

# THE POST

ISSUE 3, 2018

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



## A message from our President and CEO

Recently, I was reminded of how quickly time flies. John Bauer, PAM's corporate executive vice president and my high school and college classmate, made the decision to move into a part-time role as PAM's executive vice president and senior advisor. As our business relationship entered a new phase, I realized how quickly the last 30 years of working together at the highest levels of corporate management have passed.

John's announcement also sparked some reorganization among our leadership team, which I believe is essential to our success going forward.

- Kristen Smith, previously executive vice president of Development and Hospital Analytics, is now president of Clinical Innovations and Business Intelligence.
- Rob Tribeck, previously executive vice president and chief legal officer, is now president of Business Services.
- Jason Carter, who served as chief operating officer for Rehabilitation and LTACH Operations, is now president of Operations.

As I've mentioned previously, we need to evolve beyond just rehabilitation and long-term acute care services to remain viable in a changing health care environment. I am confident that Kristen, Rob and Jason can help us in that respect. Each one of them has continuously stepped up to the plate when needed and has expressed a desire to grow with the company.

At the same time, we have many great people throughout PAM, so expect to see more elevations in the future. PAM is a living, breathing company and building a company is a process. The great thing about that? Everyone gets the chance to participate at the level and speed they desire.

A handwritten signature in blue ink that reads "Anthony F. Misitano".

Anthony Misitano  
President & CEO



# EVERYDAY HEROES

## A million little things add up for executive assistant

**It is the million little things that Cheryl Morrison does that add up to her being a consummate team player.**

“She’s that person that cares about the hospital, wants the hospital to be successful and treats it like her own company,” says Portlyn Brogger, division president. “Whether it is for staff or patients, she is always the one to volunteer first to do whatever needs done.”

John Hughes, CEO, likens Morrison to “the central nervous system” of the hospital.

“It is a million little things like mentoring a coworker and answering as many call lights as she can,” he says. “You don’t have to ask her, if there is a need. She has a willingness to help, regardless if it is in her job description.”



Cheryl Morrison

Morrison, who joined PAM Rehabilitation Hospital of Overland Park two years ago, serves as executive assistant and medical staff coordinator.

“It is a really positive place to work,” she says. “Everyone works as a team. You help them out without even thinking twice.”

That willingness to jump in and get your hands dirty flows from the top, according to Morrison.

“I think it is our management team,” she explains. “There is not one of them that would ask any of us to do something that they would

not do.”

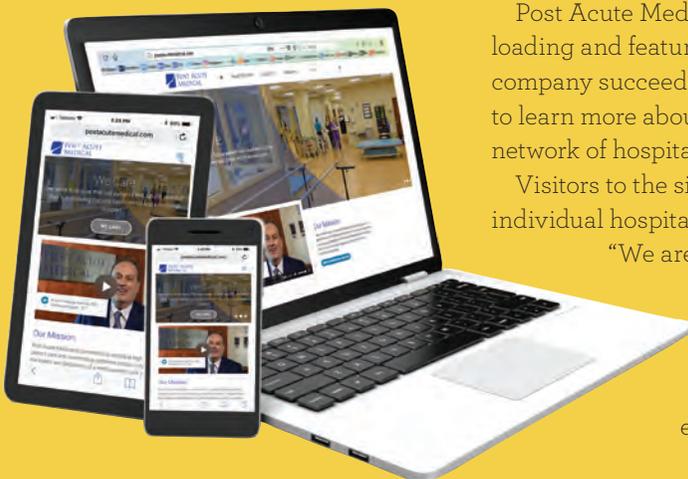
Morrison admits that she finds her greatest enjoyment in doing simple things for others, such as helping an elderly visitor understand how to pay for his meal or offering a drink to family members.

“Seeing a smile and knowing I took a burden off of them is my reward,” she says. “I really try to live by the Golden Rule.”

*Everyday Heroes is a new feature that will highlight PAM employees who Own-Anticipate-Delight-Inspire (OADI) in the approach to their jobs. To recommend someone you know for this recognition, please email Renee Holloman, senior vice president and chief people officer, [atrholoman@postacutecorporate.com](mailto:atrholoman@postacutecorporate.com). Be sure to include your reasons for recommending the employee.*



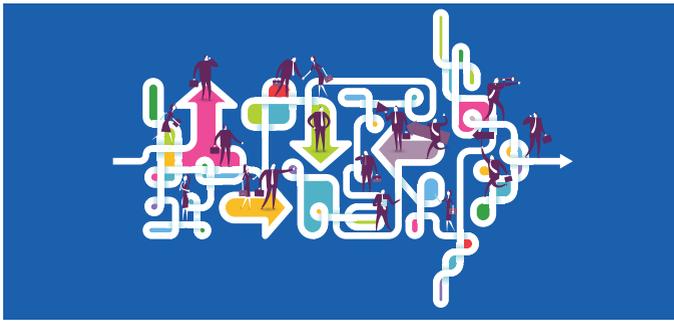
## New website improves visitor experience



Post Acute Medical unveiled a new website in early summer that is mobile-ready, fast-loading and features a clean design and easy navigation. Using a team approach, the company succeeded in developing a resource for patients and referral sources who want to learn more about the continuum of post-acute services provided through the company’s network of hospitals.

Visitors to the site can listen to video interviews with the leadership team, view individual hospital pages and read patient testimonials.

“We are excited with how far the website has come from the previous version,” says Lisa MacLean, senior executive vice president and chief strategy officer. “However, visitors to the site can expect it to change and evolve as we continue our efforts to be the most trusted resource for post-acute services in every community we serve. I encourage everyone to bookmark the page and come back often!”



## Leadership teams share best practices during combined meeting

Post Acute Medical (PAM) recently hosted its first annual “PAM World University” in Las Vegas, near the newly opened PAM Rehabilitation Hospital of Centennial Hills.

About 120 members of hospital leadership came together to focus on delivery of the full post-acute continuum of care. CEOs and directors of strategic initiatives (DSIs), directors of nursing (DONs) and directors of rehabilitation (DORs) took full advantage of the opportunity to share new ideas and best practices, according to Lisa MacLean, senior executive vice president and chief strategy officer.

“In addition to meeting face-to-face with their peers, they had the opportunity to talk about similar challenges they face, how to overcome common barriers and learn new ways to address issues,” she says. “This type of back and forth is key to success for every healthcare professional no matter what stage they are at in their career.”

Individual hospital teams also spent time improving their working relationships.

“We had a lot of good discussion between CEOs and DSIs about what each one needs from the other,” MacLean says. “With the directors of nursing, we examined their understanding of business development as it relates to patient care, while directors of rehab shared their outpatient successes and challenges.”

The entire group participated in discussions about the importance of culture, communication and consistency in terms of their impact on employee engagement and retention. Home office representatives then followed with presentations on the practices they have implemented throughout the patient-stay process that have had a positive impact on patient satisfaction.

“We are fortunate to have very smart and driven professionals who make up our hospital leadership teams,” says Anthony Misitano, CEO. “I predict big returns from this event!”

## Post Acute Medical enters joint venture with home health agency

Post Acute Medical (PAM) has entered into a joint venture with Be Healthy at Home, a home health care organization based in Buda, Texas. The venture will improve the continuum of post-

acute care services available in the communities PAM serves through its acute medical rehabilitation and long-term acute care hospitals.

“Be Healthy at Home is a five-star home health agency that for many years has proven to be a tremendous resource for our hospital in Kyle, Texas,” says Kristen Smith, PAM’s president of Clinical Innovation and Business Intelligence. “We look forward to bringing their specialized home care services to the communities served by our other hospitals in the region and beyond.”



*In partnership with*  
POST ACUTE MEDICAL



## Post Acute Medical purchases specialty hospital in Lufkin, Texas

Post Acute Medical (PAM) recently purchased Memorial Specialty Hospital, a 26-bed facility located on the 5th and 6th floors of CHI St. Luke’s Health-Memorial Lufkin in Lufkin, Texas.

The newly rebranded PAM Specialty Hospital of Lufkin is a separately licensed long-term acute care hospital. It will remain on the campus of CHI St. Luke’s Health-Memorial Lufkin where it serves critically ill and medically complex patients with long-term needs from 13 adjacent Deep East Texas counties.

PAM has also assumed management of the hospital’s Inpatient Rehabilitation Facility (IRF) under a separate management agreement, while CHI St. Luke’s Health-Memorial retains ownership.

## Medical director sees rehab as an optimistic place to be

While being a quadriplegic doesn't make him a better physiatrist, Mark Fredrickson, MD, believes his insider knowledge gives him a definite advantage with patients and families.

"If I have a young patient with a brand-new spinal cord injury and I roll in, there is almost a palpable sensibility from the family," says the medical director for Warm Springs Rehabilitation Hospital of San Antonio. "Having that shared experience and deeper level of understanding can be very helpful."

Dr. Fredrickson, who was injured in a car accident during high school, is one of four quadriplegics to graduate from the University of Wisconsin at Madison School of Medicine.

"At the time—even today—it was controversial. Some of the concerns were could I meet the demands; hold up under stress. Is it good use of taxpayer dollars?" he remembers. Fortunately, there was a student ahead of him, who helped pave the way. "There were challenges. But, thanks to adaptive equipment that we invested in along the way to make things easier and better, I met all the basic requirements."



In fact, Dr. Fredrickson has built a very successful career. Board certified in both physical medicine and rehabilitation and spinal cord injury medicine, he has served as faculty at several universities, including the University of Texas Health Science Center—San Antonio and the McGovern School of Medicine at the University of Texas at Houston. More recently, he served as attending physician for The Institute for Rehabilitation and Research—The Woodlands (TIRR).

"I find real joy in the fact that, in rehabilitation, most of our patients get better," he says. "Rehabilitation can be a very positive, optimistic place to be."

Dr. Fredrickson also serves as medical director for the hospital's spinal cord injury program—a unique subspecialty in which he believes the hospital can lead the market.

"We want to be to San Antonio what TIRR is to Houston, and I think we can get there," he says. "There is an enthusiasm about saying that this part of what we do, we do better than anybody in town. If there is something specifically that Warm Springs wants to carve out as a niche, we want to own spinal cord injury."



Mark Fredrickson, MD, medical director of Warm Springs Rehabilitation Hospital of San Antonio, is an avid scuba diver and serves on the board of directors for the Dive Pirates Foundation, a non-profit that teaches adaptive diving to disabled veterans and first responders. He is pictured here with adaptive dive buddies Joel Barnett and Mike Marzano. Not visible in the photo is a fourth diver who always faces Dr. Fredrickson watching him for any hand or eye signals to indicate his needs.

# HOSPITAL NEWS

## Hospital celebrates one year without nursing agency use

In June, PAM Rehabilitation Hospital of Victoria celebrated one year without any nursing agency use, from a 2016 high just north of \$100,000.

The team reached the milestone by first educating staff on the impact agency use had on finances and quality, according to Sharon Simms, RN, BSN, CRRN, corporate director of Quality and Clinical Services.

“Being a fairly young hospital, we needed to build our own pool of experienced LVNs and CNAs, so we would have consistency

[in staff and quality of care]. Once we started getting census stability and could budget an average daily census, we began eliminating the agency use by filling full time positions,” says Simms. “Over time we saw that those expenditures were going way down. We also could see our patient outcomes were getting better as a result.”

Having reached their goal, Simms says they are focused on the next challenge: two years with no agency use!

## Fundraisers benefit veterans

Staff of PAM Specialty Hospital of Milwaukee are raising money for homeless veterans through a series of planned events, including a bake sale, luncheon, and basket auction. The hospital will host a luncheon for veterans on October 11, in which they plan to present all the money raised.



## Insurance company offers thanks

After the staff at PAM Rehabilitation Hospital of Clear Lake came to the aid of a patient’s husband, who was in distress and later hospitalized, the patient’s insurance company contacted Dale Mulder, CEO. “They called to tell us how wonderful we were in the way we handled the situation and that patient. I’ve never had an insurance company call and say, ‘thank you.’ That was totally unexpected. It is one of those outcomes you don’t look for, but people did notice that we did the right thing.”

## Family thankful for life-saving action



Dan Blasini, RN, BSN, BC, vice president, Military Affairs for Warm Springs Rehabilitation Hospital, was waiting for a flight in June, when he noticed a man in distress.

Following a quick assessment, he realized he was in cardiac arrest, called for help and began CPR.

Alerted to the emergency, two EMTs and another nurse joined in the effort. Together,

their life-saving actions helped save the man’s life.

“We all worked as a professional team so well, you would have thought we had known each other for years,” Blasini says. “Yet, we were all complete strangers.”

The ER doctor later called Blasini and told him there is only a five percent survival rate for out-of-hospital cardiac arrest, let alone having a patient survive with complete brain function. In the words of multiple doctors and nurses at the hospital—miraculous!



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# COMPLIANCE CORNER

## New compliance officer to focus on growing program

While she initially objected to taking responsibility for compliance some 19 years ago while serving as corporate counsel for a previous employer, Annmarie Gover, Esq., CCEP, Post Acute Medical's new corporate compliance officer, admits to being passionate about the topic now.

"Doing the right thing, the right way all the time, was ingrained in me since an early age," she says. "I believe that being passionate about compliance and ethics is necessary to be a good compliance officer. My legal training has also taught me that unethical, illegal behavior has significant consequences, particularly in government health care."

Gover is excited to bring that passion to the provider side of compliance and admits it was one of the reasons she accepted her new job.

"I was at a point in my career where I needed to learn something new," she says, explaining that she most recently worked for Novitas Solutions, Inc., the largest Medicare Administrative Contractor (MAC) in the United States. "This is the first time I am doing compliance on the provider side. I've always done it for a payor."

**Gover's long-term goal will be to grow the compliance program, which is intended to identify, prevent and detect problems early on so corrective action can be taken to avoid government fines and penalties.**

"When you grow a compliance program, you have to assess where improvements need to be made, and then prioritize," she explains. "I have done this before. I have created programs from nothing, but here there is a program. I am assessing the current program and will improve upon it. That is my mission."



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