

AMRPA

Creating a Continuum of Care

Presented by

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Medical Director-Rehab Services at Skyline Medical Center

Johnny Harrison, MS, MBA/HCM

Administrative Director-Rehab Services at Skyline Medical Center
& TriStar Division Coordinator of Rehab Services

Agenda Overview

- Overview of Services; Creating a Continuum of Care for Patient Care & Quality
- Out of the Box Continuum of Care Ideas and Best Practices; Differentiating Services and Achieving Brand Recognition
- The Financial Impact of Having a Strong and Diverse Continuum of Care
- How to Strengthen MD Relationships Across Service Lines
- Strategies for Referral Development
- Questions & Answer Session

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Services

- Overview of Current Services at Skyline Medical Center
- How are these services integrated into the rehab continuum of care???

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Skyline Medical Center



- 213 Beds (Private)
- 8 Floors
- Medical Office Plaza
- 450+ Medical Staff
- 920 Employees

Skyline Madison Campus



- 254 Beds (Private and Semi)
- 110 Beds Utilized
- 4 Floors
- Medical Office Plaza
- 250 Employees

Skyline Medical Center Accomplishments

HEART ATTACK

“Skyline may be the best hospital for heart attack patients” according to the Tennessean newspaper article dated September 2007

Chest Pain Center received accreditation from the Society of Chest Pain Physicians and Providers

STROKE

First hospital in Tennessee to earn “Primary Stroke Center” certification from the Joint Commission.

REHAB

Middle TN’s only CARF (Commission on Accreditation of Rehab Facilities) accredited acute medical rehab program

One of only 3 acute medical rehab programs in the state of TN to be accredited by CARF for stroke rehabilitation

OTHER

One of two Tennessee hospitals to receive Best Acute Care Hospital for outstanding quality outcomes for heart attack, heart failure and pneumonia care

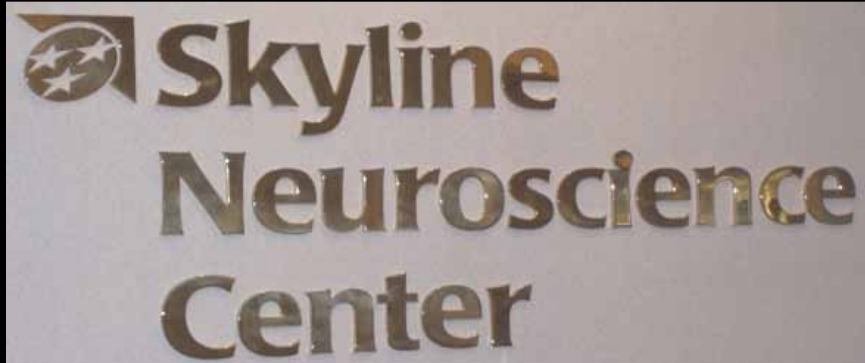
Named as one of the Nation’s Top 100 Hospitals for 2009 by Thomson Reuters for excellence in clinical outcomes, patient safety, patient satisfaction, financial performance, and operational efficiency

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Neuroscience Center

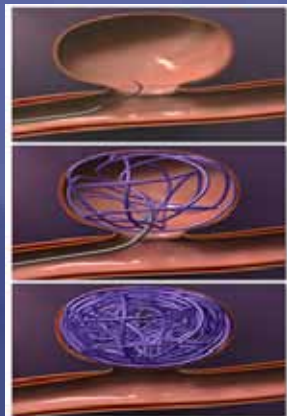
Recognized nationally as the first hospital in Tennessee to earn “Primary Stroke Center” certification by The Joint Commission

Dedicated 12 bed Neuro ICU



Neuroscience Center

- Leading-edge treatments for the brain and spine including:
 - Minimally invasive procedures to repair brain aneurysms
 - New options for stroke intervention
 - Stealth 3-D computer imaging, a state-of-the-art
 - Neuro-microscope



Emergency Services



- 6 Fast Track beds; 6 Trauma bays ; 13 Private rooms in the main ER
- 18 Emergency Medicine physicians
- 60 Staff members including RN, LPN, technicians, support staff
- Second busiest ED in Middle TN

Cardiac Services

- Certified chest pain center (among first 40 in USA)
- 64-slice computerized tomography
- Electrophysiology (EP) capability



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Acute Rehab Services



- Five certified physical medicine/rehab physicians on staff
- Comprehensive continuum of care including an outpatient rehab center, a Neuro day program, and numerous support groups & screenings held monthly.
- 41 acute inpatient rehab beds on Main campus; 10 on Madison campus that are currently not utilized (relocation of 12 beds recently)
- Middle TN's only Commission on Accreditation of Rehab Facilities (CARF) accredited facility for acute medical rehabilitation; one of only three (3) programs in the entire state of TN accredited by CARF for Stroke Rehab

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Skyline Madison Campus

Behavioral Health Services

Area Leader:

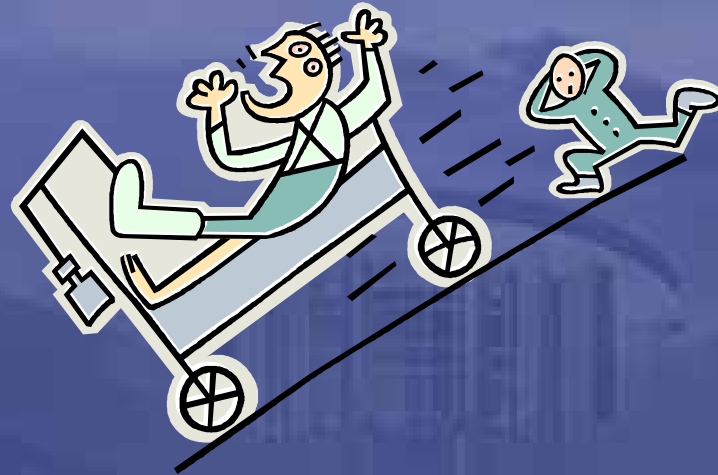
- Geriatric Psychiatry
- Adult Psychiatry
- Adolescent Psychiatry
- Chemical Dependency
- Stress Disorders
- Mood Disorders
- Treatment Mall
- Intensive Outpatient Program
- Partial Hospitalization Program
- Military specific unit



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Continuum of Care

Creating a continuum of care to enhance patient care & quality



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Rehab Outcomes

- Participate in a National Data base—Uniform Data System for Medical Rehabilitation
 - Compares outcomes on a regional and national level
 - Skyline is comparable in LOS, discharges to community, and discharge FIM scores to regional and national programs
 - Utilize information in discussions with patients and caregivers

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Outcomes Measures

- § Utilization of evidence-based practices for care
- § Publicly reported data
- § Benchmarking
- § National Certifications

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Continuum of Care

Out of the Box Continuum of Care Ideas and Best Practices



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What is “Systemness?”

- Keeping patients in “your own system”
- Establishing guidelines
- Education
- Tracking data
- Communication

Where are the Opportunities for Partnerships?

Moving Skyward...

Expanding Our Reach,
Meeting the Needs of Those We Serve.



Skyline Medical Center
and Blanchfield Army
Community Hospital

*A Partnership on the
Road to Recovery!*

Continuum of Care Ideas--EMU



Treating Epilepsy and Seizure Disorders



Marcos Cruz, M.D.
Board Certified in Neurology and
Fellowship trained in Epileptology

Skyline Medical Center has a new dedicated 6-bed Epilepsy Monitoring Unit (EMU) equipped with state-of-the-art technology for continuous video and audio EEG monitoring.

What is Epilepsy?

Epilepsy and seizures affect almost 3 million Americans. A seizure is abnormal electrical activity in the brain which may cause a variety of symptoms depending on the area of the brain that is affected.

Why is it needed?

Routine EEGs sometimes do not offer enough information of where in the brain the seizures are coming from. An EMU offers extended monitoring and recording for 3-5 days aiding in the localization and type of seizures the patient is having.

Why Choose Skyline Medical Center?

Nationally recognized for its neuroscience and rehabilitation services, Skyline has recently been named one of the nation's Top 100 Hospitals by Thomson Reuters for excellence in clinical outcomes, patient safety and satisfaction.

Referrals made EASY!

General appointments: (615) 822-8908,
EMERGENCY/SkyCall Transfer Center: (615) 769-7876.



TriStarHealth.com

For more information, call MedLine at 1-800-242-5662.

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ITB Therapy Program



Skyline Medical Center
now offers
ITB Therapy.



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The  SPARTAN HEALTH SYSTEM

Please call us at (615) 769-7336

SkylineMedicalCenter.com

**Cerebral Palsy? Multiple Sclerosis?
Stroke? Brain Injury? Spinal Cord Injury?**

**We Help Patients with Severe
Spasticity Release Their Potential!**

For patients with severe spasticity, enhancing their mobility, self-care abilities, and independence are significant achievements. To reach these milestones, effective therapy is necessary.

Oral medications are a common treatment. Unfortunately, they can leave some patients feeling fatigued, nauseated, and frustrated. For these patients, Skyline Medical Center now offers ITB therapy as a possible option.

How does ITB Therapy work?

ITB Therapy (Intrathecal Baclofen Therapy) delivers a medication called **Lioresal[®]** directly to the space where fluid flows around the spinal cord. The medication is administered in small doses using a programmable pump. The pump is surgically placed under the skin of the abdomen and connected to a thin tube called a catheter. Once in place, the pump and catheter deliver the medication directly to the spinal fluid where it is most effective.

How is the programmable pump controlled and refilled?

Our programmable pump is a surgically placed drug infusion system that can be programmed from outside the body. When necessary, a clinician uses a computer-like external programmer to adjust the drug dose and/or infusion rate. This ensures that the most effective amount of medication needed to reduce the spasticity is received. The programming is usually done every 2-3 months when the pump is refilled. To refill the pump, the clinician injects the medication through the skin into the pump's drug reservoir.

Why is ITB Therapy effective?

Delivery makes the difference with ITB Therapy. Because a small amount of medication is delivered directly to the spinal fluid, spasticity can be significantly decreased while possible side effects that often accompany oral medications may be reduced.

Who is a candidate for ITB Therapy?

A patient with severe spasticity who experienced intolerable side effects from oral medications and/or found other therapies ineffective may be a candidate for ITB Therapy. A screening test determines if ITB Therapy may work for an individual. During this test, a health care professional injects a test dose of Lioresal[®] into the fluid around the spinal cord. If the spasticity is significantly reduced, the person may be considered a candidate for ITB Therapy. In clinical studies, ITB Therapy reduced spasticity in 97 percent of people with severe spasticity due to multiple sclerosis and spinal cord injury, and in 86 percent of people with severe spasticity due to cerebral palsy or brain injury.¹

Is ITB Therapy a proven treatment?

ITB Therapy is a U.S. Food and Drug Administration approved treatment for severe spasticity. Thousands of people receive ITB Therapy to reduce their spasticity. In studies, people have reported that ITB Therapy helped them be more independent, allowing them to feed or dress themselves, sit more comfortably, or transfer more easily. Caregivers also reported that care is easier with ITB Therapy.

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ITB Program Development

- The flow of an ITB patient through the continuum
- Key partnerships
- Creating an interdisciplinary team to develop a new product line

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Neuro Day Program

MENDING MINDS & BODIES

WHAT IS A NEURO REHABILITATION DAY PROGRAM?

The goal of Skyline Medical Center's intensive inpatient, The Stroke Rehabilitation Day Program is a comprehensive program for patients who do not need 24-hour medical and nursing care. The program's specialized program is designed for people with strokes, trauma or infection of the central nervous system.

Therapies used include physical, occupational, and speech therapy to aid in development with emphasis on maximizing independence of activities of daily living and an increase in patient independence. Goals of the day program are specific to each patient but overall are aimed at continuing, enhancing and supporting the patient's maximum level of independence.

Skyline Medical Center's Program is an inpatient, nursing Certified Patient Center of Excellence and has Medicare Treatment's approved Accredited Assisted Living Skilled Rehab program.

1041 DeWittville Pike
Hickory, Tennessee 37057



WHAT IS THE DAILY SCHEDULE LIKE?

The day program offers three separate sessions to meet the patient's needs in a coordinated schedule of therapies in blocks of time. Sessions are individualized to meet patient and caregiver needs.

The program consists of the following daily activities/therapies:

- Continuity in care therapy
- Occupational therapy
- Physical therapy
- Speech/audiology
- Specialty/behavior therapy
- Group therapy
- Recreational therapy



WHAT IS THE CRITERIA FOR ADMISSION?

The patient must have a stroke which impairs, but not totally limits, and needs management at home. Patients must be able to tolerate a minimum of three hours of therapy per day in two or more of the above listed therapies. Patients must be at least 18 years old and able to communicate, own transportation. Patients are prioritized as a priority for the patient's personal belongings.

WHO PAYS FOR THIS PROGRAM?

The Skyline Stroke Rehabilitation Day Program works with all major insurance providers. Medicare and private payers are accepted. A list of insurance providers can be found on the program website.

OUTPATIENT REHAB REFERRAL LINE

(615) 769-7873

We receive referrals from many sources including, but not limited to physicians, our manager and local health providers as well as patients and their families.



Part of Skyline Health System

For more information or a free physician referral, call MedLine at 800-242-5662. Or visit us at TristarHealth.com.

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Post Rehab experience

- The path through the continuum of care
- Opportunities for building new service lines
- Utilizing internal resources
- The patient experience

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Employer Health Solutions



Employer Health Solutions

A report by The American Hospital Association concluded that involvement of hospitals in occupational health programs provided many benefits for hospitals, among them:

- New sources of revenue
- Establishment of the hospital's image as a strong community resource for preventive health care
- Diversification of services
- Fostering of a strong constituency among influential groups as business leaders
- Greater visibility through exposure in the news media
- Increased utilization of other hospital services
- Increased referrals for hospital medical staff members
- Improved hospital employee recruitment opportunities through the addition of attractive employee health and wellness programs
- Enhanced opportunity to serve the community's health needs
- Many of these same benefits also apply to individual physicians and to group practices

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Employer Health Solutions

Goals

- Our goal is to work with employers and their employees;
- Meet government-mandated (OSHA) regulatory workplace health and safety standards;
- Improve employee health, well-being and productivity;
- Reduce workers' compensation costs and risk management;
- Facilitate employees' full recovery and timely return to work after a medical event or injury.

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Keep Your Employee's Health **ON TRACK**

Employer Health Solutions is committed to working with business and industry partners to provide comprehensive occupational health programs designed to reduce costs associated with employee health. We offer competitive rates, convenient services and individualized personal attention to meet your workplace healthcare and injury needs.

CONVENIENT LOCATIONS



- + **WORKERS COMP
NETWORK
SERVICES**
- + **OCCUPATIONAL
HEALTH AND
WELLNESS**
- + **SUBSTANCE
ABUSE
TESTING**



For more information, please call **TriStar MedLine** at **615.342.1919**.

Integration and Merger of Employer Health Solutions Program

- Combined program with sister facility to create 3 locations to serve employers
- Division wide approach to Occupational Health
- Opportunity to work with the major employers in our service areas (both primary and secondary) and link them to our facilities

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Skyline Medical Center – Senior Strategy Plan

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Importance of Senior Growth Initiatives

- Seniors are the fastest growing market today, now comprising 37% of the US adult population and rising to 45% by 2015
- Seniors purchase 74% of all prescriptions
- Seniors control over 70% of all disposable income with \$1.6 trillion in spending power
- Nursing home/senior growth strategies are one of the 4 key growth strategies for our Division and the Central Group in 2010

Skyline Seniors/Nursing Homes— Important Facts

- We discharged nearly 1,000 patients in 2009 to nursing homes
- Skyline has 403 Primetimers
- Approximately 200 Volunteers
- Medicare dollars accounted for nearly \$62 million in net revenue for Skyline/Skyline Madison in 2009
- Our Lab currently has contracts with area nursing facilities
- Meditech is installed at key area nursing facilities and links clinical services and enhances the continuum of care
- Partnerships and differentiation

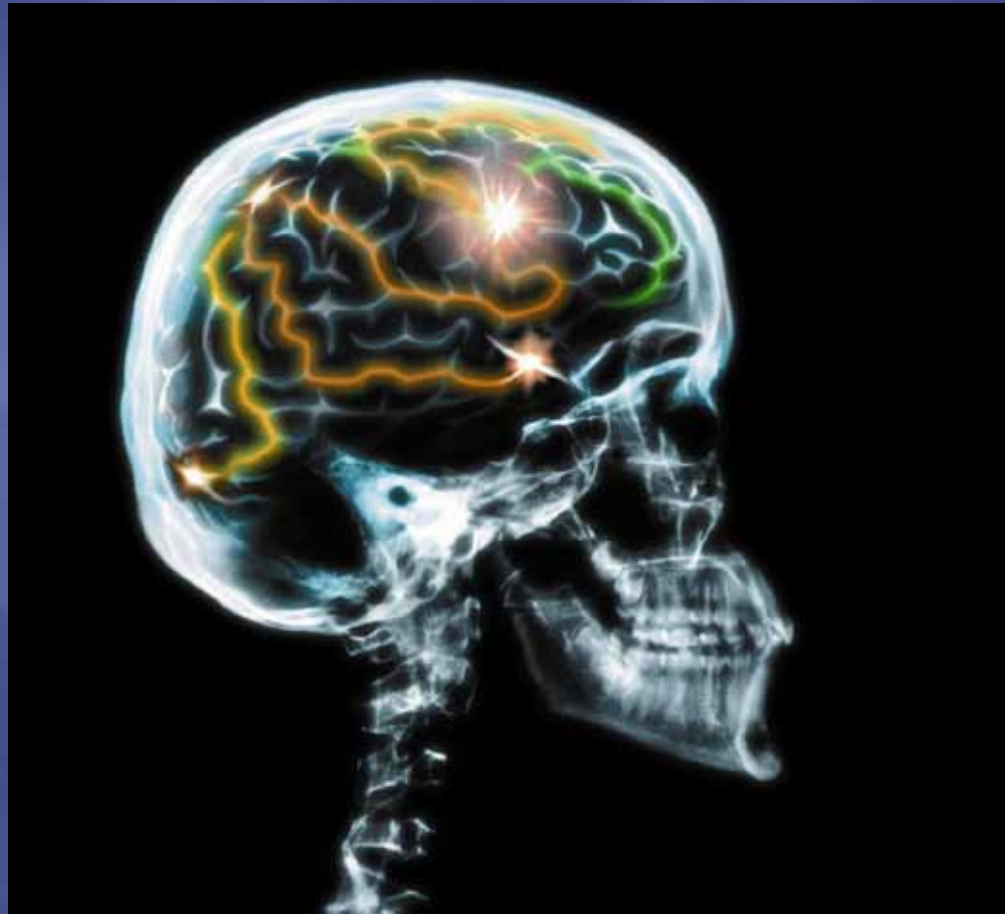
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Differentiating Services and Achieving Brand Recognition



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Differentiating Services and Achieving Brand Recognition



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Why should you choose a CARF accredited Rehab program?

Practices that demonstrate:

- - Accountability
- - Positive outcomes
- - An interdisciplinary approach to service delivery
- - Teamwork within the organization
- - Ongoing professional growth of personnel
- - Networking with other providers and resources
- - Comprehensive financial management
- - An overall focus on service to the person served

From the CARF Accreditation Sourcebook © 2008

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Brand Recognition



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Brand Recognition



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Co-Branding

TRISTAR HEALTH SYSTEM INPATIENT REHABILITATION

The Rehabilitation Centers at Horizon Medical Center and Skyline Medical Center, part of the TriStar Family of Hospitals, provide patients with the most comprehensive centers for inpatient physical medicine and rehabilitation. We serve patients with a variety of diagnoses including, but not limited to:

- Stroke
- Neurological Disorders
- Spinal cord injury
- Multiple trauma
- Burns, brain injury
- Arthritis in multiple joint
- Fractures of the hip or femur
- Amputation



AWARD WINNING CARE MEANS THE BEST FOR YOUR PATIENTS

Horizon Rehab Center is Middle Tennessee's only CAHF Accredited Acute Inpatient Physical Rehabilitation program and one of only three programs in the state with CAHF Accreditation for Stroke Rehabilitation by the Commission on Accreditation of Rehabilitation Facilities. Our 41-bed unit, which features large private rooms, provides specialized and highly-skilled physical rehabilitation services to patients with complex needs. Skyline Medical Center was recently named one of America's Top 100 Hospitals by Thomson Reuters™.



Skyline Rehab Center is a comprehensive, interdisciplinary inpatient program staffed by physicians and staff who specialize in rehabilitation. The inpatient center includes 12 beautifully decorated private rooms, multiple therapy gyms, as well as simulated home settings for specialized therapy. Horizon Medical Center has been named a Best in Value Award Hospital by Data Advantage™ for Quality, Affordability, Efficiency and Patient Satisfaction.



Most Insurance Accepted

Our facilities accept most insurance carriers, government payors, and workers' compensation.

MEDICAL LEADERSHIP AT ALL FACILITIES

Our facilities have on-site medical leadership and consultations provided by board-certified physiatrists and physicians who work in conjunction with our therapists and rehab nurses to create individualized treatment plans, ensuring that our patients receive the best rehabilitative care possible.

24-HOUR REFERRALS MADE EASY!



Main 615-769-7336 • Fax 615-769-7873



Main 615-326-2777 • Fax 615-326-2789

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Successful Mergers and Acquisitions

- Key Ingredients:
 - Due diligence (not just financial)
 - Joint planning—develop a transition team
 - Develop a communication plan
 - Develop an integration plan
 - Remember your stakeholders
 - Implementation

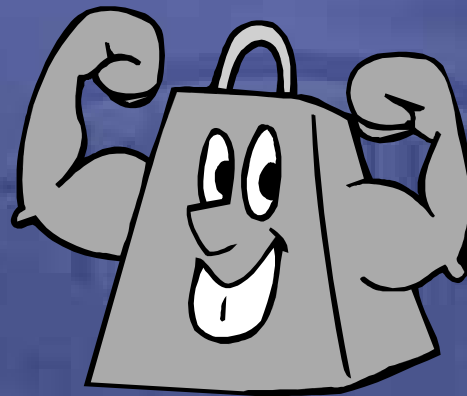
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Mergers and Acquisitions

- In 2006, HCA purchased our closest competitor from the Adventist Health System
- Integration of Rehab Services to become the second largest provider in Middle TN
- A progression with careful evaluation and adherence to the CON process
- Careful evaluation of your competitors— opportunities for acquisition or joint venture

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The Financial Impact of Having a Strong and Diverse Continuum of Care



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Financial Impact Occupational Health Services

- The significance of implementing an Occupational Health program:
 - 27% increase in inpatient admissions (09vs10)
 - Over \$12 million in total charges (2010)
 - Over \$4.5 million in net revenue (2010)

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Financial Impact Rehab Services

- Inpatient Rehab contributes significantly to the overall hospital operations:
 - In 2010, was in the top 3 leading revenue producing departments in the hospital; Now in Top 2
 - Over \$11 million in total revenue (15% increase over prior year)
 - Nearly 1400 referrals in 2010; on track to exceed referrals YOY

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Financial Impact

- Achieving Financial Success
- Measurements of Success
- The importance of open communication about “the numbers”

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Service Lines

How to Strengthen MD Relationships Across Service Lines



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Your Spine Care Specialists

Spine and Orthopaedic Services at
Skyline Medical Center
 TRISTAR HEALTH SYSTEM

"The physicians at Skyline Medical Center share an unwavering commitment to the provision of exceptional care. We are nationally recognized for our Neurosciences and Rehabilitation services."

Meet Our Team



Vaughn Allen, M.D.
 Neurological Surgery
 Medical School
 Temple University
 School of Medicine
 Residency
 Vanderbilt University
 School of Medicine
 Board Certified
 American Board of
 Neurological Surgery



Brett Haber, M.D.
 Orthopaedic Surgery
 Medical School
 Yale University
 School of Medicine
 Residency
 Brown University
 Medical School Hospital
 Fellowship
 Cleveland Clinic Foundation
 Board Certified
 American Board of
 Orthopaedic Surgery



Kenneth Bartholomew, M.D.
 Pain Management
 Medical School
 Saint Louis University
 Residency
 Vanderbilt University
 Medical Center
 Fellowship
 Saint Louis University
 Medical Center
 Board Certified
 American Board of
 Pain Management



Daniel Burwal, M.D.
 Orthopaedic Surgery
 Medical School
 West Virginia
 School of Medicine
 Residency
 Cleveland Clinic Foundation
 Fellowship
 Cleveland Clinic
 Board Certified
 Board Eligible



Justin Coliac, M.D.
 Physical Medicine and
 Rehabilitation
 Medical School
 Medical College of Georgia
 Residency
 The Ohio State University
 Fellowship
 The Ohio State University
 Board Certified
 American Board of Physical
 Medicine and Rehabilitation



Paul McCombs, M.D.
 Neurosurgeon
 Medical School
 University of Miami
 Residency
 Vanderbilt University
 School of Medicine
 Board Certified
 American Board of
 Neurological Surgery



Harpal Mahra, M.D.
 Physical Rehabilitation
 and Pain Management
 Medical School
 Ross University School of
 Medicine/Parsons, Jamaica
 Residency
 All County Memorial Hospital
 Saint Catharines
 School of Medicine
 Board Certified
 Pain Medicine and
 Physical Medicine



Robert Sarno, M.D.
 Physical Medicine and
 Rehabilitation
 Medical School
 UNMC/Robert Wood Johnson
 Medical School
 Residency
 Tufts University Program
 Board Certified
 American Board of Physical
 Medicine and Rehabilitation



John Spooner, M.D.
 Neurosurgeon
 Medical School
 University of Arizona
 Residency
 Vanderbilt University
 School of Medicine
 Board Certified
 Board Eligible

Services:

- Back Pain (acute and chronic)
- Compression Fractures-Spine
- Degenerative Disc Disease
- Disc Herniation/problems
- Extremity Pain (arm or leg)
- Facet Joint Pain
- Failed Back and Neck Surgery
- Fall and Balance Issues (related to spine & back)
- Myofascial Pain
- Motor Vehicle Accident-Related Injuries
- Neck Pain (acute and chronic)
- Neuralgia
- Neuropathy/Radiculopathy
- Numbness (related to spine & back)
- Osteoarthritis
- Scoliosis Deformity
- Sciatica
- Spinal Stenosis
- Sports Injuries
- Weakness Associated with a Neurological Diagnosis
- Work Related Injuries



Call our SOS line at 615-769-7267

8:30 a.m. to 4:30 p.m. Monday-Friday

Spine and Orthopaedic Specialists at Skyline

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TRISTAR MEDICAL GROUP
Skyline Spine and Rehab
Associates

Other Opportunities

- Call coverage
- Collaboration
- Participation in hospital wide committees (i.e. NeuroScience Physician Steering committee)
- Partnering with physicians in other facilities
- Local, state, regional participation in committees, task forces (i.e. State Stroke Task Force committee)

Strategies for Referral Development

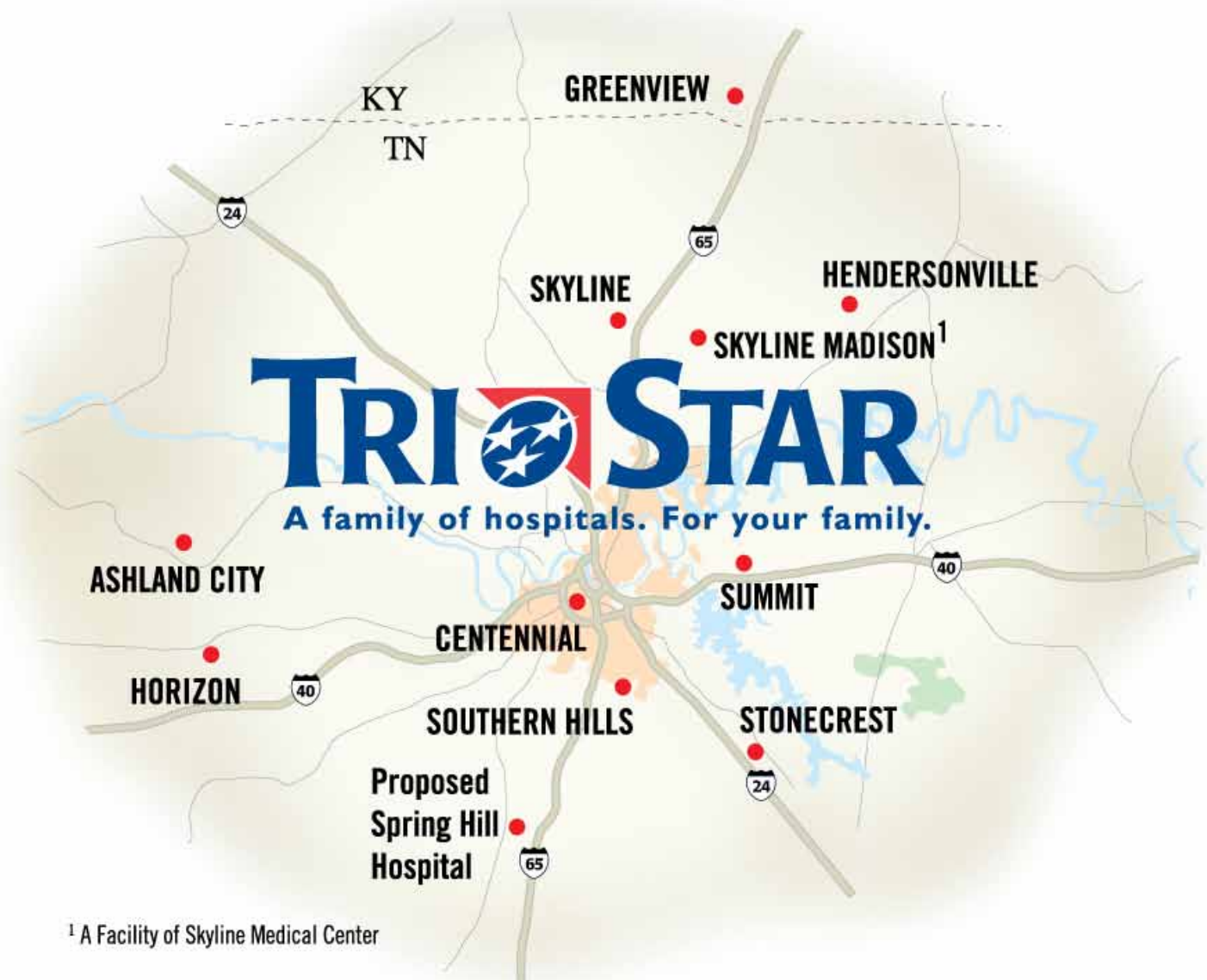


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Consumer Based Experience:

- An individual's experience has far less to do with amenities than their perception of the actions and attitudes of others.
- Actions: Anticipation of needs, doing extra without being asked, doing what is necessary and then some.
- Attitude: Externally focused on discovering and meeting needs and creating a positive guest experience.
- Amenities: Create a welcoming environment. Sensory pleasing and satisfying.

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TRISTAR

A family of hospitals. For your family.

¹ A Facility of Skyline Medical Center

*fast***ER**

TEXT ER *to* **23000**

FOR AVERAGE ER WAIT TIMES AT A
TRISTAR HOSPITAL NEAR YOU

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The Importance of Strong Community Relationships & Partnerships



We're better together!



SAVE THE DATE!
Community Partners Vendor Fair
Fri. April 1st, 2011 10 am-2 pm
Auditoriums A & B Garden Level

Register Now for this Career Networking Event.
Please join us for a peer networking event that will highlight your health care specialty. RSVP by calling TriStar MedLine at 615-342-1919 no later than Monday, March 28th, 2011.

This event is open to all nursing facilities, home health, DME and assisted living centers who work with Skyline Medical Center, Skyline Madison Campus and Hendersonville Medical Center.

Participation is subject to review and approval by Skyline Administration. Each participant will receive one table and two chairs. Setup must be completed by 9:30 a.m. on the day of the event and taken down by 2:30 p.m.

WE LOOK FORWARD TO SEEING YOU THERE!

TriStarHealth.com

Please RSVP to TriStar MedLine at 342-1919.

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Transfer and Coordination of patients occurs
24/7 through our SkyCall Transfer Center (the
center is staffed by Licensed RNs)

*Implementation of a Division-wide Transfer
Center is under way

SKY CALL TRANSFER CENTER

 **Skyline
Medical Center**
TRI STAR HEALTH SYSTEM



(615) 769-7876

Working 24/7 so you don't have to.

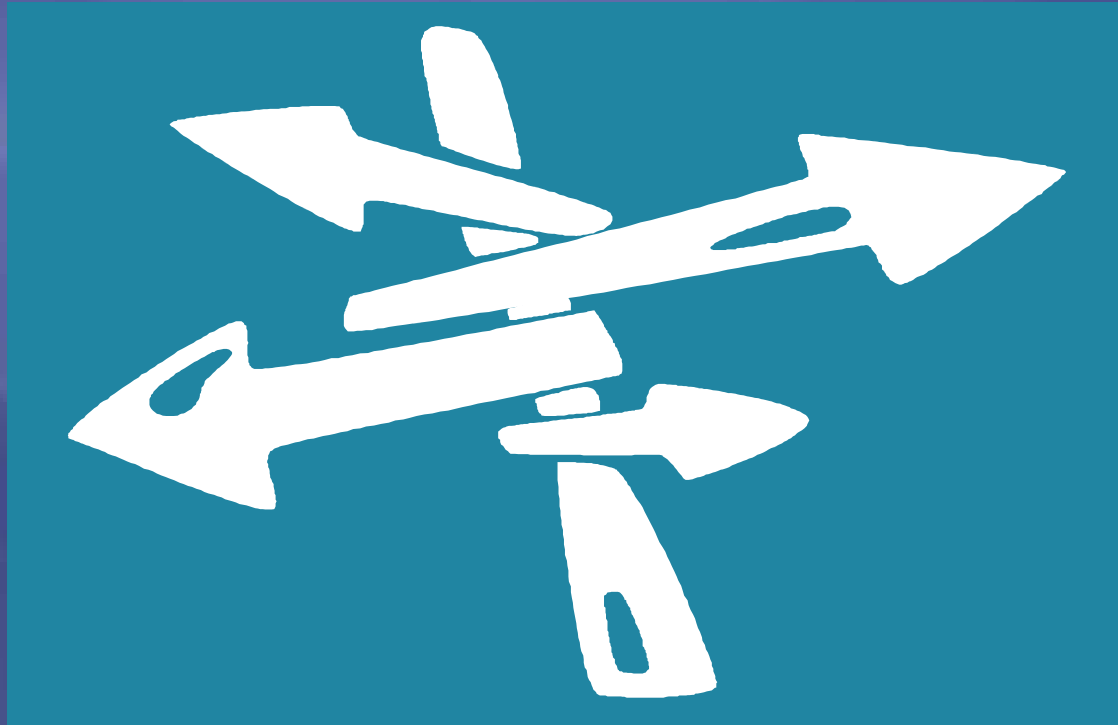
Other Strategies We Have Covered

- Looking for opportunities within your current system or organization (internal/external)
- Creating unique partnerships (ITB program; Bioness)
- Asking what are the opportunities to be “first” and achieve recognition/be the market leader
- Achieving loyalty and return customers
- Creating an environment where your service is the preferred provider for patients, physicians, and employees

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Goals: The Road Ahead!

The Importance of Strategic Planning and Project Management



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Questions & Answer Session



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