

TRUTH of the MATTER

By Lane Bowen



We're Number 1!

Each month, we receive a regulatory survey outcome analysis from an unbiased, third-party vendor, TSI Healthcare Solutions. In May and June, we received the TSI Comprehensive Index Analysis Report containing our skilled nursing and rehabilitation centers' most

recent individual and aggregate

annual standard survey results, peer group rankings and comparative state averages. This analysis also measures the most recent standard survey for every skilled nursing facility in the nation, including all of our nursing centers and the nursing centers of the 10 largest multi-facility companies with a national presence.

For May and June, we ranked #1 among the large multi-facility, multi-state companies! We have continued to improve our rankings and the steady, hard work by all of you helped achieve this distinction. It's an incredible goal to have reached and each of you should take great pride in this accomplishment. We have all put forth a great deal of time and effort to put in place the training, support, and tools to improve our services and this report is proof that we are doing it right.

The ranking is based on annual survey performance in four major categories: **1)** average number of deficiencies per survey, **2)** scope and severity of deficiencies cited within each survey, **3)** Substandard Quality of Care surveys, and **4)** Deficiency-Free surveys. The rankings take into account both the actual score in each category and an "indexing methodology" for each category to adjust for regional and state differences in survey outcomes and each company's unique distribution of skilled nursing facilities across the 50 states. In this manner, a true "apples to apples" comparison is achieved between the large multi-facility companies.

Congratulations everyone, this is the first time we have achieved a 1st place ranking among our large-sized peer group! Again, I can't tell you how much it is appreciated. Keep it up!

A handwritten signature in black ink that reads "Lane Bowen". The signature is fluid and cursive.

Lane Bowen, Executive Vice President and President,
Nursing Center Division

Kindred Healthcare's mission is to promote healing, provide hope, preserve dignity and produce value for each patient, resident, family member, customer, employee and shareholder we serve.

Employee Showcase

The Nursing Center Division is proud to announce promotions to the Chief Executive Officer (CEO) and Chief Clinical Officer (CCO) positions at Kindred Transitional Care and Rehabilitation – Siena, located in Auburn, California.

Twice a year, a Regional Senior VP may nominate a Transitional Care Center (TCC) Executive Director (ED) or Director of Nursing Services (DNS) for consideration for promotion to a CEO or CCO position based on the following criteria:

- One year of experience operating a Transitional Care Center
- Can clearly articulate the strategic plan for the TCC
- Is operating at or above plan on the majority of key operational measures:
 - survey performance at or below state average
 - meeting or exceeding budgeted M2 census
 - meeting or exceeding budgeted EBITDARM
 - good CQR scores
 - meeting or exceeding turnover goal
 - meeting or exceeding customer satisfaction goal
 - key Service Excellence components are operational
- Clinical program(s) components are fully operational
- Has attended the Top Gun 1 training

Joan B. Martellucci, RN has been promoted to CEO of Kindred Transitional Care and Rehabilitation – Siena.

She graduated from Ferris State University in Grand Rapids Michigan in 1981. She has held various nursing roles during her career and joined the Siena care team in April of 1999 as the Executive Director. She is responsible for transitioning the staff from a traditional long-term care facility to a TCC.

Joan has loved geriatric nursing from the very beginning of her career. She loves Siena and its team, and has had a great time growing its M2 census and watching it grow into the incredible TCC it is today. Joan is married and has two children.

Lilia Tumbaga, RN has been promoted to CCO of Kindred Transitional Care and Rehabilitation – Siena. She obtained her Bachelors Degree of Nursing from the Mary Johnston School of Nursing in the Philippines. Lilia came to Siena in April of 1999, and has filled various roles and has filled the DNS role since 2001. She credits education and systems training as being very important to her and her ability to do her job. She is married with two children, one of which is a special needs child.

Under their leadership, Siena recently obtained a zero deficiency survey in a TCC building! Congratulations to both of you and the entire team at Siena!



From left to right, Lane Bowen, Lilia Tumbaga, Joan B. Martellucci, Donna Kelsey and Tom Wood.

And the Winners Are!

The 2010 Divisional Award winners have been announced for Executive Director, Director of Nursing Services, and for Above and Beyond.

ED of the Year – Terrie Harrison, Bayberry Care Center, Concord, California.

DNS of the Year – Susan Jaycox, Savannah Rehabilitation and Nursing Center, Savannah, Georgia

Above and Beyond – David Gosnell, Northhaven Health Care Center, Knoxville, Tennessee

Please join us in congratulating these folks for a job well done!



David Gosnell, pictured here with Peter Corless, David, David's wife Becky and Chris Murphy.



CENTER HIGHLIGHTS

Here We Grow Again!

On May 6, Kindred Transitional Care and Rehabilitation-Bridgewater, located in Carmel, IN, opened its doors and began receiving patients.

In an effort to better serve and support the Indianapolis community, our new TCC specializes in intensive short-term rehabilitation therapy and will care for short-term patients who need added recovery and rehabilitation

before returning home. The center contains 120 beds, 56 private rooms, four bariatric rooms, a movie theater, a newsroom café and over 4,500 square feet of space for therapy. They also have state-of-the-art therapy equipment, including OmniVR, a virtual reality simulator.

Congratulations to Doug Daudelin and his entire team!

KINDRED AND INDUSTRY-RELATED NEWS

ADL Coding – Are You Staying Focused?

By Tami Johnson, Director of Case Management Services

Our centers have made significant strides toward improving the accuracy of ADL coding. Through hard work your center has no doubt become more vigilant about checking that coding is accurate for your Medicare patients. That same attention to detail is required for all of the patients in the center. The accuracy of ADL coding impacts your Medicare, Insurance, Managed Care and Medicaid RUG scores. To assist with educating and empowering our CNAs with all the materials necessary, we have recently updated our CNA ADL Training Cards. This plastic card can be placed behind your name badge as a constant reminder of ADL coding rules. These cards are also available in several other languages. While our CNAs are expected to write and speak English, sometimes having a cue card in their primary language can help them with accurate coding. These cards are available for purchase on ShopKindred. Remember, it is important for every center to have a refresher training every quarter. The CNA ADL Training Card is a good way to jump start that quarterly training.

Take a minute to review the training plans in place in your center.

- Is ADL training part of new hire orientation?
- Does your center have a plan in place to validate that coding is accurate?
- Does your center have a plan in place to train ADLs quarterly?
- And finally, can anyone in your center teach the ADL coding process?

Full integration of knowledge about this subject takes teamwork and constant attention. One training session will never solve the problem of inaccurate coding. Accurate coding requires a full court press every day.

Code	SELF PERFORMANCE What resident actually did... even if only happened once.		Code	SUPPORT PROVIDED Type and highest level of support you/ others provided
0	INDEPENDENT – NO HELP		0	NO STAFF ASSISTANCE
1	SUPERVISION – TALKED, NO TOUCH – WATCHED		1	SET UP – DID NOT TOUCH
2	LIMITED ASSIST – GUIDED – NO LIFT	YOU + PATIENT	2	TOUCHED – ONE PERSON HELP
3	EXTENSIVE ASSIST– LIFTED, PULLED, TUGGED OR PUSHED ANY BODY PART	2 PEOPLE + PATIENT	3	TOUCHED – TWO PEOPLE HELPED
4	TOTAL – NO HELP FROM PATIENT			
8	ACTIVITY DID NOT OCCUR		8	ACTIVITY DID NOT OCCUR

Coding by Shift Cannot Be Different Colored Codes

DEPARTMENTAL FOCUS

Introduction to Kindred’s Subacute Units

By Jill Bosa, Senior Director of Operations, Subacute

Many of you may have heard about Subacute Units and may have also wondered what they are.

Subacute Units (SAU) are located within a number of Kindred Hospitals and play an integral role in Kindred’s “Continue the Care” strategy. These units provide inpatient care to individuals who can be discharged from a traditional hospital setting, but require additional comprehensive, complex care, and rehabilitative services.

Our Locations and Services

There are currently nine Subacute Units across the country. Each of the units provides a unique service to the patients and community. Our staff provides an interdisciplinary approach to complex care needs that includes services for ventilator-dependent care as well as neurobehavioral and rehab specialties. We are surveyed the same way as skilled nursing centers are. Some of our programs are the same ones offered by the Kindred Nursing Center Division and others follow the Kindred Hospital Division’s structure.



Here We Grow Again...

We opened two new units in 2011 (Dallas and Seattle) and are planning two more in 2012 (Seattle and Charleston). We are always excited to add to the SAU family and play a role in Kindred’s “Continue the Care” campaign.

Resources

You may have noticed in KNECT that there is now a Subacute Unit website and link. If you have any questions about Kindred’s SAUs, please feel free to click on the link for more information and contact numbers. Any of us are happy to assist.

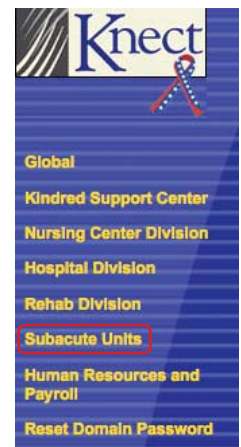
<http://home.knect.com/content/SubAcute>



Meet Our SAU Team

The SAUs have the same staff members as other Kindred Nursing Centers, such as an Executive Director, a Director of Nursing Services, and a Regional Team that provides support to each unit. Other team members include:

- **Chase Finley**, Vice President Business Development
- **Jill Bosa**, Sr. Director of Operations
- **Beth Dennis**, District Director of Clinical Operations
- **Nancy Schatz**, District Director of Clinical Operations
- **Joyce Travis**, District Director of Case Management
- **Mark Bush**, Sr. Director of Finance
- **John Durbin**, Sr. Financial Analyst



Update on New Nursing Center Websites

By **Leslie Wright, Operational Website Consultant**

Thanks to all who have submitted changes, pictures, and updates to your sites. While we are aware of and able to implement some updates directly at the support center, such as when Specialty Programs go live, we need you to inform us of any changes that will make the web site your own and communicate the culture and individuality of your center and staff. Please use the link on **Knect > Nursing Center Division > Public Website Maintenance** to submit any changes you would like to see.

If you are viewing this newsletter online, click on the link below to access the page to assist in submitting changes:

We look forward to hearing from you!

http://home.knect.com/content/ADMIN_CorpComm/ncdwebmaintenance.htm



Digital Information Boards – Keeping Them Current

Still have pictures from your St. Patrick's or Valentine's gatherings on your DIB that need to be removed? Has your center recently had a name change that needs updating? Would your patients and residents like to see updated pictures of themselves doing fun things or attending events at your center? The DIB is a great place to do this! Keeping your DIB updated is an important communication tool for your center.

The PowerPoint file that produces the jpg files that are then copied to the SD card for the DIB is designed to be flexible and can be updated as needed. Be sure to "version date" your PowerPoint file each time you perform updates so that you are always using the most current information.

There are also single slides that are available on Knect for you to copy directly onto the SD card. Examples are slides for Ho-Ho-Hotline, Specialty Programs slides for those now implementing a clinical program and slides for celebration weeks and months that occur throughout the year.

Information on updating the DIB and access to slides can be found on **Knect > Nursing Center Division > Service Excellence > Key Supplies and Resources > Link to Digital Information Board Resources**.

If you are viewing this newsletter online, click on the link below to access the DIB instructions:

<http://home.knect.com/content/healthservices/Service%20Excellence%20Website/DIB.shtml>

Angels in Training

Sixth-Grade Students Receive Pin and Certificate After Visiting Nursing Centers

By Julie Laemmle, Communications Intern

When Mark Bush found out the sixth grade students at St. Athanasius School in Louisville, Kentucky would be focusing on the elderly for their stewardship project, he jumped at the chance to involve Kindred nursing and rehabilitation centers. Bush, who is Director of Financial Business Development for the Nursing Center Division, is a member of the St. Athanasius stewardship committee and father of a sixth grade student. He took his idea to the sixth grade teacher, who wanted to turn the project into more than a one-time visit. Working with Christine White, Director of Resident and Dementia Care Services for the Nursing Center Division, Mark decided to tweak the current Angel Care program to make it more applicable for the students, calling them Angels in Training (AIT). The original ANGELS acronym was reworded for the students to better understand and implement, and field trips to Northfield Centre for Health and Rehabilitation and Bashford East Health Care were arranged.

On the students' first trip to the nursing centers they were given buttons which read, "Have I earned my wings?" and spent time meeting and talking with the residents. This trip, which took place in December, also allowed the students to play the part of Santa's elves and help the residents prepare for the Ho-Ho-Hotline. The sixth graders put together catalogues of their favorite toys, along with toys their brothers, sisters, or friends might like for Christmas, so the residents could have a visual idea of what children who called into the hotline were talking about.



For Valentine's Day, students made cards for the residents. Even without a field trip to accompany the cards, the students

were able to bring joy to the residents and keep their communication going. Finally, during the second field trip to the nursing centers in the spring, the students

and residents both shared what they had learned in life up until that point. The idea of leaving a living legacy, or sharing one's most important piece of advice about life, helps to provide meaning in a resident's life while living in the nursing center. This final visit also allowed the students to earn their wings. The residents presented the students with their Angel pins and First Class Angel Certificates, which Mark and Christine made for them.



After spending time with the residents and getting to know them, the students wrote reports detailing their overall experience and what they learned from the residents. They also wrote thank you letters to Mark and Christine, reinforcing their positive experience and showing Mark and Christine how successful the project really was. Wyatt Hanks wrote, "I learned to graciously donate my time and enthusiastically help others. I also learned that being an angel isn't just about helping out and being nice. I learned that you have to care in order to be an angel." Wyatt was not alone in learning these values, as many students realized the residents simply enjoy company. Jenna McKune has even been back to Northfield to visit a resident outside of school, which is something that touched Christine White. Both Mark and Christine hope to do this again, as Christine called it "a very worthwhile process."

NEXT ISSUE

The next NCD Happenings will be published in October 2011. If you have any story ideas or content suggestions that could be used for the next newsletter, please submit your entry to leslie.wright@kindredhealthcare.com by August 15, 2011.

NCD Happenings can be found online on KNECT > Nursing Center Division > Publications. Please access and print additional copies of the newsletter for distribution as needed.



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ANGELS is a way of thinking and a communication style that is used by everyone in the Nursing Center Division. It lets others know we respect them, that we welcome guests, and it communicates our desire to make our customers happy.