



Physical Therapy

Speech Therapy

Occupational Therapy

Outpatient Rehab

NHC LEDGER

Seeing Stars

Quality Measure/Indicator Report Equals Opportunity for Rehab to Improve Patients' Status

Karen Corey, PT • Regional Rehab Coordinator-New England

A Brief Overview

The 5 Star CMS rating was recently established by the Centers for Medicare and Medicaid Services to demonstrate quality services in nursing homes. The goal of the quality rating system is to provide families a “straightforward assessment of nursing home quality, with meaningful distinctions between high and low performing homes”. The nursing home ratings are available on the CMS web site www.medicare.gov and can be compared by consumers. Centers earn star ratings from a high of five stars to a low of one star based on Health Inspection Surveys, Quality Measures, and Staffing Information. A quality rating is given separately for each of these three areas, and then combined for a total score. A rating of five stars means the center ranks “much above average”, a four star rating indicates “above average”, a three means “about average”, a two is “below average”, and a one indicates that the center is “much below average”. The rankings are updated monthly.

In the Quality Measures area, the rating system uses 10 key domains of resident care as follows:

Long-Stay Residents:

- Percent of residents whose need for help with daily activities has increased.
- Percent of residents whose ability to move in and around their room got worse
- Percent of high risk residents with pressure sores
- Percent of residents who had a catheter inserted and left in their bladder

- Percent of residents who were physically restrained
- Percent of residents with urinary tract infection
- Percent of residents who have moderate to severe pain

Short-Stay Residents:

- Percent of residents with pressure ulcers (sores)
- Percent of residents who had moderate to severe pain
- Percent of residents with delirium

How Can Rehab Help?

Patients with late loss ADL's (bed mobility, transfers, eating, and toileting) who have not improved with Restorative Nursing may benefit from skilled Occupational Therapy to address adapted equipment to facilitate ADLs such as self feeding. They may also need Skilled Physical or Occupational Therapy to improve bed mobility, transfers and mobility in their room.

Patients with pain may benefit from skilled Physical Therapy for ultrasound, stretching and to establish a TENS unit pain control regime.

Rehab can assist nursing in actively reducing restraints. Patients who are at risk of pressure ulcers may benefit from Physical or Occupational Therapy to assist restorative nursing in designing positioning programs, or may benefit from wound care.

Work with your team to make sure we are meeting the skilled needs for all of our patients to insure they are functioning at their optimal level.



South Central Region Applies Leadership Philosophy to Enhance Teamwork

The South Central region has employed the principles set forth by John Maxwell in his book, *The 360° Leader*. In the book, Maxwell postulates that every member of an organization from the CEO to the part-time housekeeper has the ability, and responsibility, to



influence change and growth. Maria Wong, PT and Regional Rehab Coordinator for the South Central region says that the South Central partners “have really taken ownership of the principles of the 360° Leader and have worked hard to apply them in their centers.”

NHC Anniston, in Anniston, Alabama is a great example of a center that has used these principles to enhance teamwork. Jason Smelley, OTR says one of the biggest changes they’ve seen has come from a simple source: case management meetings. Jason states that each department is present for the meetings and every patient is discussed individually and in-detail to ensure all aspects of the patient’s daily life are taken into account. This communication between departments is so beneficial to the overall care of the patient! Rather than only focusing on their own discipline, each department can hear what the other departments are

focusing on with the patient, what obstacles they may be facing and everyone can assist in coming up with strategies to overcome those obstacles. This principle of Leading Across turns possible confrontations into conversations that keep the attention on the patient.

Penny Arnold and Jessica Moen, Director and Assistant Director of Nursing, respectively, at NHC Dickson agree that refocusing efforts on the individual patients has helped Dickson improve teamwork and communication. Penny states that “even partner satisfaction has increased as a result. All partners feel like they are a valuable member of the team. That is empowering.”

NHC Dickson has created a “Get Up and Go Group” that gives patients activities after rehab. Members from every team participate in the group and each department sees it as a value added part of the job. “We are changing attitudes by working together”, Jessica says, “it’s great for our partners and even better for our patients.”

For more information on South Central’s leadership principle, please contact Maria Wong at 931-363-6997.



NHC's Central Region is Crossing the Continuum and Improving Patient Care

NHC is fortunate to be able to treat patients across the entire continuum of care, from the Centers, to our HomeCares. No doubt being treated by the same therapists would be a huge advantage to our patients and enhance our customer satisfaction.

In order for this to work efficiently, NHC centers need to have open lines of communication with the local NHC HomeCare offices. No one understands this better than Angela Hudson, the new Regional Home Care Administrator for NHC's Central Region. Angela joins the regional team from the HomeCare office in Springfield, TN. NHC Springfield and NHC HomeCare Springfield are a great example of two NHC components working well as a team. Angela had these suggestions for other centers who are trying to build stronger relationships with their local NHC HomeCare offices and vice versa.

Open the Lines of Communications

Angela suggests that CRC/FRCs arrange a time to meet with their HomeCare office's Administrator. "Get to know the staff," says Angela, "so you know who to call if you plan to follow a patient into the home."

Get Organized

Know who you need to talk to before you head to the HomeCare office and leave enough time to get all your paperwork before you begin your visits. On the HomeCare end, she says that there should be a contact person for the therapists who help them get organized and locate correct paperwork especially if the therapist is new to HomeCare. Lynda Kerbo, FRC from NHC Springfield agrees that this is one of the keys in making the experience successful for both the therapist and for HomeCare.

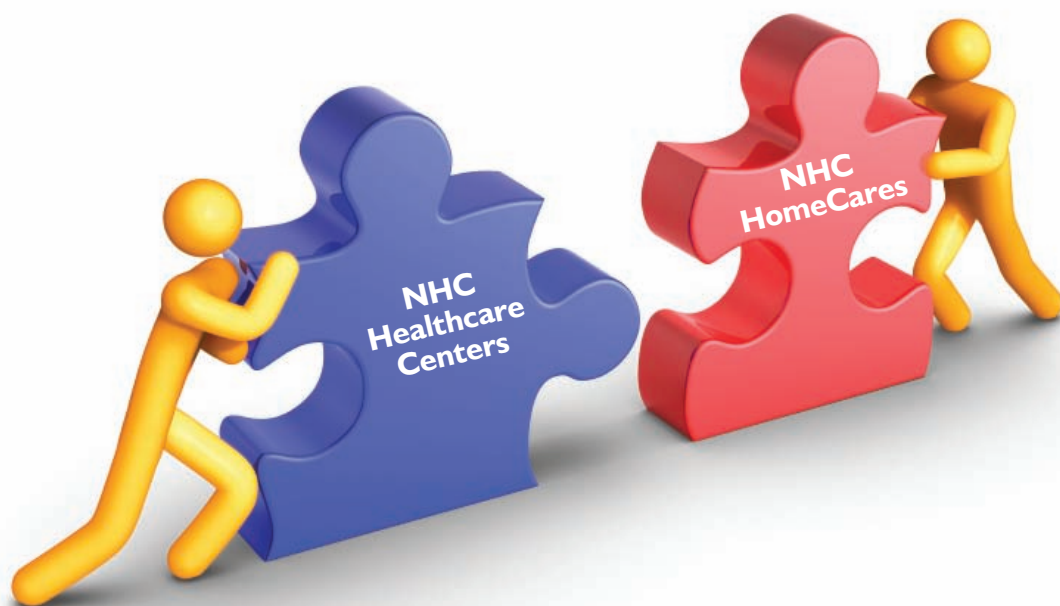
Understand Expectations

This goes back to communication. Centers and HomeCares need to communicate clearly to therapists what is expected of them during HomeCare visits (productivity, paperwork, orientation time, etc.) Lynda Kerbo adds that from the rehab side, if you get to HomeCare and don't know exactly how something works, ask!

If Problems Arise

If a problem arises, call the HomeCare Administrator or CRC/FRC immediately. HomeCare and Center staff should discuss the situation and decide whether it was an isolated incident or a recurring problem. Work together to find a solution, and be open to constructive criticism and feedback.

Above all, Angela says, build a real relationship between the different NHC entities in your area. We are all working toward the same goal: patient care. And when care is our business, business is good.



Sat-is-fy

Missouri/Kansas

sat-is-fy: To fulfill the desires, expectations, needs, or demands of a person; give full contentment to. (Dictionary.com)

It is a proven fact in business that happy employees make happy customers. The same is true at NHC Healthcare: when Partners are motivated and satisfied in their careers, patients reap the benefits. NHC's Partner Satisfaction Survey is the tool used to measure just how pleased our Partners are in their jobs. The survey measures areas of supervision, communication, teamwork, and job enrichment to gauge overall satisfaction. Each year NHC recognizes the region with the greatest increase in overall Partner Satisfaction. This year, that honor went to Kelley Bumgardaner, SLP and Regional Rehab Coordinator, and her Partners in the Missouri/Kansas Region. We sat down with Kelley to get some ideas on what they did to increase their partner satisfaction.

NHC Ledger: To begin, all of your scores increased by at least 4% in every area. What do you feel like your region did that increased satisfaction that drastically?

Kelley: We had great people to start with, but we really focused on training our Facility Rehab Coordinators to communicate with and empower their partners. We've found that just by increasing communication, you increase in satisfaction which is reflected in higher scores on the survey.

NHC Ledger: What are some ideas your FRC's have for improving communication in their centers?

Kelley: The FRC's are getting better at keeping their entire staff informed of changes or concerns that are raised in department head meetings. They also try to get together with their staff more often for lunch or social activities. Overall, like we do with our patients, we are trying to be better about learning about our Partners lives. Not just what we see at work, but in every aspect.

NHC Ledger: Of all your score increases, we noticed that satisfaction in Pay and Benefits took the biggest leap from 68% to over 81%! That is a huge increase. How did your region accomplish that?

Kelley: We think a lot of it had to do with listening. We re-evaluated our pay and benefits for each partner and tried to communicate with them

what was included in both their salary and their benefits. We listened if there was a concern, but more than anything we just opened the lines of communication on the topic. (Note: salary is a confidential issue, and discussion should still be limited to the Partner and their FRC only)

NHC Ledger: You also had an enormous increase in FRC satisfaction. What did you do differently?

Kelley: It all goes back to training. We are being much more intentional on how we train and equip our rehab coordinators. If you invest time in them and teach them to invest in their staff, the benefits are three-fold. Happier patients make for a happier staff. A happier staff, makes a happy FRC. [Kelley Smiles] And that makes for a happy Regional Rehab Coordinator!

For more tips on increasing Partner Satisfaction, contact Kelley Bumgardaner at 573-431-0223.



Conference Award Winners

Current Openings

NHC Rehabilitation would like to congratulate all of our Outstanding Rehab Program winners and nominees for 2009.

Central Region

Richland Place-Nashville, TN
FRC- Gwen Manlove

East Region

NHC Knoxville- Knoxville, TN
FRC- Doug Bloom

South Central Region

NHC Hillview-Columbia, TN
CRC-Laura Brown

South Carolina

NHC Greenville-Greenville, SC
FRC-Cindy Carlton

Missouri/Kansas

NHC Maryland Heights- Maryland Heights, MO
FRC-Karen Bomar
Springfield Rehab and HealthCare Center- Springfield, MO
FRC-Rodelio Ravela

New England

Buckley HealthCare Center-Greenfield, MA
FRC-Tracy Gomes

Moulton, AL
Physical Therapist

Larned, KS
Physical Therapist

Milan, TN
Occupational Therapist

Somerville, TN
Physical Therapist

Crossville, TN
Occupational Therapist
(Home Health)

Columbia, SC
Physical Therapist

West Columbia, SC
Occupational Therapist

Laurens, SC Occupational Therapist
(Various Settings)

See nhcrehab.com for
a complete listing.



A special congratulations to Suzanne Lawrence of East Region for winning this year's Ann Horton Membership Award. Pictured here left to right: Joan Phillips and Suzanne Lawrence

It's Official!



NHC's Geriatric Clinical Residency Program was accredited by the American Physical Therapy Association in September. Plans call for the first two residents to take the Geriatric Clinical Specialist exam in

February. Congratulations to program developers and residents!

New resident applications are being accepted now. Please contact Linda Bloodworth at 615-893-2602 for more information.

“Ain’t got nothing but love babe, eight days a week.”

East Region

“Ain’t got nothing but love babe, eight days a week.” A familiar Beatles tune bound to replay itself in one’s head for hours after hearing it. Though to most of the world the Beatles were off by a day, the sentiment is one being felt throughout NHC. In order to provide the best care for our patients, a 7-days-a-week therapy pattern is being adopted by many of our centers. Even though it adds only one more day to the more traditional 6-days-a-week most of our centers employ, the change in schedule and routine comes with its challenges.



Casey Kalb, PT, Facility Rehab Coordinator at Holston Health and Rehab in Knoxville, Tennessee has been making a lot of changes in routines over the last year. The center was acquired by NHC in January, 2009 and the rehab department in July. Casey says his staff has been incredible throughout the changes, and they all recognize the benefits of offering therapy all week long. “Having therapy offered 7-days-a-week is very important for continuity of care”, Casey says, “and it can reduce length of stay”. Holston’s experience is backed up with solid data from within their region. Speaking to

the continuity of care, Holston’s admission records show that on average 46% of their admissions happen between Thursday and Saturday. Customer satisfaction also increases as a result of patients being able to begin rehab immediately regardless of what day they are admitted. Reimbursement has also been positively impacted in the East Region.

While the benefits are fact-based and obvious, getting staff behind the change in their schedules can be challenging. Casey says the biggest challenge for him was modifying the schedule. “We worked it out so that therapists are only on-call one weekend a month and the weekend they are on, they get a day off during that week.” His staff has been supportive of the new schedule, especially upon seeing the benefits that offering therapy all week provides. “It also provides benefits that go beyond the rehab gym”, says Edwin Lopez, OT, Regional Rehab Coordinator for the East Region, “nursing and other center staff recognize that we have a presence in the building on weekends just as they do. It improves interdepartmental interaction.” Edwin also suggests recruiting PRN/Per Diem therapists on the weekends to supplement existing staff.

Making big changes in people’s schedules is never easy, but keeping patient care a priority, sometimes change is what’s required. If 7-days-a-week is a model your center decides to move towards, don’t worry. Just hum a Beatles tune, and remember NHC’s got nothing but love for you, seven days a week.

Can’t stop singing it, can you?

For more statistics and tips on transitioning to 7-days-a-week, please contact Suzanne Lawrence at 865-525-4131.

South Carolina Region Utilizes Clinical Affiliations to Create Top-Notch CE Seminars

NHC has clinical affiliations with over 30 universities and technical schools around the country which has resulted in increased partner retention, therapy recruitment, and marketing. NHC therapists, functioning as clinical instructors have provided outstanding training experiences for students, and university and tech school faculty are taking notice. With such positive feedback circulating by word of mouth, internet blogs, and on campuses, NHC has become the preferred training site for many institutions and has received many invitations to guest lecture on clinical and professional topics.

NHC South Carolina Region has taken the partnership with the Universities in their area a step further. “We invited some University faculty to speak at local seminars sponsored by NHC. They were very enthusiastic about the opportunity,” explains Jane Marshall, NHC Rehab Recruiter for South Carolina. “Universities

and Tech program faculty enjoy speaking engagements to promote their program and school, as well as to network with potential new clinical sites.” Having NHC host and facilitate Continuing Education Seminars is a low-cost and easy way to market facilities, educate area therapists for center referrals, and provide CEUs to NHC Partners and other therapists. This also increases NHC’s visibility, and networking ability with area therapists for future recruitment and/or contracts.

If you do not currently accept students, you may want to consider it. It not only will provide recruiting benefits, but will help to develop better relationships with university faculty, which can ultimately lead to potential continuing education opportunities.

For more information on developing CE Seminars in your region, contact Jane Marshall at 864-330-3000.



NHC

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*NHC Rehabilitation
wishes you and your family
a Happy New Year!*

Happy Holidays!