MESSAGE FROM
JOLYNN MUNRO

2019 marks the 20-year anniversary for Infinity Rehab. Infinity was established in 1999 to address the need of providing quality therapy services to seniors in skilled nursing facilities. We have accomplished much in our company’s two decades of life, and this past year stands out among the rest.

In February 2019, Infinity Rehab was named a Great Place to Work by the Great Place to Work Institute.

This certification is more than just a title. It is a testament to our culture. Our team of dedicated professionals throughout Infinity are committed to quality, integrity, and respect for one another, and that makes Infinity a truly great place to work.

The past year was filled with growth. We welcomed 15 new communities and expanded to the East Coast, adding Florida locations to our family.

We launched a new professional development advancement program, Clinical Champions, where Infinity Rehab clinicians identify and develop the clinical behaviors that are essential for effective clinical practice at Infinity Rehab.

These are a few of the many amazing things we have accomplished as a team. We have 20 years of difficult challenges and success stories behind us. Let’s make the next 20 years even better.

JoLynn Munro, MS, OTR/L, Division President
Infinity Rehab

BEST IN CLASS AWARD

Several of our Infinity Rehab sites use Pinnacle Survey to measure customer satisfaction in their rehab experience. Communities receive a rating between one and five in 11 different categories.

Ten of our communities received at least one Best in Class Award, and two of those communities won Best in Class awards in all categories. Congratulations to our teams at Chateau Girardeau and Prairie Manor, as well as all our teams who received this great recognition!
With the approaching changes in the way skilled nursing facilities are reimbursed, industry leaders are scrambling to understand the new rules and adapt their business models accordingly. As these leaders begin to understand the complexities of PDPM, they are increasingly turning to outside experts for help guiding them through the process.

New and existing partners are depending on Infinity to help them understand the new metrics and provide solutions to meet the demands of the program. As an industry leader in developing methods and systems for the improvement of patient care, we have the experience they need most. This is no surprise to us.

Since our humble beginnings 20 years ago, Infinity has led a post-acute care revolution by creating transformational paths for our patients and partners. We do this through our highly-qualified people, intelligent platform, and innovative process. These three core foundations set us apart from other rehab providers:

Data-Driven Solutions: We serve more than 41,000 patients and provide over 1.6 million patients visits each year. From these interactions we have developed data models and software solutions that standardize patient treatment plans for faster, smarter rehabilitation.

Standardized Models of Care: Our evidence-based interventions, based on big data gathered from tens of thousands of cases, result in quality outcomes that lower cost of care by achieving patient outcomes more rapidly.

Promoting Advanced Education: We foster a culture of lifelong learning for our clinicians. We believe that highly-qualified therapists produce high quality results. That is why we provide free access to continuing education and leadership training.

While other therapy companies are struggling to find solutions to the change from volume to value-based care, we are uniquely prepared to meet the challenge.

With the approaching changes in the way skilled nursing facilities are reimbursed, industry leaders are scrambling to understand the new rules and adapt their business models accordingly. As these leaders begin to understand the complexities of PDPM, they are increasingly turning to outside experts for help guiding them through the process.

New and existing partners are depending on Infinity to help them understand the new metrics and provide solutions to meet the demands of the program. As an industry leader in developing methods and systems for the improvement of patient care, we have the experience they need most. This is no surprise to us.

Since our humble beginnings 20 years ago, Infinity has led a post-acute care revolution by creating transformational paths for our patients and partners. We do this through our highly-qualified people, intelligent platform, and innovative process. These three core foundations set us apart from other rehab providers:

Data-Driven Solutions: We serve more than 41,000 patients and provide over 1.6 million patients visits each year. From these interactions we have developed data models and software solutions that standardize patient treatment plans for faster, smarter rehabilitation.

Standardized Models of Care: Our evidence-based interventions, based on big data gathered from tens of thousands of cases, result in quality outcomes that lower cost of care by achieving patient outcomes more rapidly.

Promoting Advanced Education: We foster a culture of lifelong learning for our clinicians. We believe that highly-qualified therapists produce high quality results. That is why we provide free access to continuing education and leadership training.

While other therapy companies are struggling to find solutions to the change from volume to value-based care, we are uniquely prepared to meet the challenge.

Infinity Rehab team members attended 58 regional and national professional conferences throughout 2018. We provided speakers at 19 regional and national conferences. We kicked off the year by presenting at the American Physical Therapy Association Combined Sections Meeting in New Orleans, Louisiana in February and ended the year strong with a presentation at the American Speech and Hearing Association Convention in Boston, Massachusetts in November.

Patty Scheets, Director of Quality and Clinical Outcomes, received the Best Poster Presentation award by the American Physical Therapy Association. She submitted a poster titled “Using Clinical Data to Drive Clinical Practice: Bringing Practice Change to Scale” for the HPA-The Catalyst Platform Presentation.

Patty was elected President of the Academy of Neurologic Physical Therapy. She brings her knowledge as a physical therapist with expertise in implementing physical therapy care standards to reduce variability and improve patient outcomes.
Infinity Rehab is revolutionizing the delivery of therapy services with our science-based research and clinical practice standardization. These initiatives are improving rehabilitation outcomes and reducing the total cost of care for all stakeholders. Outcomes and cost-effective therapy are increasingly more important in a value-based reimbursement system, where skilled nursing operators are being held to exceptional outcomes.

2018 was the year of the clinical roll-out as we implemented our clinical model Infinity Precision in physical and occupational therapy. With the goal of ensuring best evidence-based care for our patients while reducing variability in care delivery, our aggressive training plan to implement four different intervention programs across the company was a great success. We trained all regular OT and PT clinicians along with PRN staff who work with us.

Infinity Precision standardizes practices, allowing us to clearly track a patient’s progress with quantifiable data. These standard models of care promote health, increase quality results, and reduce the risk of adverse effects. Therapists use their skills and expertise to personalize these interventions, ensuring the best individual outcome while adhering to the overall goals and measurements of the clinical model.

We are now in our fourth year of systematic measurement and reporting of physical performance outcomes. These outcomes include measurement of walking speed (gait speed), functional and overall strength (repeated chair stands and grip strength), balance (short physical performance battery), and activity tolerance (six-minute walk test). The consistency of improvement over the years and across all metrics is remarkable. We have seen improvements in the levels our patients reach by discharge and the amount of change they make. These improvements in functional gains produced a quantifiable result for our partners in the form of reduced re-hospitalization rates, a metric closely monitored under value-based purchasing.

We are also seeing increases in the specific number of individuals who reach critical thresholds on these measures. This year alone we saw improvements of almost three percent more of our patients reach SPPB goals and almost five percent more reach a gait speed of two feet per second.

Our team of industry leaders are dedicated to continually improving clinical outcomes and care management processes. These innovative processes combined with our focus on quality clinical outcomes contributed to a market-leading reduction in re-hospitalization rates, more rapid recovery, and overall reduced cost of care. These results position our partners more competitively to grow and flourish.
Since 1999, customers have chosen Infinity Rehab’s unique brand of clinically intensive, comprehensive occupational, physical, and speech therapy for our ability to achieve quality outcomes and manage rehab programs that provide better business results.

Therapists choose us for our commitment to life-long learning, the significant resources we commit to professional development, and our forward-looking approach to standardizing care delivery to optimize outcomes.

Infinity Rehab began as a response to payment changes made to Medicare after the Balanced Budget Act of 1997. These changes provided for the implementation of a per diem Prospective Payment System (PPS) for skilled nursing facilities. Inspired by these changes, Rick Miller asked therapists Bob Thomas and Mike Billings to put together a strategic plan and lead the newly-formed company.

Starting with just seven employees and meeting in each other’s homes to write policies and procedures, the fledgling company ended 1999 with 84 employees at seven locations throughout Oregon.

Today, Infinity Rehab employs over 2,200 therapists spanning 233 locations across 16 states. Once again, we find ourselves amid an evolution in reimbursement, and Infinity is leading the change from volume-based to value-based care. We are committed to improving the way therapy is delivered, reducing unnecessary hospital readmissions, and enhancing the patient experience.

As we transform our business model to meet the demands of a changing industry, our partners and team members will continue to experience a company that is passionate about its mission: to enhance the life of every person we serve. This mission that will continue to drive our success for the next 20 years.
Since the Centers for Medicare and Medicaid Services (CMS) released the proposed rule on the Patient-Driven Payment Model (PDPM) in April 2018, Infinity Rehab has been hard at work reviewing and analyzing the specific components and its impact to our partners clinical and operational practices. Beginning in May 2018, we’ve undertaken reviewing the rules and identifying areas needed for data analytics including: patient types, average revenue, expense per patient day, and impact to our customers.

Through the exploration process we began to understand how PDPM will bring change to industry procedures and the strategies our partners depended upon in the past. These fundamental changes in the way skilled nursing facilities are reimbursed will align them with CMS’s shift from volume to value.

Under PDPM, therapy will continue to be an integral part of driving and protecting revenue. While treatment time will no longer drive reimbursement, therapy services will continue to drive patient satisfaction, functional and performance outcomes, and ultimately fiscal stability.

We have developed a three-pronged approach to helping our valued partners navigate and succeed under PDPM:

Confidence: Our partners know they will be prepared for the new payment model. The clinical and operational steps we have implemented over the last four years to prepare for the shift to a value-based payment model have already provided results.

Strategy: We are already working alongside our partners to develop a comprehensive strategy individualized to their specific market. Using data rich reports, clinical outcomes analysis, and claims data, our partners are already showing value to their upstream partners.

Opportunity: We are identifying clinical and operational opportunities to help our partners thrive during this industry change.

With PDPM, CMS has taken a big step away from paying for quantity of care while simultaneously tracking, measuring, and rewarding quality outcomes. We believe PDPM must become a collective strategy for patient success, ensuring the right care is provided for the right clinical complexities of the patient.

With guidance from Infinity, our partners are prepared for these changes. Partnering with us under PDPM positions them to be successful under the new system.

99%
Customer Satisfaction
As a company founded and led by rehabilitation professionals, Infinity Rehab is driven to remain the employer of choice in post-acute care rehab. We are continuously working to ensure we address the challenges our 2,121 staff therapists experience every day while adapting to dynamic market changes.

Our commitment to employee satisfaction was recognized by the Great Place to Work Institute when Infinity Rehab was honored with a Great Place to Work certification following a survey of company employees.

The certification process considered more than 1,000 employee surveys from across our 231 locations. Great Place to Work, an independent research and consulting firm, evaluated more than 60 elements of our team members’ experiences on the job. These included employee pride in the organization’s community impact and the belief their work not only makes a difference, it has special meaning.

“We applaud Infinity Rehab for seeking certification and releasing its employee feedback,” said Dr. Jacquelyn Kung, of Great Place to Work’s senior care affiliate Activated Insights. “These ratings measure its capacity to earn its own employees’ trust and create a great workplace for high performance.”

Division President JoLynn Munro calls out Infinity Rehab employees for contributing to this honorable title.

“We have wonderful team members throughout our organization,” JoLynn stated, “and it’s because of their commitment to quality, integrity, and respect for one another that makes Infinity Rehab a truly great place to work.”

---

The Magnetic Draw to Infinity Rehab

42% of new hires have first-hand experience with Infinity Rehab

- **777** Employees joined in 2018
- **7%** Students hired on after a clinical rotation
- **9%** Therapists left the organization & returned
- **26%** Clinicians referred to us by current employees
We remain the employer of choice in post-acute care rehab by developing our workforce to be the strongest group of clinicians, managers, and leaders delivering the best patient outcomes found anywhere in the industry.

With programs such as Leadership Academy, Clinical Champions, and Practice Council, we have created a proven method for growing leaders, clinicians, and innovators. Research performed with Bersin by Deloitte demonstrated our best-in-class practices among mid-market companies in six key areas of talent development.

This year, we continued our legacy of professional development by introducing DIG into Mentorship. This new program is designed to provide direction, influence, and guidance (DIG) to Clinical Fellows, speech-language pathologists, occupational therapists, physical therapists, and assistants. These team members will be paired with Clinical Champions in a 90-day Immersion Program and receive resources to support ongoing development of clinical skills, training, and learning opportunities to enhance the clinical mentorship experience.

Good mentorship leads to better therapists and aids our pursuit of providing exceptional quality and value to our patients and partners.

**INFINITY REHAB ANNUAL SYMPOSIUM**

This annual, dynamic event brings our clinicians, leaders, and innovators together from across 16 states for an exciting weekend of learning, networking, celebrating, and fun. Over 470 people attended last year’s Mountain and Pacific events. This year we celebrate our companies 20th anniversary with team members from around the nation gathering in Portland, OR to help celebrate this milestone.

**STUDENT AFFILIATION PROGRAM**

Infinity Rehab is dedicated to the advancement of occupational, physical, and speech-language therapy careers through training students entering these professions. In 2018, we provided a top-notch clinical learning experience for 249 students in the post-acute rehab and skilled nursing settings for students interested in learning what it takes to provide outcome-based rehab for older adults.

**98.9%**

Of employees would recommend to a friend

<table>
<thead>
<tr>
<th>459</th>
<th>597</th>
<th>545</th>
<th>216</th>
<th>304</th>
<th>2,121</th>
</tr>
</thead>
<tbody>
<tr>
<td>OTs</td>
<td>COTAs</td>
<td>PTs</td>
<td>PTAs</td>
<td>SLPs</td>
<td>Therapists</td>
</tr>
</tbody>
</table>
Angie Quesnell, MS, CCC-SLP, Regional SLP Mentor and Carolyn Staples, MS, CCC-SLP, Area Rehab Director, have always considered themselves strong industry advocates. When they observed new therapists were experiencing longer than average wait times for licensure issuance, they reached out to their Washington State senator and representatives.

This ultimately led to Angie providing oral and written testimony to the Aging and Disability Joint Legislative and Executive Committee in Olympia.

“I’ve seen the impact on new clinicians and felt this was a critical issue to address to support a positive transition into their new position,” Angie noted.

Both Angie and Carolyn are optimistic the work they have done, the groups and representatives they have networked with, as well as Angie’s compelling testimony, will forge change on this issue. We are proud of the model and example they set for new clinicians.

In a world of result-driven healthcare, it is easy to forget that customer satisfaction is not something that can be quantified with data points and seen on a dashboard. While restored function is a quality outcome, the patient experience has a significant impact on the holistic healing process. We encourage our staff to engage with patients as a part of this holistic approach.

When one partner community hosted its second annual talent show, the Infinity team made it their goal to partner with residents while participating in the show.

A patient who struggled communicating had confided with one of our therapists, “I have been an entertainer my whole life.”

The therapists decided to form a band and made the patient lead singer. They chose the song Tequila by The Champs accompanied by a tambourine player for percussion, a guitar player, and their fearless director of rehab playing the kazoo in lieu of the standard saxophone.

With the patient as lead singer, they brought down the house with the patients one-line solo: “Tequila!”
Acquired in 2007, Therapy Solutions is committed to meeting the growing therapy professional staffing needs of a vastly diverse clientele. Organizations today are looking for ways to manage rehab operations and staffing more efficiently. As they struggle to handle fluctuations in demand and maintain clinical intensity, they look to us for a solution.

In 2018, we experienced significant growth with a 40 percent client and vendor increase and a 100 percent employee increase. This growth was a result of becoming a vendor for two nationwide managed service providers.

We also became members of the prestigious American Staffing Association. Their efforts to promote the interests of its members and commitment to helping members stay informed about the industry have been instrumental in helping us position Therapy Solutions as a premier staffing company.

Clients consistently give us high marks of satisfaction about our rehab staffing services. School districts, hospitals, outpatient clinics, skilled nursing facilities, and home health agencies continually turn to us for a key resource: qualified professional therapists who can immediately and skillfully step in to a staffing need.