Continuous Clinical Improvement

UDSPRO Central and the UDSMR logo are trademarks of Netsmart Technologies, Inc.

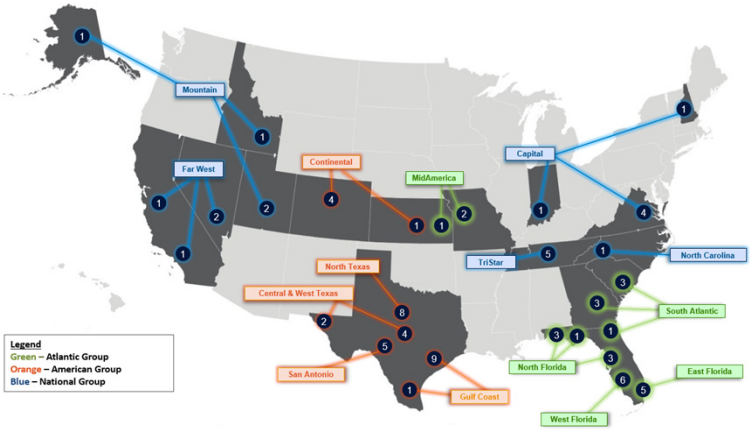
Presenters

HCA Post Acute Services Leadership Team

Shannon Tucker
Assistant Vice President

Alicia Ancarrow
Senior Director of Operations

HCA Inpatient Rehab Footprint



82 Inpatient Locations

17 States

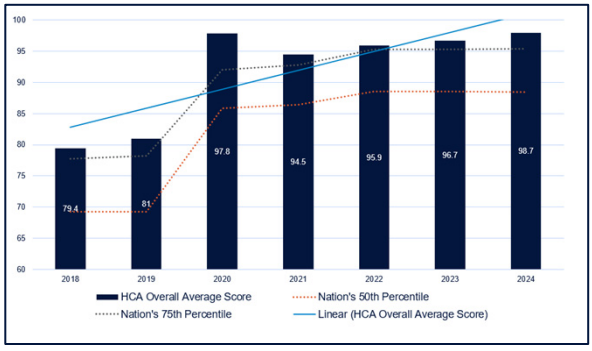
2205 Licensed Beds

1 Skilled Nursing Unit

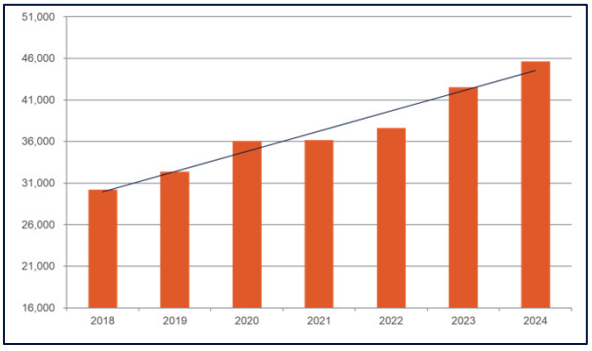
CONFIDENTIAL – Contains proprietary information.
Not intended for external distribution.

Operational Excellence

PEM Score



Growth



CONFIDENTIAL – Contains proprietary information.
Not intended for external distribution.

Learning Objectives

- At the end of this presentation, you should be able to:
  - Establish clinical goals
  - Complete deep dive of program's current state
  - Implement a multi-faceted performance improvement plan

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Overview of Standard Clinical Operating Procedures

Standard Operating Procedures

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

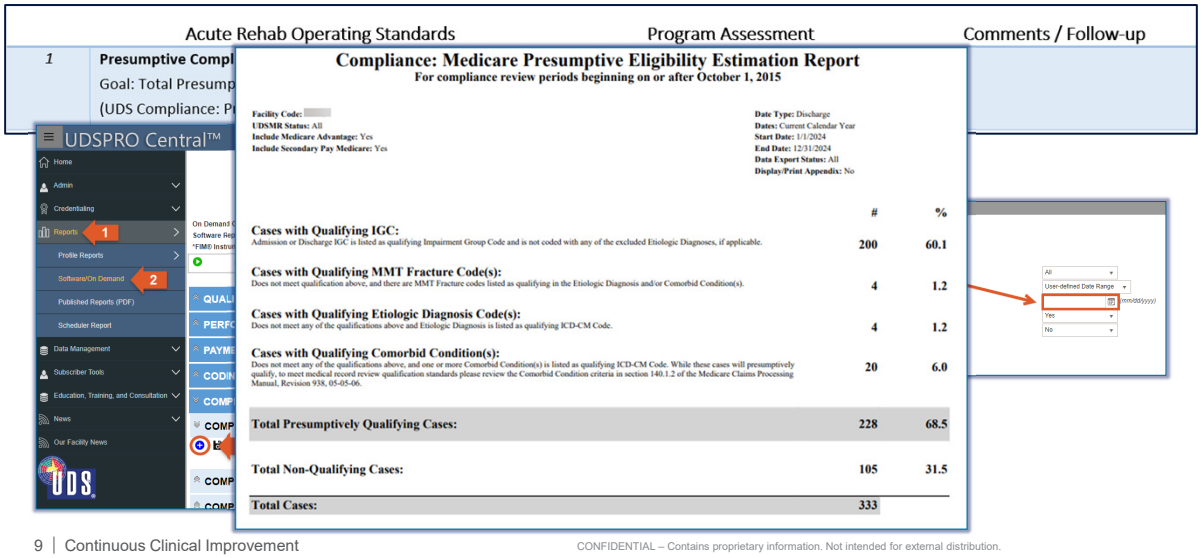
HCA Healthcare

Standard Operating Procedures

	Acute Rehab Operating Standards	Program Assessment
1	**Presumptive Compliance Threshold** Goal: Total Presumptive Compliance target is 60%. (UDS Compliance: Presumptive Eligibility Estimation Report)	
2	**IRF PAI Data Completeness** Goal: 95.5% completion (UDS Data Completeness Report, All Payers)	
3	**PEM v3** Goal: 100.0 (UDS PEM v3 Tracking Report, Quarterly and Annual Published PEM Reports)	
4	**CMI (All Payers)** Goal: Meet or exceed the National average of 1.42. (UDS Comprehensive Performance Report [CPR], All Payers)	
5	**Patient Experience (Overall Rating of Care)** Goal: 86.6	
6	**30 Day Readmission** Goal: Less than 8.9% (National average) (CMS Care Compare "Rate of potentially preventable hospital readmissions 30 days after discharge from an IRF")	
7	**Patient Mix** Composition goals: ▪ Neuro (RIC 1-6, 18, 19 subcategories) = 54% or higher ▪ Orthopedic (RIC 7, 8, 9, 12, 13, 17 subcategories) = 20% or lower ▪ All other RIC categories = 26% or higher. (UDS Rehab CPR, All Payers and UDS Etiologic and IGC Pairing Report)	
8	**Short Stay, Expired, Early Transfer and Interruptions** Goal: Less than National Adjusted (UDS Special Characteristics Reports)	

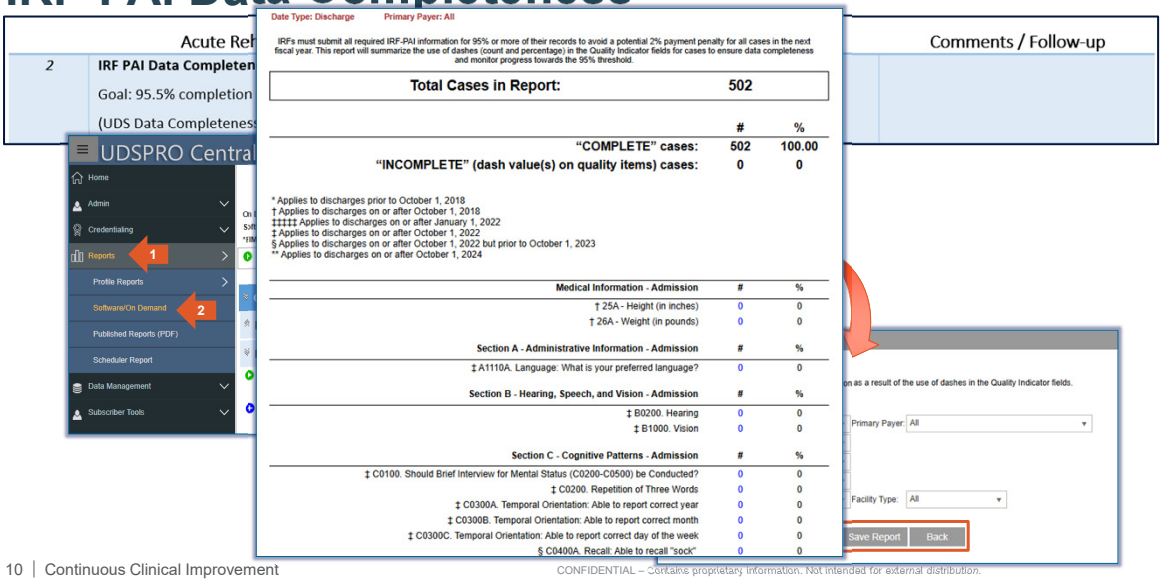
CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Presumptive Compliance Threshold



CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

IRF-PAI Data Completeness



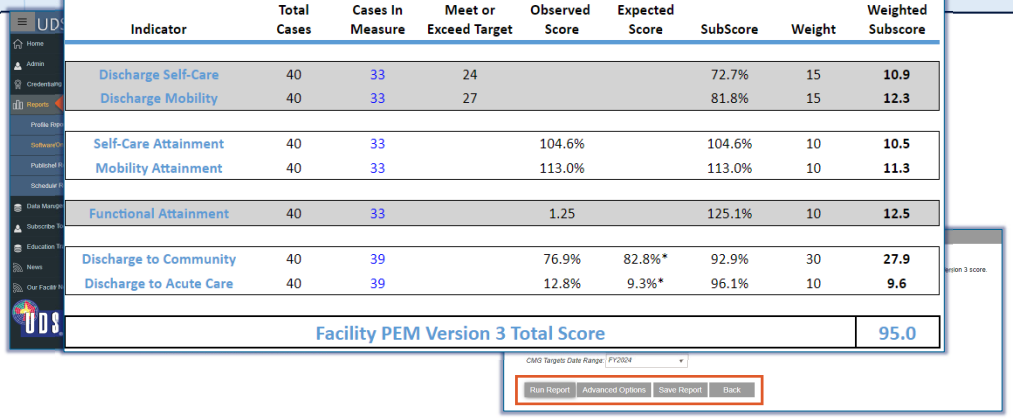
CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

PEM v3

	Acute Rehab Operating Standards	Program Assessment	Comments / Follow-up
3	PEM v3 Goal (UDS PEM		

Program Evaluation Model (PEM) Version 3 Tracking Report

Indicator	Total Cases	Cases In Measure	Patients that Meet or Exceed Target	Observed Score	Expected Score	SubScore	Weight	Weighted Subscore
Discharge Self-Care	40	33	24			72.7%	15	**10.9**
Discharge Mobility	40	33	27			81.8%	15	**12.3**
Self-Care Attainment	40	33		104.6%		104.6%	10	**10.5**
Mobility Attainment	40	33		113.0%		113.0%	10	**11.3**
Functional Attainment	40	33		1.25		125.1%	10	**12.5**
Discharge to Community	40	39		76.9%	82.8%*	92.9%	30	**27.9**
Discharge to Acute Care	40	39		12.8%	9.3%*	96.1%	10	**9.6**
Facility PEM Version 3 Total Score								95.0

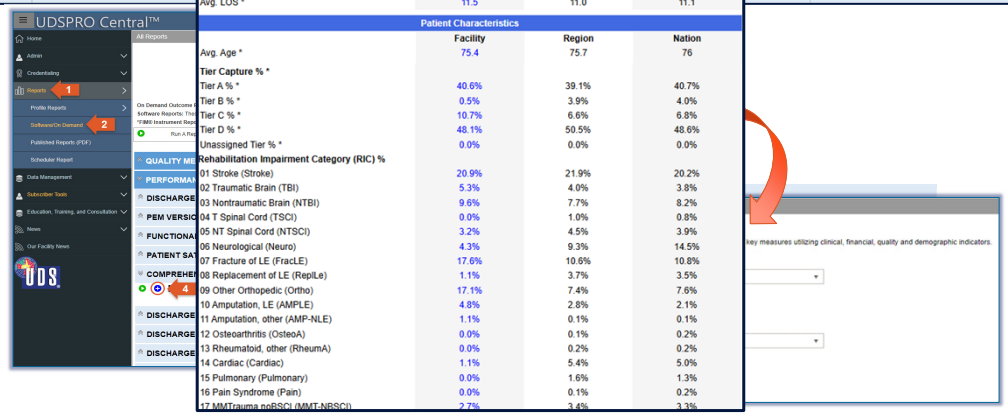


CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

CMI (All Pay

	Acute Reh	Comments / Follow-up
4	CMI (All Payers) Goal: Meet or exceed th (UDS Comprehensive Perform	

	Facility	Region	Nation
Total Cases	187	23,997	470,460
Financial Metrics			
	Facility	Region	Nation
Case Mix Index	1.2288	1.3685	1.4259
Avg. Admission Relative Weight	1.2422	1.3951	1.4519
Short Stay % *	0.0%	1.3%	1.4%
Early Transfer % *	7.0%	10.0%	8.8%
Avg. Adjusted FPP	$0.00	$21,475.84	$23,112.33
Avg. Admission Motor Score *	55.2	55.1	54.9
Avg. LOS *	11.5	11.0	11.1
Patient Characteristics			
	Facility	Region	Nation
Avg. Age *	75.4	75.7	76
Tier Capture % *			
Tier A % *	40.6%	39.1%	40.7%
Tier B % *	0.5%	3.9%	4.0%
Tier C % *	10.7%	6.6%	6.8%
Tier D % *	48.1%	50.5%	48.6%
Unassigned Tier % *	0.0%	0.0%	0.0%
Rehabilitation Impairment Category (RIC) %			
01 Stroke (Stroke)	20.9%	21.9%	20.2%
02 Traumatic Brain (TBI)	5.3%	4.0%	3.8%
03 Nontraumatic Brain (NTBI)	9.6%	7.7%	8.2%
04 T Spinal Cord (TSCI)	0.0%	1.0%	0.8%
05 NT Spinal Cord (NTSCI)	3.2%	4.5%	3.9%
06 Neurological (Neuro)	4.3%	9.3%	14.5%
07 Fracture of LE (FracLE)	17.6%	10.6%	10.8%
08 Replacement of LE (RepiLe)	1.1%	3.7%	3.5%
09 Other Orthopedic (Ortho)	17.1%	7.4%	7.6%
10 Amputation, LE (AMPLE)	4.8%	2.8%	2.1%
11 Amputation, other (AMP-NLE)	1.1%	0.1%	0.1%
12 Osteoarthritis (OsteoA)	0.0%	0.1%	0.2%
13 Rheumatoid, other (RheumA)	0.0%	0.2%	0.2%
14 Cardiac (Cardiac)	1.1%	5.4%	5.0%
15 Pulmonary (Pulmonary)	0.0%	1.6%	1.3%
16 Pain Syndrome (Pain)	0.0%	0.1%	0.2%
17 MMTrauma noBSCI (MMT-NBSCI)	2.7%	3.4%	3.3%



CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Patient Experience (Overall Rating of Care)

	Acute Rehab Operating Standards	Program Assessment	Comments / Follow-up
5	**Patient Experience (Overall Rating of Care)** Goal: 86.6		

HCA Rank (Out of 45)	All Press Ganey DB Percentile (N=391)	Current Qtr Total Number of Completes	Response Rates	Inpatient Rehab Overall Rating % Top Box											
				Current Qtr	Previous Qtr	Qtr Over Qtr Change		Same Qtr Previous Year	Current Qtr vs Same Qtr Prev Year		Previous 4 Qtr % Top Box*	Current Qtr vs Previous 4 Qtr % Top Box Change		Previous Qtr HCA Rank		5 Quarter Trend
1	99	19	22.7%	94.7	85.7	9.0	↑	95.2	-0.5	↓	87.7	7.0	↑	12	↑	
2	99	15	20.3%	93.3	100.0	-6.7	↓	93.3	0.0	↔	95.2	-1.9	↓	1	↓	
3	96	19	31.9%	89.5	64.7	24.8	↑	90.5	-1.0	↓	73.8	15.7	↑	41	↑	
4	95	17	22.6%	88.2	n<15	n<15	↑	n<15			89.6	-1.4	↓			
5	93	39	28.7%	87.2	80.6	6.6	↑	81.6	5.6	↑	80.8	6.4	↑	25	↑	
6	93	31	38.1%	87.1	76.2	10.9	↑	90.5	-3.4	↓	84.5	2.6	↑	30	↑	

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

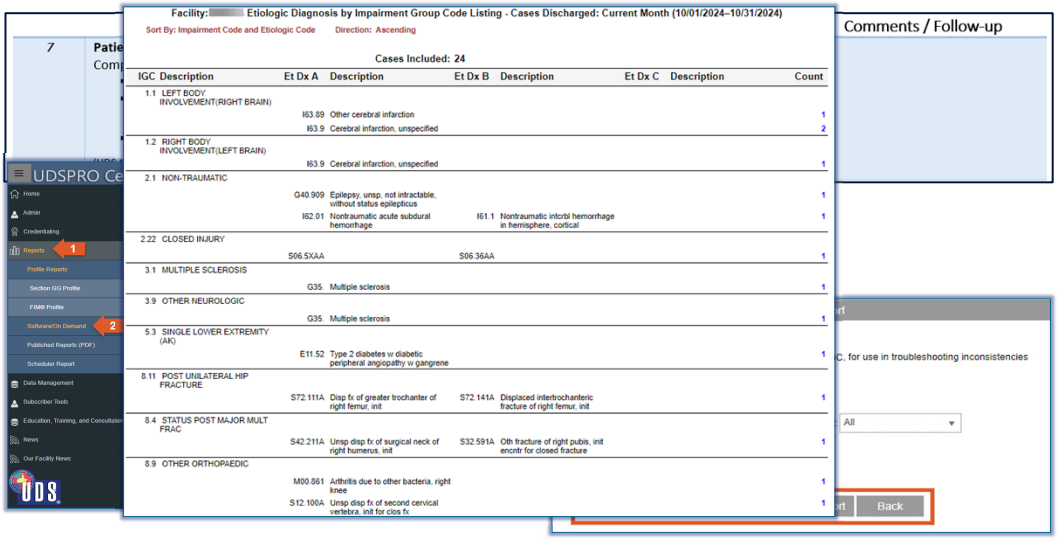
30-Day Readmission

	Acute Rehab Operating Standards	Program Assessment	Comments / Follow-up
6	**30 Day Readmission** Goal: Less than 8.9% (National average) (CMS Care Compare "Rate of potentially preventable hospital readmissions 30 days after discharge from an IRF")		

Care Compare Website

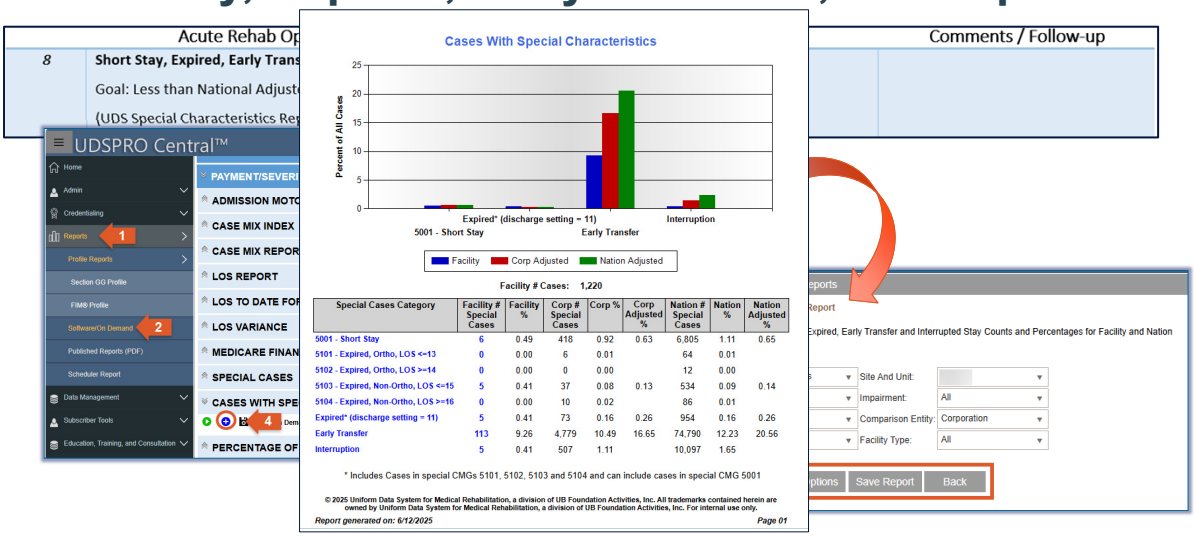
CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Patient Mix Composition



CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Short Stay, Expired, Early Transfers, Interruptions



CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Deep-Dive Evaluation of Program Current Status

Evaluation of Current Status

Rehab Unit / Hospital Name: General Hospital Rehab

Date: July 15, 2024, Mid-Year Review

	Acute Rehab Operating Standards	Program Assessment	Comments / Follow-up
1	**Presumptive Compliance Threshold** – Total Presumptive Compliance target is 60%. (UDS Compliance: Presumptive Eligibility Estimation Report)	6 months into compliance year, total presumptive is 70% based on admissions.	Occupancy 60% for same period as of compliance report. Action: Meet with Rehab Medical Director and Liaison to review non-admit log for possible opportunities to expand access to rehab.

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Evaluation of Current Status

Rehab Unit / Hospital Name: General Hospital Rehab

Date: July 15, 2024, Mid-Year Review

	Acute Rehab Operating Standards	Program Assessment	Comments / Follow-up
3	**PEM v3** Goal: 100.0 (UDS PEM v3 Tracking Report, Quarterly and Annual Published PEM Reports)	Overall raw score 90.0, greatest opportunity appears to be discharge to acute.	Meet with Rehab Medical Director and nursing leadership to review trends and identify opportunities.

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Evaluation of Current Status

Rehab Unit / Hospital Name: General Hospital Rehab

Date: July 15, 2024, Mid-Year Review

	Acute Rehab Operating Standards	Program Assessment	Comments / Follow-up
5	**Patient Experience (Overall Rating of Care)** Goal: 86.6	Press Ganey reports show Overall Rating of Care at 76 percentile.	Schedule staff luncheon to celebrate wins and thank you notes to individuals with multiple comments.

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Evaluation of Current Status

Rehab Unit / Hospital Name: General Hospital Rehab

Date: July 15, 2024, Mid-Year Review

	Acute Rehab Operating Standards	Program Assessment	Comments / Follow-up
7	**Patient Mix** composition goals: ▪ Neuro (RIC 1-6, 18, 19 subcategories) = 54% or higher ▪ Orthopedic (RIC 7, 8, 9, 12, 13, 17 subcategories) = 20% or lower ▪ All other RIC categories = 26% or higher. **(UDS Rehab CPR, All Payers and UDS Etiologic and IGC Pairing Report)**	Neuro: 44.6% Ortho: 31.5% Other: 23.9%	During meeting with Medical Director and Liaison review number of hip fx we are admitting (ortho % and compliance high), are we missing opportunities with stroke? Complex cardiac or debility (other low, occupancy low and compliance high?)

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

HCA Healthcare

Targeting Case-Mix Index (CMI)

CMI Tool

- Use to evaluate program opportunities surrounding CMI
- Using CPR, cut and paste
- Produces snapshot of strengths and opportunities

CMI Evaluation Tool

Rehab Unit Name: #VALUE! #VALUE!
tal Number of Beds: #VALUE!

RIC	Diagnostic Mix	Enter Timeframe - All Payors					
		#VALUE!		Corporate		Nation	
		Case #	%	Case #	%	Case #	%
1	CVA	0	0.0%	0	0.0%	0	0.00%
2	Traumatic BI	0	0.0%	0	0.00%	0	0.0%
3	Non-Trauma BI	0	0.0%	0	0.00%	0	0.0%
4	Traumatic Sp. Cord	0	0.0%	0	0.00%	0	0.0%
5	Non-Trauma Sp. Cord	0	0.0%	0	0.00%	0	0.0%
6	Neurological	0	0.0%	0	0.00%	0	0.0%
7	Hip Fracture	0	0.0%	0	0.00%	0	0.0%
8	Knee/Hip Replacement	0	0.0%	0	0.00%	0	0.0%
9	Other Ortho	0	0.0%	0	0.00%	0	0.0%
10	Amputation - Lower	0	0.0%	0	0.00%	0	0.0%
11	Amputation - Other	0	0.0%	0	0.00%	0	0.0%
12	Osteoarthritis	0	0.0%	0	0.00%	0	0.0%
13	Rheumatoid Arthr.	0	0.0%	0	0.00%	0	0.0%
14	Cardiac	0	0.0%	0	0.00%	0	0.0%
15	Pulmonary/Resp.	0	0.0%	0	0.00%	0	0.0%
16	Pain Syndrome	0	0.0%	0	0.00%	0	0.0%
17	Iti-trauma - no Br or SC	0	0.0%	0	0.00%	0	0.0%
18	Iti-trauma - w/ Br or SC	0	0.0%	0	0.00%	0	0.0%
19	Guillain Barre	0	0.0%	0	0.00%	0	0.0%
20	Misc.	0	0.0%	0	0.00%	0	0.0%
21	Burns	0	0.0%	0	0.00%	0	0.0%
	Total	0		0		0	
	Neuro	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
	Ortho	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
	Other	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
High CMI IGCs (01,02,04,05,18,19)		0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
	Case Mix Index						
	CMI	0.00		0.00		0.00	
	Average Admission Motor Score						
Average Admission Motor Score		0.0		0.0		0	
	Comorbidity Rate						
	B - Highest	0.0%		0.0%		0.0%	
	C	0.0%		0.0%		0.0%	
	D	0.0%		0.0%		0.0%	
	A - No Tier	0.0%		0.0%		0.0%	
	Short Stay Cases						
	# Short Stay Cases	0		NA		NA	
	% Short Stay Cases	0.00%		0.00%		0.00%	
							*Short Stay CMI = 0.171 (FY 2025)
	Early Transfers						
	% Early Transfer	0.0%		0.0%		0.0%	

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Step 1: Identifying Opportunity

Diagnostic Mix

Facility: MF75 - Etiologic Diagnosis by Impairment Group Code Listing - Cases Discharged: Current Year (01/01/2025–12/31/2025)

Sort By: Impairment Code and Etiologic Code Direction: Ascending

Cases Included: 430

3.4 GUILLAIN-BARRE	G62.9 Polyneuropathy, unspecified	1
	G61.0 Guillain-Barre syndrome	1
3.8 NEUROMUSCULAR DISORDERS	G72.81 Critical illness myopathy	11
	G82.50 Quadriplegia, unspecified	1
	G99.2 Myelopathy in diseases classified elsewhere	1
3.9 OTHER NEUROLOGIC	G81.94 Hemiplegia, unspecified affecting left nondominant side	1
	G93.41 Metabolic encephalopathy	1
	M47.25 Other spondylosis with radiculopathy, thoracolumbar region	1
	M47.26 Other spondylosis with radiculopathy, lumbar region	3
	M51.16 Intervertebral disc disorders w radiculopathy, lumbar region	1
	M51.17 Intvrt disc disorders w radiculopathy, lumbosacral region	1
	M54.16 Radiculopathy, lumbar region	9
4.111 PARAPLEGIA INCOMPLETE (Non-Traum)	G95.89 Other specified diseases of spinal cord	1
	M51.04 Intervertebral disc disorders w myelopathy, thoracic region	1
4.12 QUADRIPLEGIA (Non-Traum)	G99.2 Myelopathy in diseases classified	1

Is this a SCI, how is 3.8 supported in record?

Is this a late effects stroke?
NTBI?

CMI Evaluation Tool

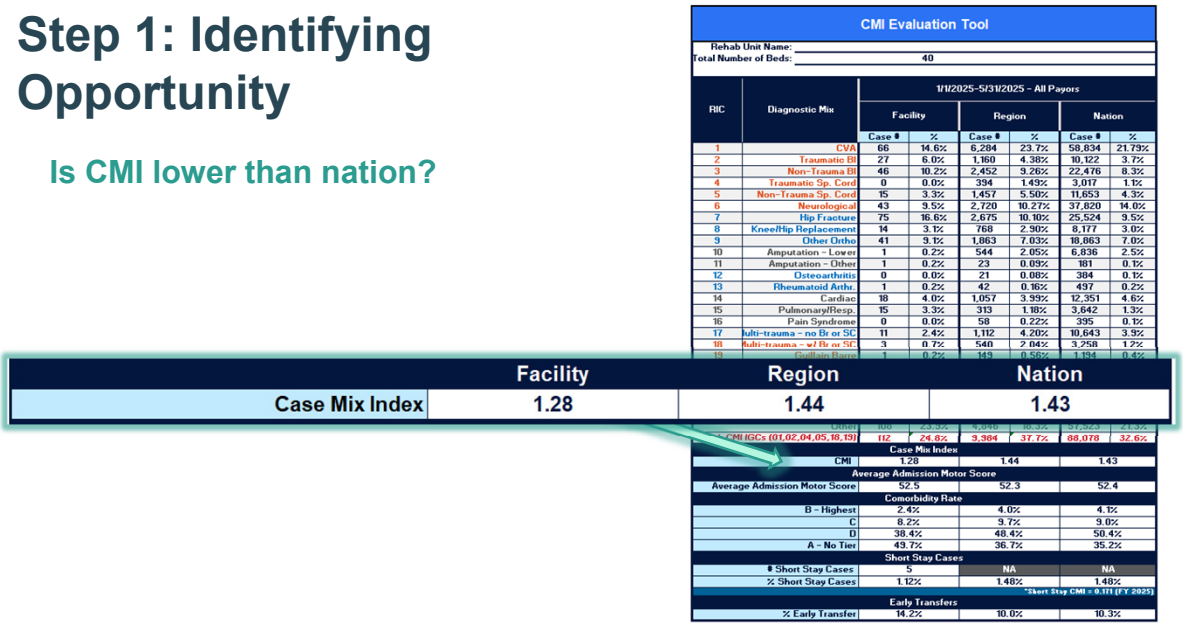
Rehab Unit Name:
Total Number of Beds: 40

RIC	Diagnostic Mix	1/1/2025-5/31/2025 - All Payors					
		Facility		Region		Nation	
		Case #	%	Case #	%	Case #	%
1	CVA	66	14.6%	6,284	23.7%	58,834	21.78%
2	Traumatic BI	27	6.0%	1,160	4.38%	10,122	3.7%
3	Non-Trauma BI	46	10.2%	2,452	9.26%	22,476	8.3%
4	Traumatic Sp. Cord	0	0.0%	394	1.49%	3,017	1.1%
							4.3%
							14.0%
							9.5%
							3.0%
							7.0%
							2.5%
							0.1%
							0.1%
							0.2%
							4.6%
							1.3%
							0.1%
							3.3%
							1.2%
							0.4%
							12.4%
							0.1%
							55.0%
							23.7%
							21.3%
							32.6%
							3
							4
							%
	C	8.2%		3.7%		3.0%	
	D	38.4%		48.4%		50.4%	
	A - No Tier	49.7%		36.7%		35.2%	
	Short Stay Cases						
	# Short Stay Cases	5		NA		NA	
	% Short Stay Cases	1.12%		1.48%		1.48%	
							*Short Stay CMI = 0.171 (FY 2025)
	Early Transfers						
	% Early Transfer	14.2%		10.0%		10.3%	

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Step 1: Identifying Opportunity

Is CMI lower than nation?



CMI Evaluation Tool

Rehab Unit Name:

Total Number of Beds: 40

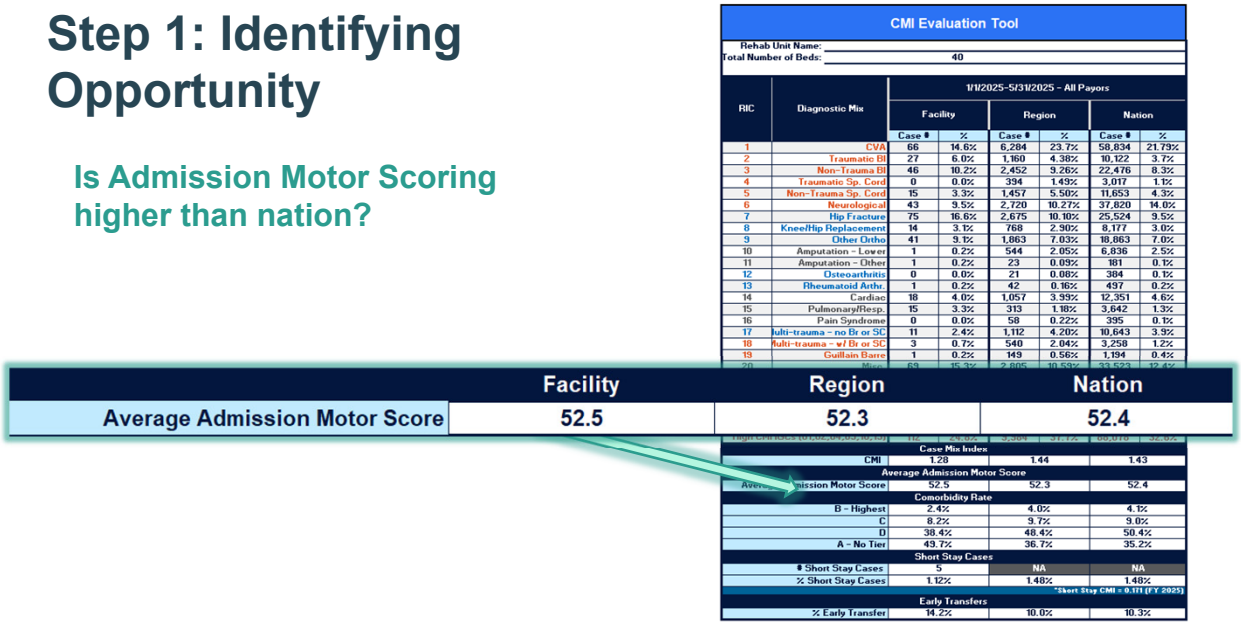
RIC	Diagnostic Mix	1/1/2025-5/31/2025 - All Payors					
		Facility		Region		Nation	
		Case #	%	Case #	%	Case #	%
1	CVA	66	14.6%	6,284	23.7%	58,834	21.79%
2	Traumatic BI	27	6.0%	1,160	4.38%	10,122	3.7%
3	Non-Trauma BI	46	10.2%	2,452	9.26%	22,476	8.3%
4	Traumatic Sp. Cord	0	0.0%	394	1.49%	3,017	1.1%
5	Non-Trauma Sp. Cord	15	3.3%	1,457	5.50%	11,653	4.3%
6	Neurological	43	9.5%	2,720	10.27%	37,820	14.0%
7	Hip Fracture	75	16.6%	2,675	10.10%	25,524	9.5%
8	Knee/Hip Replacement	14	3.1%	768	2.90%	8,177	3.0%
9	Other Ortho	41	9.1%	1,863	7.03%	18,863	7.0%
10	Amputation - Lower	1	0.2%	544	2.05%	6,836	2.5%
11	Amputation - Other	1	0.2%	23	0.09%	181	0.1%
12	Osteoarthritis	0	0.0%	21	0.08%	384	0.1%
13	Rheumatoid Arthr.	1	0.2%	42	0.16%	497	0.2%
14	Cardiac	18	4.0%	1,057	3.99%	12,351	4.6%
15	Pulmonary/Resp.	15	3.3%	313	1.18%	3,642	1.3%
16	Pain Syndrome	0	0.0%	58	0.22%	395	0.1%
17	Multi-trauma - no Br or SC	11	2.4%	1,112	4.20%	10,643	3.9%
18	Multi-trauma - w/ Br or SC	3	0.7%	540	2.04%	3,258	1.2%
19	Guillain Barre	1	0.2%	149	0.56%	1,194	0.4%
	Misc	69	15.3%	2,805	10.59%	33,523	12.4%
	CMI IGCs (01,02,04,05,16,19)	112	24.8%	9,984	37.7%	86,078	32.6%
	Case Mix Index						
	CMI	1.28		1.44		1.43	
	Average Admission Motor Score						
	Average Admission Motor Score	52.5		52.3		52.4	
	Comorbidity Rate						
	B - Highest	2.4%		4.0%		4.1%	
	C	8.2%		9.7%		9.0%	
	D	38.4%		48.4%		50.4%	
	A - No Tier	49.7%		36.7%		35.2%	
	Short Stay Cases						
	# Short Stay Cases	5		NA		NA	
	% Short Stay Cases	1.12%		1.48%		1.48%	
						*Short Stay CMI = 0.171 (FY 2025)	
	Early Transfers						
	% Early Transfer	14.2%		10.0%		10.3%	

	Facility	Region	Nation
Case Mix Index	1.28	1.44	1.43

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Step 1: Identifying Opportunity

Is Admission Motor Scoring higher than nation?



CMI Evaluation Tool

Rehab Unit Name:

Total Number of Beds: 40

RIC	Diagnostic Mix	1/1/2025-5/31/2025 - All Payors					
		Facility		Region		Nation	
		Case #	%	Case #	%	Case #	%
1	CVA	66	14.6%	6,284	23.7%	58,834	21.79%
2	Traumatic BI	27	6.0%	1,160	4.38%	10,122	3.7%
3	Non-Trauma BI	46	10.2%	2,452	9.26%	22,476	8.3%
4	Traumatic Sp. Cord	0	0.0%	394	1.49%	3,017	1.1%
5	Non-Trauma Sp. Cord	15	3.3%	1,457	5.50%	11,653	4.3%
6	Neurological	43	9.5%	2,720	10.27%	37,820	14.0%
7	Hip Fracture	75	16.6%	2,675	10.10%	25,524	9.5%
8	Knee/Hip Replacement	14	3.1%	768	2.90%	8,177	3.0%
9	Other Ortho	41	9.1%	1,863	7.03%	18,863	7.0%
10	Amputation - Lower	1	0.2%	544	2.05%	6,836	2.5%
11	Amputation - Other	1	0.2%	23	0.09%	181	0.1%
12	Osteoarthritis	0	0.0%	21	0.08%	384	0.1%
13	Rheumatoid Arthr.	1	0.2%	42	0.16%	497	0.2%
14	Cardiac	18	4.0%	1,057	3.99%	12,351	4.6%
15	Pulmonary/Resp.	15	3.3%	313	1.18%	3,642	1.3%
16	Pain Syndrome	0	0.0%	58	0.22%	395	0.1%
17	Multi-trauma - no Br or SC	11	2.4%	1,112	4.20%	10,643	3.9%
18	Multi-trauma - w/ Br or SC	3	0.7%	540	2.04%	3,258	1.2%
19	Guillain Barre	1	0.2%	149	0.56%	1,194	0.4%
	Misc	69	15.3%	2,805	10.59%	33,523	12.4%
	CMI IGCs (01,02,04,05,16,19)	112	24.8%	9,984	37.7%	86,078	32.6%
	Case Mix Index						
	CMI	1.28		1.44		1.43	
	Average Admission Motor Score						
	Average Admission Motor Score	52.5		52.3		52.4	
	Comorbidity Rate						
	B - Highest	2.4%		4.0%		4.1%	
	C	8.2%		9.7%		9.0%	
	D	38.4%		48.4%		50.4%	
	A - No Tier	49.7%		36.7%		35.2%	
	Short Stay Cases						
	# Short Stay Cases	5		NA		NA	
	% Short Stay Cases	1.12%		1.48%		1.48%	
						*Short Stay CMI = 0.171 (FY 2025)	
	Early Transfers						
	% Early Transfer	14.2%		10.0%		10.3%	

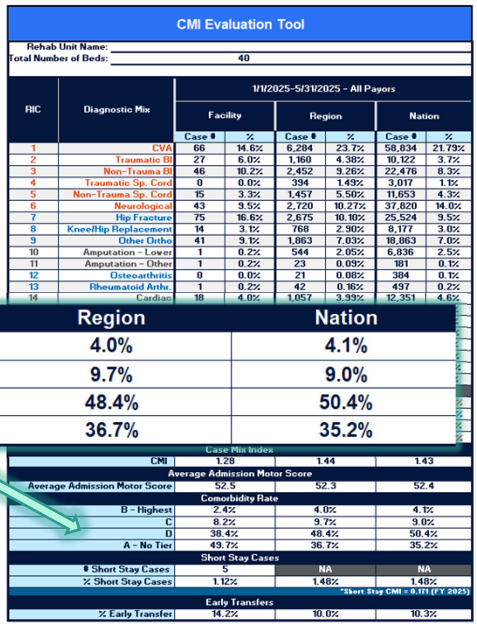
	Facility	Region	Nation
Average Admission Motor Score	52.5	52.3	52.4

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Step 1: Identifying Opportunity

Are Tiering cases lower than nation?

	Facility	Region	Nation
Tier B - Highest	2.4%	4.0%	4.1%
Tier C	8.2%	9.7%	9.0%
Tier D	38.4%	48.4%	50.4%
A - No Tier	49.7%	36.7%	35.2%

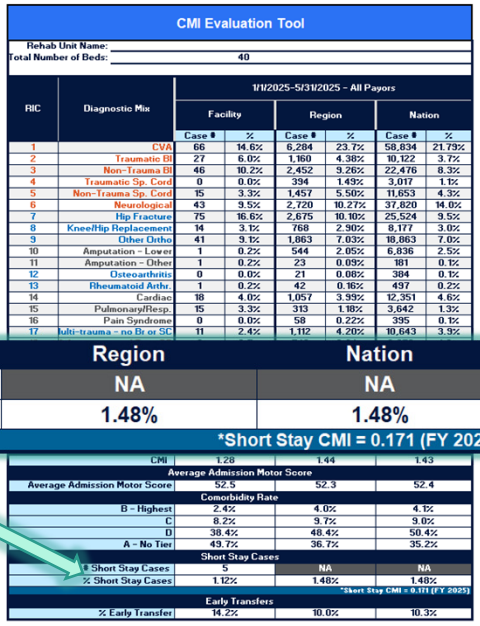


CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Step 1: Identifying Opportunity

Are Short Stay Cases higher than nation?

	Facility	Region	Nation
# Short Stay Cases	5	NA	NA
% Short Stay Cases	1.12%	1.48%	1.48%
			*Short Stay CMI = 0.171 (FY 2025)



CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Step 1: Identifying Opportunity

Are Early Transfers higher than nation?

CMI Evaluation Tool

Rehab Unit Name:
Total Number of Beds: 40

RIC	Diagnostic Mix	1/1/2025-5/31/2025 - All Payors					
		Facility		Region		Nation	
		Case #	%	Case #	%	Case #	%
1	CVA	66	14.6%	6,284	23.7%	58,834	21.79%
2	Traumatic BI	27	6.0%	1,160	4.38%	10,122	3.7%
3	Non-Trauma BI	46	10.2%	2,452	9.26%	22,476	8.3%
4	Traumatic Sp. Cord	0	0.0%	394	1.49%	3,017	1.1%
5	Non-Trauma Sp. Cord	15	3.3%	1,457	5.50%	11,653	4.3%
6	Neurological	43	9.5%	2,720	10.27%	37,820	14.0%
7	Hip Fracture	75	16.6%	2,675	10.10%	25,524	9.5%
8	Knee/Hip Replacement	14	3.1%	768	2.90%	8,177	3.0%
9	Other Ortho	41	9.1%	1,863	7.03%	18,863	7.0%
10	Amputation - Lower	1	0.2%	544	2.05%	6,836	2.5%
11	Amputation - Other	1	0.2%	23	0.09%	181	0.1%
12	Osteoarthritis	0	0.0%	21	0.08%	384	0.1%
13	Rheumatoid Arthr.	1	0.2%	42	0.16%	497	0.2%
14	Cardiac	18	4.0%	1,057	3.99%	12,351	4.6%
15	Pulmonary/Resp.	15	3.3%	313	1.18%	3,642	1.3%
16	Pain Syndrome	0	0.0%	58	0.22%	395	0.1%
	Neuro	201	44.6%	15,156	57.2%	148,374	55.0%
	Ortho	142	31.5%	6,481	24.5%	64,088	23.7%
	Other	108	23.9%	4,846	18.3%	57,523	21.3%
	High CMI IGCs (01,02,04,05,18,19)	112	24.8%	3,984	37.7%	88,078	32.6%
	Case Mix Index						
	CMI	1.28		1.44		1.43	
	Average Admission Motor Score						
	Average Admission Motor Score	52.5		52.3		52.4	
	Comorbidity Rate						
	B - Highest	2.4%		4.0%		4.1%	
	C	8.2%		9.7%		9.0%	
	D	38.4%		48.4%		50.4%	
	A - No Tier	49.7%		36.7%		35.2%	
	Short Stay Cases						
	# Short Stay Cases	5		NA		NA	
	% Short Stay Cases	1.12%		1.48%		1.48%	
						*Short Stay CMI = 0.111 (FY 2025)	
	Early Transfers						
	% Early Transfer	14.2%		10.0%		10.3%	

	Facility	Region	Nation
% Early Transfer	14.2%	10.0%	10.3%

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Develop Multi-faceted Performance Improvement Plan

Step 2: Facility Action Plan

Step 1: Identify opportunity – is CMI lower than nation?

Step 2: Determine next steps

Rehab Unit Comprehensive PI Plan	*** Required Action Items		In Progress: Complete:	13% 33%	Today's Date: Target Finish:	5/30/2025 9/30/2025		
Domain	Action Item	Task Status	Planned Start Date	Planned Finish Date	Actual Finish Date	Responsible Party	Status Comments	Tools/Resources
CMI	PD, or designee, to complete current chart reviews of H&P and initial consult notes, focusing on completeness and specificity to support coding and medical necessity	*In Progress, On Track*	*3/15/2025*	*6/15/2025*		PD	Ongoing opportunities noted during team conference and in documentation. Additional education required for MD	
CMI	BDD to complete onsite assessment focusing on CRS screening of hospital census for medically complex pts, specificity of documentation and bedside assessment	Complete	3/15/2025	4/15/2025	4/15/2025	BDD	Complete and Q3 return assessment to occur	BDD sharepoint
CMI	PPSC escalate questions on IGC/ED pairing to preceptor prior to finalizing IRF PAI.	In Progress, At Risk	3/15/2025	9/30/2025		PPSC	Program was initially covered by PRN pol unti 4/1/2025 FT PPSC is novice and still leans in on preceptor- working toward proficiency at end of 6 months, September	IGC ED pairing healthstream, PPSC DL, Preceptor, PPSC Educator
CMI	PPSC complete monthly IGC/ED pairing report focusing on appropriate pairing, specificity of codes and comorbidities listed as an Et Dx.	In Progress, At Risk	3/30/2025	9/30/2025		PPSC	Program was initially covered by PRN pol unti 4/1/2025 FT PPSC is novice and still leans in on preceptor- working toward proficiency at end of 6 months, September	
CMI	Establish process for therapist and nursing observations to assess competency with the use of Eval then Treat model	In Progress, Past Due	3/15/2025	4/30/2025		Therapy and Nurse Manager	Unable to assess primary weekend PRN staff due to leadership availability	Sharepoint Education resources on CARE scoring
CMI	Establish interdisciplinary communication/collaboration using iMobile during admission assessment of CARE tasks to capture true burden of care	Complete	3/15/2025	5/15/2025	5/30/2025	All Leaders	Educated all on use of imobile and instirituted bedside handoff between nursing and therapy and therapy to therapy	

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Step 3: Data Assessment

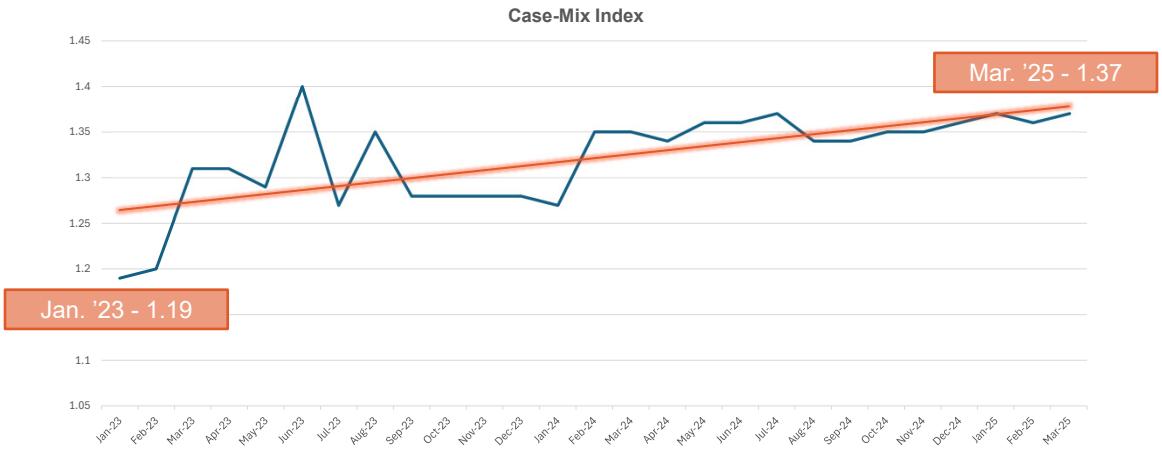
Step 1: Identify opportunity

Step 2: Determine next steps

Step 3: Data monitoring to refine opportunity

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Clinical Operational Excellence



CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.

Thank You and Questions

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.