

# THE POST

ISSUE 1, 2019

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



## A message from our President and CEO

Despite growing competition and regulatory challenges, 2018 was a stellar year for Post Acute Medical. Both our rehabilitation and long-term acute care hospitals saw double digit growth, resulting in a record-breaking performance that will fuel new growth going forward.

For 2019, that growth will come in the form of new rehabilitation hospitals and the expansion of our outpatient services. In addition to the newly opened PAM Rehabilitation Hospital of Round Rock (Texas) and PAM Rehabilitation Hospital of Dover (Delaware), we have filed a Certificate of Need (CON) in the state of Oregon for a 50-bed rehabilitation hospital. Up until now, the market has relied upon skilled nursing facilities to deliver its post-acute rehabilitation needs. Should we get approved for the CON, we look forward to differentiating the level of care we provide in a medical rehabilitation hospital from the existing providers. At the same time, we will continue to pursue opportunities to develop rehabilitation hospitals across the country, wherever we identify an unmet need.

While historically we have provided outpatient therapy services in our hospitals, we will actively expand and market these services going forward. From local patient referrals to supporting the continued recovery of our patients following discharge, we will focus on identifying and meeting the needs within each hospital community.

Additionally, under the umbrella of Traverse Health System, we have begun development of a behavioral rehabilitation hospital just outside of Houston, Texas, that we anticipate opening in 2021. The hospital will care for patients



who require integrated mental and physical rehabilitative care. Up until now, these patients could not be effectively treated in one setting. Through this unique model of care, we will address their comprehensive needs at once, helping them achieve sustainable and long-term health and wellness, while ultimately reducing the cost of care.

As always, I thank you for your commitment to our patients and our company. Together, we will continue to grow, providing high-quality care and an outstanding patient experience in every community we serve.

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  
President & CEO

# Building a community for veterans

Seven years ago, Post Acute Medical hired Dan Blasini, RN, to help transition injured veterans in need of medical rehabilitation services, first to Warm Springs Rehabilitation Hospital of San Antonio, then to Westover Hills and Thousand Oaks, as the need grew.

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**“The war was at its peak and we were really helping the Department of Defense and Veterans Administration with access to care and outcomes,” says Blasini, vice president of military affairs, explaining that the system was overwhelmed with those service members hurt in combat or training. “Brooke Army Medical Center is like the Pentagon of military medicine here in San Antonio. They don’t have inpatient rehab, so we acted as their go-to for that service.”**

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A veteran who understands how the military works as well as the needs of family members, Blasini built a system that quickly flourished, calling it The Veterans Center of Excellence.

“The name was very important,” he says. “I wanted to paint the picture that this service is for veterans and it will be an excellent experience.”

What he started in the San Antonio market with just a few referrals, today is an essential service.

“We have been successful at taking care of all of their needs based on whatever our interview dictates,” he says. “We teach veterans how to be successful.”

While competitors have taken notice, Warm Springs maintains a competitive advantage, according to Blasini.

“Other hospital systems are starting to mimic what we do. While we see that as a compliment, we’ve had the niche for many years in regard to how we do this,” he says confidently. “We have a real impact on a daily basis with people. We help them see the light in their situation.”

Those services have extended beyond the hospital walls as well. In addition to supporting two local VFWs, Warm Springs Rehabilitation Hospital of Thousand Oaks worked with the PTSD Foundation of America—San Antonio to open a community center on its campus. Housed in a previously empty building, the center provides a meeting place for veterans and family members and provides educational events, meals, support groups, etc.

“Having it on our campus opens the doors for tours telling about our outcomes and services and how we connect the

dots,” Blasini says of the benefit to the hospital. “Our big thing is being the catalyst between the Department of Defense and the Veterans Administration and reconnecting people to systems that get them back to being productive citizens.”

Blasini is confident that all PAM hospitals will benefit if they look for ways to emulate the way the San Antonio hospitals reach out to veterans. The grassroots venture will drive the veteran community to the hospitals for services, tours and admissions.

“Veterans are the one thing that unifies all of us,” he says. “I want our hospitals to provide a venue in their hospitals for them—whether the cafeteria, a break room or whatever. We can bring people in from the community and use our facilities to network and brainstorm to help with their specific need. That has taken off here, and I want to do that elsewhere.”

In Victoria, all three PAM hospitals support veterans in the community with an annual Jingle Bell Run 5k. Last year, the event attracted more than 100 runners, included sponsored children’s activities, and raised \$10,000.

“We used the money to send more than 150 care packages to the troops—the National Guard that deployed in June to Afghanistan,” says Rhonda Reeder, director of strategic initiatives. “In June, we held a send-off dinner for those men and women who deployed. Then we sent them Christmas boxes with toiletry items, snacks, baby wipes, candy and cookies. Every one of the boxes included a t-shirt from the run, so they could see who sponsored and participated in the event.”

Reeder says support for veterans comes easily for everyone involved.

“Every time we have a veteran in-house, they are so appreciative. We knew we had to do something,” she says. “We are doing it to build community.”

This type of community impact is exactly what Blasini envisions for every PAM hospital community.

“Our staffs have the power to make a difference,” he says. “The catalyst is our veterans population.”



# Organizational Effectiveness and Team Performance

## New director brings varied experience to role

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Every day Kevin Kahl has a personal goal of adding value and making each day count.

“All good performance starts with clear goals,” says Post Acute Medical’s new director of Organizational Effectiveness and Team Performance. “I like the philosophy that if we can help our employees be happy, our patients will be happy.”

Kahl, who joined the organization at the end of 2018, is excited to help increase effectiveness, efficiency and the overall health of the organization through things like year-round skill and knowledge development.

“There are organizational development tools and strategies that we can use to increase effectiveness. Examples would be performance evaluations, process mapping, and change management,” he explains. “All of that is done by identifying ways to improve employee retention and promote life-long learning.”



Kevin Kahl

As a first priority, Kahl will focus on assisting with the design, delivery and tracking of compliance training.

“After that, I hope to work on companywide efforts that will support new business opportunities and prepare our future leaders,” he says.

Kahl brings diverse work experience to this new role. While he most recently served as manager of organizational development for Hershey Entertainment & Resorts, he started his career as a teacher and athletic director. Kahl completed a master’s degree in training and organization development and is currently working toward a PhD in business psychology.

“I’ve always had a passion for helping people both professionally and personally,” he says. “As employees in healthcare, we have opportunities every day to enrich both the lives of our PAMily and the lives of our patients.”

## Leading the Way

### LVN does everything for his patients

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If it weren’t for a serious medical condition that put Daniel Harabis, LVN, in the hospital, his patients and co-workers at Warm Springs Rehabilitation Hospital of Westover Hills may never have had the pleasure of working with him.

“During my multiple hospital stays, I saw how good the nursing staff was; how much they cared about their patients,” says Harabis. “At the time I worked in a machine shop making parts. I wasn’t giving anything back. [The nurses] helped me, and I needed to help somebody else.”

Today, the former factory worker is a licensed vocational nurse on a career path that he hopes leads to becoming a registered nurse.

“I feel like it is a calling,” he says of nursing. “When I was working in the factory, I enjoyed my job. But, after the medical issues I went through, I felt this was where I was called to go.”

Apparently, he was right. The Westover Hills hospital selected Harabis as its 2017 Employee of the Year because his attention to detail and people skills are awesome, according to Michele Snyder, nurse manager.

“When selecting someone for the award, we look for employees who stand out as being extremely positive and

who really seem happy doing what they are doing,” she says. “Daniel is quiet and unassuming, but he puts his all into everything he does.”

In fact, numerous patients have submitted “kudos” for the care he has delivered.

“They mention him being kind and explaining things thoroughly,” Snyder says. “He is very much on the ball and very pleasant. He is just a fabulous nurse.”

According to Harabis, he is just doing his job.

“I ask myself how would I want to be cared for? I don’t want a patient in pain to wait an extended period of time. I drop everything at the moment, get their meds and then move on,” he says. “At the end of my shift, I want to feel that I have done everything I could for my patients.”



Daniel Harabis



## Annual meeting highlights company's positive performance

An action-packed agenda that focused on taking performance to the next level took center stage at Post Acute Medical's recent 2019 kick-off meeting for hospital CEOs and directors of strategic initiatives (DSIs).

"We closed out a very strong 2018 as a company, so we wanted to make sure our discussions were focused on maintaining that championship mentality, defending your title, staying on top," says Jason Carter, president of hospital operations, referencing a sports analogy. "We had a lot of interactive presentations that highlighted what was going right and why, as well as looking at our challenges and how we could solve them using the collective group's brain power."

Contributing to the company's strong performance in 2018 was significant growth on the rehabilitation side of the business, as well as the ability of the long-term acute care hospitals to outperform national averages for their sector.

"Everything was focused on taking that performance to the next level," he adds. "We want to give our people the tools they need to go out and share our message about the great things we are doing as a company."

According to Carter, reaching that next level is possible when you develop "bench strength," or you align your people strategy with your business strategy.

"Throughout my career there have been people who supported me and gave me the opportunity to grow," he says, explaining how he started with the company as a speech therapist and grew into his present position. "We have multiple people within Post Acute Medical who have benefited from the same support."

Highlighting that philosophy, was a presentation by Mark Senko, division president, and Jennifer Beuerlein—who served as DSI under Senko but has since been promoted to CEO—on how to build a hospital leadership team.

"It was a shining example of how a CEO, DSI and medical director can turn a hospital around," Carter says of the PAM Rehabilitation Hospital of Allen team. "Before those three were in Allen, it was probably one of our lower performing hospitals. Now, it is the hospital with the best outcomes and financial performance."

Post Acute Medical recognized PAM Rehabilitation Hospital of Allen as its top performing rehabilitation hospital for 2018. PAM Specialty Hospital of Corpus Christi North, led by Hector Bernal, was the top



Congratulations to PAM Rehabilitation Hospital of Allen and PAM Specialty Hospital of Corpus Christi North for their recognition as the top performing hospitals for 2018. Pictured accepting the championship belts that will travel with the winning titles are Jennifer Beuerlein, CEO, PAM Rehabilitation Hospital of Allen, and Hector Bernal, CEO, PAM Specialty Hospital of Corpus Christi North.

performing long-term acute care hospital for the same time frame. Going forward, PAM hospitals will compete for the title of top performer on a monthly basis.

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**"We are doing good things and people want to come to our hospitals," says Carter, adding that most PAM hospitals are performing above benchmarks and doing well against budget. "We have confident and capable people running our hospitals that make them a destination—not a place someone goes, but a place someone requests."**

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Carter is confident that PAM hospitals will continue to do well in the months ahead, if they focus on the fundamentals and go back to work like any championship team.

"You practice basics every day. You practice all the things that make you a champion and then you figure out where the holes are in your game and focus on fixing those," he says. "It is a constant effort of who you are as a champion."

## PAM Rehabilitation Hospital of Dover opens to broad community support



PAM Rehabilitation Hospital of Dover hosted several open house events in the weeks prior to accepting its first patient on February 25. Among the community-focused events was a preview just for first responders and members of the military. “We wanted to give special recognition to all who keep us safe in our community

and country,” says Ted Werner, CEO.

The subsequent response to the hospital’s opening has been very positive.

“We have had referrals from all over the Mid-Atlantic, communities near and far,” Werner adds. “They are looking to our facility to make a difference in the lives of their patients.”

## CDI Bootcamp targets effective communication



Case Management, Health Information Management and Coding staff members from Post Acute Medical’s long-term acute care hospitals recently came together at Warm Springs Rehabilitation Hospital of San Antonio for an intense, two-day boot camp.

In an effort to enhance communication between the departments, Jennifer Landry, corporate director of case management, and Rachel Sherksnas, vice president of health information management/coding, worked together with HCPro, a leading provider of CDI education, to develop the content. Their focus was on best practices and industry guidelines specific to Post Acute Medical’s needs.

“The HIM/coding team understands the coding guidelines and conventions, while the RN case managers understand the significance of clinical indicators. They also are well equipped to ‘speak the language’ of the physicians, when further clarity is needed,” Landry explains. “By providing education focused on the importance of consistent, quality documentation, and when and how to ask for clarification, we can achieve greater collaboration among all parties and ensure that documentation within the medical record is comprehensive and complete.”

Having both teams in the same training also provided an opportunity for open discussions and enhanced understanding of each other’s responsibilities.

“By having everyone in the same room, case management now has a better understanding of why the coding staff ask certain questions related to the documentation,” says Sherksnas, adding that the effort to plan the boot camp was well worth it. “We are excited to see where it will take us in the future.”



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# COMPLIANCE CORNER

## Top 10 Reasons Why Compliance Training is Required

Within the next several months, all PAM employees will be required to complete compliance training. To help you understand why you should complete the training when it is offered, the compliance team offers the following top 10 reasons:

**10. Taking compliance training will make you a better employee.** You will learn a lot of important concepts that will help you perform your job duties in compliance with the law, regulation and our policies. Specifically, you will learn how to perform daily activities in accordance with all federal, state and local laws and regulations, reduce risks and help foster a culture of high ethical standards.

**9. Employees are required to comply with all laws, regulations, PAM policies and procedures, and our Code of Conduct;** training allows employees to become knowledgeable about those things.

**8. Making training a requirement promotes TEAM—**Together Everyone Accomplishes More.

**7. Compliance training is a vital component of an effective compliance program.** Therefore, all employees need to participate in training. Having an effective compliance program is necessary for our continued success. The federal and state health care programs in which we participate strongly encourage it.

An effective compliance program has seven elements:

- Written policies and procedures and standard of conduct (Code of Business Conduct)
- Designated compliance officer and Compliance Committee
- Mandatory education and training
- Disclosure program
- Internal monitoring and auditing
- Enforcement and discipline
- Response and prevention

**6. Employees need to understand what compliance is, how to identify compliance concerns and how to report compliance concerns.**

**5. Employees need to know that they are expected to raise and disclose compliance related issues, so they can be appropriately addressed.** Training explains that expectation and also provides information as to how employees are to raise compliance related concerns.

Compliance related issues are defined as violations or alleged violations of any federal or state law regulating fraud, abuse or neglect; violation of the Compliance Program; or any immoral practice or violation of any system policy that could have a significant impact on business ethics, or result in fraud, abuse or neglect.

**4. Compliance training is necessary to promote a “culture of compliance” within PAM.** A “culture of compliance” is one that promotes the following:

- Employees know the important rules, know where to get help, and are comfortable asking for help.
- There is no tolerance for conscious disregard of rules or gross misconduct.
- Employees have personal ethical responsibility for proper behavior.
- People feel comfortable raising and disclosing problems.

**3. Through training, employees learn that they will not be subject to disciplinary action or otherwise penalized for reporting a compliance issue in good faith.** (See COM-11- Prohibition of Retaliation under the Compliance Program tab on the compliance intranet site for details.)

**2. Compliance with PAM’s policies and procedures is now an element of employee performance.** There is a provision in all employee review forms which asks the manager whether the employee has been compliant with PAM’s policies and procedures and the Compliance Program. Completion of training is one way to be compliant.

**1. The federal government has specifically required all PAM employees to take mandatory compliance training as part of the Corporate Integrity Agreement PAM signed in August 2018,** with the Office of Inspector General (OIG), the enforcement arm of the federal government agency, which administers the Medicare and Medicaid programs. Training curriculum and participation logs will be kept and are subject to review by the OIG.

### **BONUS REASON:**

PAM’s continued success is dependent on each and every employee. Thank you for your continuing commitment to “doing the right things, the right way,” and for your assistance in ensuring PAM meets this very important task of compliance training.

Stay tuned for upcoming communications regarding how you can participate in PAM’s compliance training.

**Remember to use the following methods to submit a compliance concern. You may choose to remain anonymous.**

- **Website:** [www.lighthouse-services.com/postacutemedical](http://www.lighthouse-services.com/postacutemedical)
- **Toll-Free Compliance Hotline:**
  - English speaking USA and Canada: 833-246-1088
  - Spanish speaking USA and Canada: 800-216-1288
- **E-mail:** [reports@lighthouse-services.com](mailto:reports@lighthouse-services.com)
- **Fax:** (215) 689-3885

If you have any other questions or would like additional information, please contact Annmarie Gover, Esq., CCEP corporate compliance officer, at [agover@postacutecorporate.com](mailto:agover@postacutecorporate.com) or 717.317.9303. COMPLIANCE HOTLINE: 833.246.1088