiting privileges meant staff at Post Acute Medical hospitals had to get creative to help patients pass the time alone.

At PAM Specialty Hospital of Tulsa, staff provided patients with "welcome packs" that included color pencils, adult color and puzzle books. But the most popular activity by far was the "At the Movies" program.

Developed and led by Karen Spradlin, an executive assistant, the program featured a list of more than 100 movies — all donated

by staff — available for patients to view. Once they made their selection, staff delivered a portable DVD player along with the chosen movies to the patient's room to enjoy. When they are finished watching the movie, the player was sanitized for the next participant.

"Visitation has now reopened in Tulsa and hopefully one day in the near future COVID-19 will be in our rearview mirror," said Evelyn Gulley, Director of Strategic Initiatives. "But, because of its popularity, it looks like the Tulsa movie program is here to stay!"



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# COMPLIANCE CORNER

## Compliance and Ethics Week raises employee awareness

During the first week of November each year, Post Acute Medical and many other organizations celebrate Compliance and Ethics Week to raise awareness among corporate employees.

Although the COVID pandemic has made it difficult to mark the week in the traditional celebratory sense this year, Compliance and Ethics Week still serves as an excellent reminder of the important role compliance and ethics play in the success of our employees and, in turn, Post Acute Medical (PAM).

### What is PAM's Compliance Program?

PAM's Compliance Program is a formal program that promotes our vision of maintaining the highest level of ethical standards. It supports our commitment to following policies and standards of conduct to ensure that we are compliant with applicable federal, state and local laws and regulations. It is the responsibility of the Compliance Department to develop policies and procedures to prevent, detect and correct non-compliance and to be a resource for employees to help resolve any compliance questions or issues that arise.

### How do you recognize compliance issues in the workplace?

Healthcare is a highly regulated industry. There are many laws and regulations that govern our business. Medicare, The Joint Commission, Department of Health, Workers Compensation, HIPAA, professional licensure, are just a few of the regulations that we need to comply with on a daily basis. If you are unsure as to whether something is a compliance issue, ask. Ask

your supervisor or manager or call the Compliance Department for clarification. To help guide you, here are some statements that are "warning signs" that something needs to be reported to Compliance:

- "No one will ever know."
- "It doesn't matter how it gets done, as long as it gets done."
- "It sounds too good to be true."
- "Everyone does it."
- "Shred the document."
- "We can hide it."
- "What's in it for me."
- "We didn't have this conversation."

### How do you report any compliance concerns or ask questions?

If you are aware of a suspected violation of any policy, regulation or law, bring it to the attention of your manager or supervisor. However, you can also contact the Compliance Officer directly or call the confidential Compliance Hotline. You do not have to identify yourself when you call any of the confidential reporting lines, but you must leave enough information to initiate an investigation. Specific names, dates, times, locations and issue-specific facts will allow for a better investigation into the issues or concerns. We take all reports seriously and will investigate.

#### Reporters have several methods to submit a compliance concern:

- **Website:** [lighthouse-services.com/postacutemedical](http://lighthouse-services.com/postacutemedical)
- **Toll-Free Compliance Hotline:**
  - o English speaking USA and Canada: 833.246.1088
  - o Spanish speaking USA and Canada: 800.216.1288
- **E-mail:** [reports@lighthouse-services.com](mailto:reports@lighthouse-services.com)
- **Fax:** 215.689.3885

### Will I be retaliated against if I report a compliance concern?

No. PAM prohibits retaliation against any employee who brings forth a compliance issue in good faith. Compliance Policy (COM 11) documents Prohibition of Retaliation under the Compliance Program.

### Are there any compliance resources available on the PAM intranet?

Yes. There is a section of the PAM intranet dedicated to compliance. The Code of Conduct and various compliance policies are posted on the site for employee use. These resources address many of the concerns that may face employees. In addition, all avenues through which employees may contact Compliance are listed on the Compliance site.

### What are the responsibilities of PAM employees?

As a PAM employee, you are expected to:

- Carry out your job duties with integrity and honesty.
- Learn and understand what laws and regulations apply to your position and comply with those requirements.
- Exercise good judgment and do the right thing when performing your job duties.
- Report suspected compliance violations or errors to the Compliance Officer or Legal Department.

Thank you for your ongoing support of our Compliance and Ethics Program. The continued success of PAM is based on the ethical and legal decisions and actions of each of our employees on a daily basis.

If you have questions or would like additional information, please contact Annmarie Gover, Esq., CCEP, Corporate Compliance Officer, at [agover@postacute.com](mailto:agover@postacute.com) or 717.317.9303. COMPLIANCE HOTLINE: 833.246.1088