

AN E-BOOK BY



Reinventing The Therapy-SNF Partnership

How Century Rehabilitation and
Focused Post Acute Care Partners
Deliver Outstanding Results

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There's little question the new Patient-Driven Payment Model (PDPM) from CMS has dramatically changed the impact therapy companies have on Skilled Nursing Facilities (SNF). Today, the best-run therapy departments cannot operate in a silo. SNFs need a therapy provider that works at all levels, aligns well with company goals, and is constantly looking for ways to improve patient care.

In the case of Century Rehabilitation (Century), it means providing new innovations in care procedures, collecting, and using data in groundbreaking ways to improve facility reimbursement, and aligning Century's performance metrics with those of its clients to ensure Century's therapy services reflect both the current and future needs of its partners.

"With PDPM, the reimbursement model is complicated and requires Therapy's knowledge and data to optimize the facility's reimbursement," noted Century Chief Strategy Officer Steve Helmke. "For Century (or really for any therapy provider) to be a valuable partner, we knew that integrating our expertise with our clients in a seamless partnership would deliver the best results. Our end goal is to maximize care outcomes and ensure our clients receive the appropriate reimbursement for those services. You can't do that without knocking down the walls of communication, data, and issue resolution."

It's a commitment that's produced an extraordinarily successful partnership between Century and Focused Post Acute Care Partners (Focused Care),

an innovative, highly respected SNF operator with more than 30 locations throughout Texas.

THE PERFECT PARTNERSHIP

Focused Care determined their therapy capabilities weren't effectively aligned with the needs of their patients or the company's values and began evaluating options. CEO Mark McKenzie knew he needed to make a change. "I don't expect my partners to be in 100 percent agreement," McKenzie said, "But I do expect them to be in 100 percent alignment."

"[At Focused Care], we have a certain core set of values - Integrity, Clinical Compliance, Discipline, Communication," McKenzie said. "Century met my value of integrity and discipline

and exceptionalism. They are an organization of their word. If they say they will do X, then X will be done. I get the same commitment today that I got on day one."

Now, nearly 18 months into the relationship, it's been Century's commitment to integrating with the Focused Care team on a granular level that's made all the difference. "From an operations standpoint, I don't delineate Focused Care from Century at all and no one in our group does," McKenzie said. "When they come in for our quarterly review, they're as much a part of our team, speaking our vernacular as we are. In fact, if you didn't know who was who, it's hard to tell they aren't our employees. They look after my bottom line."

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Focused Care wanted a provider that would consistently provide leadership at every level from our patients to the executive team to improve patient care, optimize reimbursement, and help build a culture of excellence and continuous improvement. Century exceeded all expectations.

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Mark McKenzie - CEO & Founder
Focused Acute Care Partners

**HOW WE DID IT:
SETTING EXPECTATIONS &
STARTING OFF STRONG**

From the beginning, the two companies shared information and worked together to develop goals that were completely in line with those Focused Care had set for itself.

“That’s the only way you can effectively deliver exceptional care whether it’s on the clinical side, or the rehab side,” said McKenzie. Century has exceeded that opportunity, that standard, and anything we thought they would be able to do.”

Success takes more than making big promises. For Century and Focused Care, the recipe for success started with setting clear expectations and immediately focusing on those goals. One of the chief reasons for the success of the partnership was their stark transparency from the beginning of the relationship. Focused Care shared an honest perspective of its facilities focusing not just on their strengths, but on their challenges and weaknesses as well. In turn, Century provided fair but aggressive expectations of what it could help Focused Care achieve without overpromising, and then got to work delivering.

“Century’s team was extraordinarily professional,” notes McKenzie. “The entire team was down in our buildings ensuring care was being delivered. And that meant if they had to go find, and bring staff members from other facilities in the communities where they provide support, they did. They leveraged everything they had to, to make sure it was an incredibly successful transition.”

Here are just a few of the reasons the results have been extraordinary:

- 1. Century didn’t deal in broad ideas and sales speak.** They analyzed Focused Care’s needs and data to establish and deliver on expectations.
- 2. Century helped Focused Care understand what was realistic and possible.** Therapy has changed a lot post-PDPM, and Century leaned on its capabilities (operational expertise, data analytics, integration across systems and SNF departments) to help identify what could be achieved.
- 3. Century’s Integrated Therapy Services leveraged strong data analytics** and continuous learning to deliver results with far greater impact, unlike traditional therapy relationships.

**HOW WE DID IT:
CONTINUOUSLY MINE YOUR
DATA FOR INSIGHTS**

For most SNFs, the data you need to

succeed is available. The big challenge is turning raw data into actionable information that is timely and can impact outcomes.

The LTC industry’s use of data to provide improved care, optimize reimbursement, and reduce appeals risk has historically taken a back seat to clinical innovation. Today, PDPM and its cost pressures are driving innovation and the use of data insights as companies look for new opportunities to grow and improve. It’s a focus that has played a huge role in the success of the partnership between Century and Focused Care.

Therapy and Facility EMR systems are providing more data insights than ever and the true impact on care and reimbursement has come when Therapy, Nursing, MDS, and Operations worked together to evaluate the data insights and make changes based on the findings.

Knowing that many data insights frequently start with or rely on actions from Therapy, Century focused on gathering data from multiple sources to identify challenges or opportunities across Focused Care’s facilities at both company-wide and patient-specific levels.

A key to success for Century’s partnership with Focused Care has been the perpetual review of both data and insights. The analysis wasn’t something to be done once, but rather, methodically, and frequently over time.

“When I think of Century in comparison to other therapy partners, they actually helped us prepare more for PDPM in regard to what they look at... as far as their scope,” noted Focused Care VP of Clinical Reimbursement Georgie Faulk-Sherwood. “Whatever rollout we have for PDPM, they adapt, train our teams, and build informational pieces for us.” Focused Care COO Lori Strubbe agrees. “Century is flexible, they’re nimble, and they embrace technology. Everything’s a process... if they didn’t already have

**YEAR 1:
THE RESULTS**

28% ↑

Total Therapy Margin

17% ↓

Per Patient Daily Therapy Expense

\$240k ↑

Medicaid Reimbursement

\$100k+ ↑

Additional Billable Revenue Identified

76% ↓

In loss From Non-Verified Managed Care Insurance

21% ↑

Mobility Score

11% ↑

Self-Care Score

it based on what they had done with a prior customer, they developed it, and they didn't roll it out in a vacuum. They had the pertinent people who were part of our team helping them do it... they're absolutely involved at the granular level."

By working together to consistently review data from every level of Focused Care's operation, Century and Focused Care have gained the benefit of both "inside" and "outside" perspectives. While the partners are each working toward an agreed-upon set of KPI's in regard to the Focused Care operation, they each bring a unique perspective and a unique history to the relationship. That could be problematic for some. But not for Century and Focused Care. That's because both are committed to a regular, unvarnished review of the numbers and routinely set aside any biases to solve a challenge and improve patient care.

For those seeking to emulate the success of the partnership between Century and Focused Care, a commitment to continuously mine your data for insights and the willingness to act on those insights is an ideal place to start. Here specifically are other insights to help drive your success:

- 1. Evaluate data to identify initial targets** and establish a baseline for KPI's.
- 2. Don't just rely on reports coming from your EMR systems.** Often the significant opportunities to improve come from integrating data from multiple sources.
- 3. Use a multi-departmental team** to review the data and identify challenges and improvement opportunities and prioritize those projects.
- 4. Improvement only occurs when the changes identified are implemented.** This can include process changes, training, reporting, etc.
- 5. Celebrate and promote the wins.** Especially those that result in successes in care! This encourages

continued excitement for the next project.

- 6. Make this process ongoing.** Data analysis should be frequent over time.

HOW WE DID IT: CREATING A CULTURE OF PARTNERSHIP

"Partnership" is a very commonly used term, especially in the sales process. But truly impactful partnerships require

example, what can we do better to help you guys be successful in the outcomes of infection control? Even though they have their staffing issues too, they want to help with our staffing issues as well. It's a wonderful partnership."

"They listen to us and respond to us," said Strubbe. "There's a lot more partnering at the community level. In the past, therapy was very siloed and they didn't intermingle much. Century's approach and our overall



We have monthly meetings. We do peer reviews now. They're involved with all of our residents on any and every level... They help us monitor our rates. They monitor the processes whether it's on my side or their side regarding not getting things done. Century is literally another layer down saying, 'this is how to get better care.' They're there. They're with us every step of the way for every single resident.

- Mark McKenzie



alignment around common goals and creating a culture that promotes openly sharing challenges and using the collective talents of the partners to solve those challenges. It's not a task that only happens once at the beginning of the relationship.

Creating that culture of partnership may be the least tangible thing you do with a company you're working with, but in many ways, it's the most critical. It's certainly played a huge role in the success of the partnership between Century and Focused Care.

"Century's always asking us questions," noted Faulk-Sherwood, "For

approach is a more team-oriented environment. It's much more of a partnership at the community level where they understand the full needs of the patient better."

McKenzie is quick to acknowledge that aligning around common goals and having a transparent relationship has been the key to success. "When you watch us work, at the facility and community level, other than the fact that they have a Century nametag on, you would be extraordinarily hard-pressed not to think they weren't our employees just by the engagement and our ongoing conversation."

If you are building or considering a potential partnership, here are five key focal points that will help you establish a solid foundation for the relationship:

1. Use your partner's expertise to the fullest. You're bringing them in as a partner because what they can

HOW WE DID IT: MAKE CONTINUOUS IMPROVEMENT THE FOCUS

Continuous Improvement must be both a mindset and an operational priority. The outcome is greater results from the partnership.

When Century and Focused Care

issues and collect improvement opportunities from across the organization. That team then prioritized the opportunities and scheduled resources to help solve any problems. This requires senior-level involvement and buy-in which this partnership had.

4. Continuous monitoring. They monitored progress and knocked down barriers to achieve their project goals.

5. Holding each other accountable. The partners held those responsible for improvement projects accountable. This is more than just the project owner. It includes all resources involved from across both organizations.

"If you think of Century being an outside company," noted Faulk-Sherwood. "They shouldn't care about our expenses or productivity, but those things matter to us, so those things matter to them. Century doesn't have to have biweekly meetings with the RVPs and my regional team. They could do what they need to once a month. But no. We have biweekly meetings because they're always willing to help us with how we improve our patients' care."

According to McKenzie, "Year one has been wildly successful. Almost every metric has improved. Century looks after my bottom line as well as I look after my bottom line, and I try to look after theirs with the same interest. When they come to our quarterly business reviews, you can tell they're working at the granular level. They can talk instantly about Mrs. Smith and what's happened with Mrs. Smith. They can talk about those types of intimate details about our patients. Not because we asked, but because that's how integrated they are." It's an integration and commitment to improvement that's delivered huge results for both companies.

THE RESULTS SPEAK FOR THEMSELVES

Year one of the partnership saw



Working with Century, our team, my team, the team on the ground has absolutely evolved to be better. They've allowed us to do that. They're flexible. They're nimble and I trust them.

-Lori Strubbe



provide is better than what you can achieve alone internally. Trust their input and encourage their ideas and feedback with an open mind.

2. Understand and align around common goals. These goals should be out in the open for everyone to focus on and measure. If not, the partnership is likely to experience issues on what to prioritize or possibly work against those goals.

3. Share ownership of issues. Own issues collectively and be open to how you resolve them instead of finger-pointing.

4. Clearly identify owners of tasks and next steps. Identifying and solving challenges are best achieved when projects or tasks have clear ownership, next steps, and dates to achieve those next steps. This doesn't mean that other team members aren't engaged in solving an issue, but it supports having issues solved in a timely manner.

5. Celebrate the wins. Together.

started their relationship in 2020, they quickly realized the rocket fuel for their partnership was when both companies focused their collective talents on continuous improvement, treating patients, and solving problems without ego, or territorial limitations.

Century and Focused Care shared similar motivations for focusing on continued improvement:

1. Recognize that our industry is constantly changing. The only way to keep up with new regulations, technology, and innovations in care was to constantly push to get better. Encourage identification of issues and opportunities at all levels of the organization.

2. Establish ongoing processes. They implemented an ongoing process including regularly scheduled meetings attended by both companies to identify and manage improvement.

3. The right team in place. They organized the right team to identify

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They are the real deal. They're flexible. They're nimble. And they embrace technology. Truthfully, I didn't expect them to be able to meet the financial commitment they had given us. But I've seen it. Century is good for us, and I would recommend them to anyone.

-Lori Strubbe

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Focused Care achieve dramatic results. **Mark McKenzie proudly shared, “The partnership has been wildly successful. We just finished our first year and between reimbursement improvement and cost savings, Therapy outperformed the previous year by 28%.”**

Data analysis, streamlined processes, training, and implementation of various cost control measures delivered impressive results including more than \$240,000 improvement in Medicaid

reimbursement. Even more importantly, the Century and Focused Care partnership elevated the quality of patient care. Specifically, Focused Care's facilities saw a 21% improvement in Mobility Scores and an 11% improvement in Self-Care Scores compared to the prior year.

“Century's value is in our ability to help partners deliver outstanding care and achieve their business success,” says Century's CEO, Tammy Tuminaro.

“That means operating an exceptional therapy department, using our expertise in reimbursement and operations to our clients' benefit, and helping their facilities to grow their reputation in the market. We aren't afraid to dig in deeper. Focused Care allowed our team to truly integrate into their business enabling us to deliver results quickly and continuously improve.”

REPLICATING THESE RESULTS

To find out more about how Century Rehabilitation can help your organization achieve outstanding results visit centuryrehab.com or contact:

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Century Rehabilitation delivers by consistently leveraging five advantages for their clients' benefit:

1 Experience

Century has more than 23 years in the business, operating in more than 150 facilities

2 Flexibility

Century offers traditional full-service therapy, Therapy Management, and Custom/Hybrid therapy models, if needed, moving from one model to another

3 Innovation

Century is on the forefront of using technology to measure and consistently optimize the quality of care and reimbursement

4 Skilled/Trained Caregivers

Century leverages an in-house recruitment team that has a continuous presence in the hiring market with ongoing support and training for caregivers and therapists

5 Focused On YOUR Results

Century's partnerships run deep, integrating team members down to the facility level to help drive improvement and break down silos