

FP Times

Values. Innovation. Promise.

2016

3RD QUARTER
NEWSLETTER

— ISSUE 32 —



The Importance of Employee Engagement

BY DAN KNORR, PRESIDENT

Many years ago, I worked for a company where I was unhappy with management, the values, (or lack thereof), and the direction that the company was going. During that time, regrettably I do not think I was performing at my best. I feel that there are negative consequences that go hand-in-hand with having negative feelings for the company you work for. According to the *Huffington Post*, “unhappy employees lead to poor quality, lawsuits, injuries to both employees and patients, damage to the company’s reputation, high turnover caused by a lack of loyalty, and a host of other issues.”

Functional Pathways understands how important it is to have engaged employees who are happy with us and their jobs. Recently you received a survey to complete, asking for feedback related to your level of satisfaction with your employment at FP. Thank you for taking the time to respond to this Employee Survey. Over 50% of you provided feedback and those results are currently being reviewed. To gather additional information, we also invited multiple employees to join a focus group during the CEU Symposium. To further understand the challenges our employees are experiencing, the Executive Team members and myself have been visiting our teams throughout the company and asking specifically what we need to start doing, stop doing, keep doing, and so on. Your feedback has been invaluable. We have found some challenges that have been limiting our teams from performing their jobs. Some of those have been quick fixes, while others are more company-wide recommendations like PTO accrual, paid holidays, and other benefit changes. Although we cannot make all of the changes that were suggested, we are looking at all of the recommendations and requests very closely to see which ones would make the biggest impact for the capital we have available to reinvest back into our organization.

In the new electronic environment we live in, there is an abundance of information available on companies, their values, the direction they are going, how they operate, and how they treat their employees. That is good news for any employee who is interested in learning more about a company before going to work for them. Unfortunately, some of the online sites like Glassdoor require reviewers to set up an employment profile to write a review. If you are a happy employee with FP, you probably have not taken the time to set up a profile and write a review, because you are not looking for a job. So, what we see on our reviews are ex-employees who are not necessarily a good fit for our teams and looking for new employment elsewhere. Understanding this, we want to hear from our teams. We want to know your challenges, concerns, and issues. We are listening and acting on your needs and requests. We want to know what we can do to make this company better for all of you. We welcome you to post a review about FP on our Facebook page, Indeed, or Glassdoor to let others know how our current employees perceive our organization. I urge you to talk to us, and while we cannot do everything for everyone, we will listen and work with you to achieve the best work environment possible.

Our Elite People

PAGES 1 - 3

2016 Symposium

PAGE 4

Compliance Update

PAGE 5

Innovation Corner

PAGE 6

Facility Spotlight

PAGE 6

Our Elite People

Therapists striving to provide Elite Care

CPC of the Quarter

BY MELISSA WARD, VP OF CLINICAL SERVICES

Functional Pathways is please to introduce you to the Clinical Program Champion of the 2nd Quarter, Kim Stalker from Mountain Manor in Paintsville, Kentucky. Kim was nominated by her manager for her ongoing support of the rehab team which includes her role in implementing several new programs to improve the quality of life of the residents at Mountain Manor. She has also been instrumental in facilitating the delivery of therapy services in the new outpatient department as well as taking a lead role in helping to market this new service. As part of her marketing efforts, Kim organized a ribbon cutting ceremony celebrating the new outpatient clinic. The ceremony was widely attended and included local

elected officials, medical professionals, as well as past and present residents. Thank you, Kim, for your hard work and dedication to improving the lives of the residents in your community!



CEU Contest Winners

JULY.....Jennifer Romack, OT, Meadowview

AUGUST.....Elicia Matthews, PT, Bradley County

SEPTEMBER.....Phyllis Perdue, PTA, Jefferson County

Help Us Grow Our Team

For every full-time candidate that you refer, you may qualify to receive a \$500 bonus!

See Employee Referral Bonus Program flyer on the FP Intranet for details.



Golden Watermelon Recipients

Kjersten Arcalean	Holly Champlucier	Tracy Graham	Kyle Hay
Ron Howell	Jessica Miller	Alina Paulson	David Quirk
Matt Schorner	David Smith	Michelle Velting	Timothy Vogelsang



Increasing Employee Engagement so you can do what you do best!

BY KELLIE BUCHANAN, VP OF CLIENT RETENTION

Employee engagement is the extent to which employees feel passionate about their jobs and committed to an organization.

At Functional Pathways, commitment to our employees is a key part of living our values and we want that to be woven throughout every aspect of our organization. To better foster an environment of engagement over the long term, we recently partnered with a consulting firm that specializes in employee engagement within the long term care industry. Step One of the process was to administer the First Annual FP Employee Satisfaction Survey which was conducted August 29th to September 9th. During this time, over 500 team members responded to survey questions and we are eagerly awaiting the results in the coming weeks!

In preparation of receiving the findings, our leadership team spent a full day learning how to work with you to incorporate requested changes from the survey within our organization. Our plan is to create a series of priorities that we will work together to tackle one by one. Through this process, our goal is to provide you the opportunity to do what you do best and care about most, because employees who are engaged experience many benefits, such as:

1. Overall better health. Employees who are engaged at work report lower stress and higher interest levels throughout the day. Conversely, disengaged employees are twice as likely to be diagnosed with depression.



Travis Donaldson, Dan and Angel Knorr donned "hard hats" to participate in a recent leadership retreat facilitated by Denise Scott of DBS Consulting.

2. Increased safety on the job. When we are engaged in what we do, we tend to follow safety procedures more diligently and do not lose focus as often, thus, leading to fewer safety incidents.

3. Pay and advancement. Much of the research on employee engagement shows that engaged employees are top performers. Feeling engaged with your work helps you work smarter. This helps you earn higher wages and be prepared when the opportunity for promotion arises.

The bottom line is no one can force a person to be engaged! Just as you have chosen to be part of the team at Functional Pathways, we hope you will choose to be engaged in your work. We depend on your good ideas, your expertise, and your energy to uphold our Partnership Promise to our clients and provide Excellence in Rehabilitation to our patients. If you have any questions about the employee engagement initiative at Functional Pathways, please contact Kellie Buchanan at kbuchanan@fprehab.com.

2017 Open Enrollment is almost here!

NOVEMBER 7TH – NOVEMBER 18TH

Details coming soon via your Communication Board.

Meet Your New Corporate Staff



Karen Hamilton

LEAD HR GENERALIST

Karen started with Functional Pathways in March 2016, bringing with her a vast amount of experience in all focused areas of Human Resources. As Lead HR Generalist, Karen's duties include: backup to the Vice President of Human Resources, assisting employees with HR related questions/concerns, benefits, workers compensation, short/long term disability, and supervising the HR staff.

Prior to Functional Pathways, Karen worked for several years as a Regional Territory Field Manager for several large telecommunication companies in Charlotte NC. In this role, she trained their outside field reps located within VA, NC, SC, and Eastern TN in hiring and how to perform various HR functions. Karen has worked the last eight years as a Human Resources consultant in government contracting within the United States Department of Defense and the Department of Energy. Karen graduated with an undergraduate degree in History Education with a Political Science minor from Concord University in Athens, WV and obtained her MBA in Human Resources Management in 2014 from Columbia Southern.

Beth Reigart, MPH, OTR/L

CLINICAL OPERATIONS SPECIALIST



Beth joined Functional Pathways' Clinical Services team in March 2016 as a Clinical Operations Specialist with 36 years of experience. In this role, she supports the clinical activities for both individual facilities and client driven initiatives. She provides training to staff therapists, Clinical Program Champions (CPCs), and Clinical and Regional Managers on regulatory issues, program development, and the use of clinical reasoning. Our new Pathways to Engagement dementia program is an area of special interest for Beth. Her goal is to work hand in hand with our Operations teams to promote clinical performance excellence within the communities we serve.

Beth holds a Master's in Public Health from the University of South Carolina and a Bachelor of Science in Occupational Therapy from the Medical University of South Carolina. Beth has published several works in Gerontology and Geriatrics Education and in The Journal of Allied Health. In addition to her diverse clinical experiences, she has served on the faculty at the Medical University of South Carolina and the University of St. Augustine. As a Certified Hand Therapist (CHT), she has taught continuing education courses throughout the nation.



Karen McElroy, OTR/L

CLINICAL OPERATIONS SPECIALIST

Karen joined the Functional Pathways' Clinical Services team as a Clinical Operations Specialist in September and will be supporting and assisting in clinical development of programs and new initiatives. Karen has extensive experience in clinical program development, training material development, and teaching in large and small group settings. Karen is passionate about providing elite clinical care to all clients no matter the level of functional performance. She offers a specialized focus on dementia care, dining skills, WC positioning, splinting/contracture management, as well as return to home IADLs, and low vision programming.

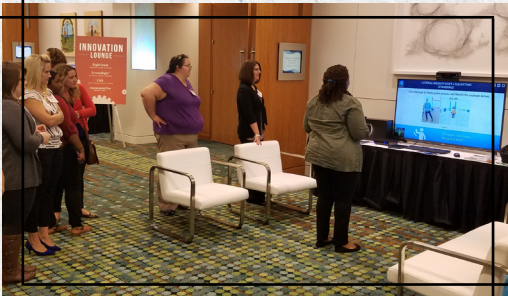
Karen graduated from Temple University with a Bachelor of Science in Occupational Therapy in 1990. She is a member of AOTA, NBCOT, and is currently licensed in PA, NJ, and NY. She became an Occupational Therapist with an initial focus in Forensic Psychiatry. Karen worked at Norristown State Hospital Forensic Center before moving on to work in skilled nursing homes. For the past 20 years, she has been a staff therapist, a Program Manager, a Clinical Specialist, and a Clinical Consultant supporting contract therapy companies in a variety of settings including hospitals, retirement communities, and skilled nursing facilities.

4th Annual CEU Symposium: It's a Wrap!

BY ANGEL KNORR, VP OF RECRUITING



Congrats to our contest winners, the FP Clinical and Compliance team, who showed up dressed as sheriffs with badges, toy guns, and bandanas.



Our therapists got movin' with VRP in our Innovation Lounge.



Teams from all over gather together for a fun day of learning.

After a year of intense planning and preparation by our Symposium Committee and CEU360, our 4th Annual Symposium went off without a hitch! We had approximately 250 FP employees in attendance, resulting in our largest symposium yet. The Music City Center in downtown Nashville was the venue for the symposium this year, and our attendees raved about the convenience of the location and the impressive variety of restaurants, shopping, and live music to be enjoyed within walking distance.

This year, our keynote speaker David Coleman spoke on building relationships in your personal and professional life, and clinical expert Kathy Tuckey presented *Using Positive Approaches with a Person Living with Dementia*. Our survey results revealed that the most helpful presentation was *Manual Therapy and Corrective Exercises for Hip and Knee Replacements*, presented by John O'Halloran. Our western themed Cookie Jar Fund Silent Auction and Reception on Saturday night raised a whopping \$8,400 and brought out the best looking boots, hats, and fringe you ever did see!

To all of our attendees, thank you for making the journey to Nashville and spending your weekend learning and having fun with all of your FP family. If you were unable to join us this year, please consider attending next year to earn your CEUs in a live learning format. We are in the planning process for our 5th Annual CEU Symposium, and will announce dates and location once details are established.

Medicare Program Integrity Manual Update

BY GINA TOMCSIK, DIRECTOR OF COMPLIANCE, PRIVACY OFFICER

CMS has released their updates to the Medicare Program Integrity Manual Chapter 6 which went in effect on June 28, 2016. This chapter provides Medical Review (MR) program guidance. MR has a goal of determining if the services are reasonable and necessary, delivered in the appropriate setting, and coded correctly based off of the clinical documentation.

The MR program is designed to prevent improper payments in the Medicare program. Chapter 6.1.1 through 6.1.5 outlines the MR of Skilled Nursing Facility Prospective Payment System (SNF PPS) bills. Chapter 6.1 states, "Rules of thumb" in the MR process are prohibited," "Medicare contractors must not make denial decisions solely on general data related to utilization and any "rules of thumb" that would declare a claim not covered solely on the basis of elements, such as, lack of restoration potential, ability to walk a certain number of feet, or degree of stability is unacceptable without individual review of all pertinent facts to determine if coverage may be justified. Medicare denial decision must be based on a detailed and thorough analysis of the beneficiary's total condition and individual need for care."

Types of SNF PPS Review

"Medicare contractors shall no longer perform random post-payment reviews specific to SNF PPS bills. Instead, SNF PPS MR should be conducted on a targeted prepayment or post-payment basis."

- Data Analysis and Targeted (Focused) Medical Review
When conducting their targeted reviews, Medicare Contractors will focus on specific program vulnerabilities as well as provider/service specific problems.

The reviews will be conducted based on data analysis and prioritization of vulnerabilities.

- Data Analysis: Identify normal practice patterns, potential overutilization, and patterns of non-covered care.
- Claim Selection: Medicare Contractors may choose specific claims or target providers with high error rates and must include new providers.

Making a Coverage Determination

Medicare Contractors must review the following in order to make a coverage determination:

- MDS must have been transmitted to the State repository
- SNF must have complied with the assessment schedule
- Level of care requirement must be met
- The services must not be statutorily excluded
- Services are reasonable and necessary

Guidance is given on scenarios such as: If the rehab services are reasonable and necessary; If some of the rehab services are reasonable and necessary; Rehab services are reasonable and necessary, but not supported as billed by the medical record; Rehab services are not reasonable and necessary; All rehab services are discontinued with no other Medicare required assessment and other skilled services were provided; All rehab services are discontinued with no other Medicare required assessment and no other skilled services were provided; All rehab services become not reasonable and necessary or are no longer provided and skilled need continues; All rehab services become not reasonable and necessary and no skilled need continues ; HIPPS code indicators.

To review the information in Transmittal 651 in more detail, please visit www.cms.gov.

Employees of the Month



Cindy Martin COTA

"Creative interventions. Goes out of her way with patients and assists other therapists with treatment ideas. Very passionate about her work."



Jamie Anderson AA

"Jamie is passionate about serving her community and has initiated processes that make our department more efficient and our jobs as therapists easier."



James Shellhammer PTA

"Jim provides excellent patient care and is always developing new treatment strategies. He is a true asset to our team."

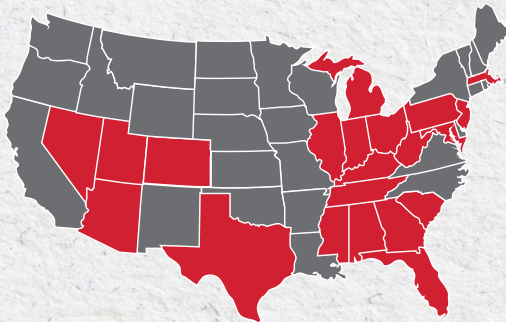
Making a Difference

BY LAURA REUSS,
STRATEGIC DEVELOPMENT COORDINATOR

This year we expanded our footprint into Colorado, Utah, Illinois, and Washington, D.C.

As you are out working within the field, keep in mind all staff therapists, including PRNs, are eligible to participate in FP's Facility Referral Program. If your referral leads to a contract, you will receive a \$750 referral bonus upon the start of that facility!

See Facility Referral Form located on the FP intranet for more details.



Innovation

Corner

BY TAMARA HATCHER,
CLINICAL AND COMPLIANCE DEPARTMENT MANAGER

As we continue to improve upon our innovative products and services, we are excited to announce the release of the newest feature in our outcomes tracking tool, RightTrack™. With this new feature, managers now have the ability to provide therapists with read-access to all of RightTrack's™ outcomes and reports.

This feature will not change the process of data entry for patients and updates, but will allow each therapist to login to review patients' outcomes and provide them the ability to share and discuss progress with their patients during their treatment times. This new feature will also provide assistance to therapists when setting appropriate goals for patients and modifying as needed.

We are always looking for new ways to improve our innovation and welcome feedback from our therapists in the field as we strive to provide you with the resources you need to succeed. If you have any questions about any of our innovative products or services, please contact Tamara Hatcher at THatcher@fp rehab.com.

Detailed instructions on how to implement within your facility were emailed to managers on Wednesday, September 21, 2016.

Facility Spotlight: Warm Hearth Village

BY SAUNDRA ALDRIDGE, REGIONAL MANAGER

Warm Hearth Village is a CCRC nestled on a plateau between the Blue Ridge and Alleghany mountains in Blacksburg, Virginia. This non-profit community was founded in 1974 by Wybe and Marietje Kroontje (Wee-ba and Mar-ee-cha Croon-cha), Dutch immigrants who came to the U.S. after World War II. Dissatisfied with the conditions they observed in "typical" nursing homes of the day, and eager to give something back to the country that had given them so much, Wybe and Marietje began making plans for a senior living community unlike any other. Rooted in the belief that "there had to be a better way," the Kroontjes' community was designed to be a place where the dignity of each individual would be respected, where seniors would be encouraged to live life to the fullest, and where all people would be welcome.

Today, the Kroontjes' vision is alive and well as Warm Hearth Village provides a continuum of living options to residents such as: skilled nursing, long term care, assisted living, independent living, personal care, home health as well as a memory care unit. The elite therapy team lead by Clinical Manager, Alison Trigg, routinely participates in community events which include National Nursing Home Week, National Assisted Living Week, and various other events sponsored by Warm Hearth Village. The community will be hosting "Therapy Awareness Day" to showcase the elite services our team offers. Among the different disciplines the rehab staff has specialty certifications which include Vital Stim, Aquatic Therapy, Myofascial Release, and Lymphedema Therapy. The FP values are personified in the care they provide and this team truly makes a difference in the lives they touch. It is my privilege to work with them and be a part of the vision of Warm Hearth Village.

