



2021

QUALITY REPORT





INFINITY^{REHAB}

REACH FURTHER



Founded in 1999, **Infinity Rehab** provides therapy and healthcare services wherever patients call home. Through the leadership of industry-recognized therapists, **Infinity Rehab** serves over 200 skilled nursing, assisted living, and independent living communities across 18 states.

Infinity Rehab is proud to receive the Pinnacle Quality Insights Customer Experience Award.



JOLYNN MUNRO

MS, OTR/L,

President, Infinity Rehab

Infinity Rehab was entering its 22nd year as a company in 2021. As the year began, our company and the healthcare industry were still working through the challenges of the COVID-19 pandemic. Despite these continuing challenges, **Infinity Rehab** embarked on some exciting changes and our clinicians achieved many great successes.

In 2021, our current mission and vision statements went through a refresh. Revising the previous mission established in 2001 was an important decision based on reaching company goals and aligning more closely with the research-based therapy and care that Infinity therapists provide. Our new vision aligns with our growth goals, with a focus on value and outstanding outcomes, and our drive to be the first choice for every patient, customer, and clinician. You can learn more about our mission and vision in [this video](#).

We grew our business by launching our **Reach** wellness program, serving older adults wherever they call home. This program is personalized for each resident, addressing their health and wellness needs. I'm proud to share that we have served 2.2 thousand residents in 8 markets.

In the spring of 2020 when the pandemic first hit, we made the tough decision to cancel our annual Symposium conference. Thankfully in 2021, we were able to create and host a virtual Symposium conference. Although it was a significant shift to not being able to meet in person, the platform allowed for more of our therapists to attend, earn valuable continuing education credits, experience our Employee Appreciation event, and grow their leadership and clinical skills.

We continued our commitment to diversity, equity, inclusion, and belonging. **Infinity Rehab** is committed to creating a workplace where every employee feels that they belong. The DEIB task force strives to enhance the life of every employee, patient, family, and community we serve. We successfully implemented employee resource groups (ERGs), creating spaces for employees to build community around topics that are meaningful to them.

I look forward to **Infinity Rehab's** future as we continue to grow, evolve, and achieve outstanding patient outcomes.

BY THE NUMBERS



43.3K

LIVES
ENHANCED



1,170,263

PATIENT
VISITS



194

LOCATIONS &
MARKETS



13

NEW
CONTRACTS



18

STATES



1262

TOTAL
EMPLOYEES



408

NEW
EMPLOYEES
IN 2021

PTs

142

TOTAL
PTs

PTAs

152

TOTAL
PTAs

OTs

141

TOTAL
OTs

COTAs

106

TOTAL
COTAs

SLPs

82

TOTAL
SLPs



2

RESTORATIVE AIDE/
COORDINATORS



16

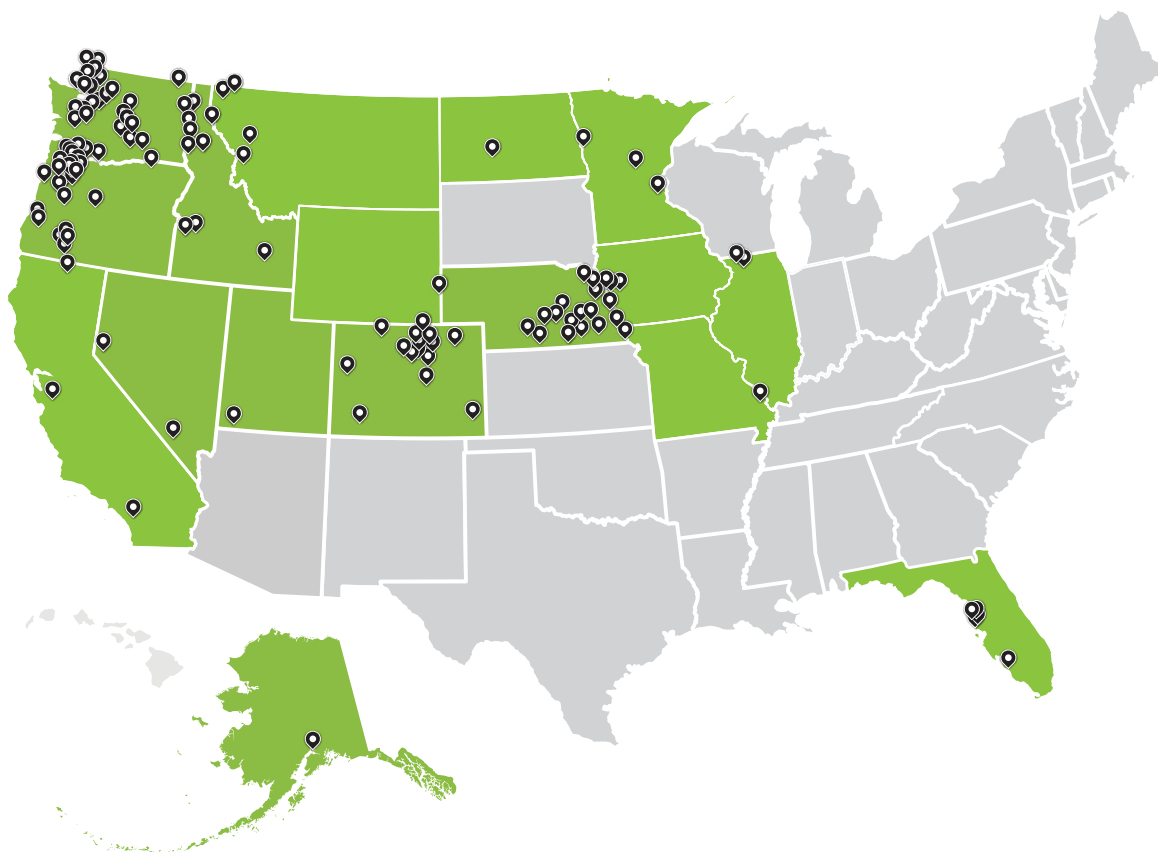
REHAD AIDES/
ADMIN ASSISTANTS



17

LEADERSHIP/
HOME OFFICE

CELEBRATING OVER 22 YEARS ENHANCING LIVES



Founded in 1999, Premere Rehab, LLC dba **Infinity Rehab** is a therapist-led company that operates therapy departments for skilled nursing facilities, retirement campuses, home health agencies, critical access hospitals, and long-term acute care hospitals. We offer several contract models, including fully outsourced rehab, management, and consulting services, including compliance oversight. Based in Tualatin, Oregon, **Infinity Rehab** serves nearly 200 facilities across 18 states, including post-acute care in inpatient, outpatient, home health, long-term acute care, assisted and independent living, and memory care settings.

At **Infinity Rehab**, we are committed to ensuring that patients receive the benefit of care for which there is substantive external evidence. With an estimated 12 to 17-year gap between the availability of best evidence in healthcare and its systematic implementation, we are closing the gap by investing time and resources in many ways. For example, we standardized our outcome assessments and reviewed the literature for the best evidence for older adult rehabilitation. Next, we converted the research evidence into collections of training, knowledge tools, and other knowledge translation supports. Finally, we studied our patient data and blended it into a comprehensive, evidence-based model for rehabilitation care.



[WATCH THE VIDEO](#)



OUR MISSION

To set the standard in rehabilitation for successful aging by delivering the best of science with the art of caring



OUR VISION

To be the first choice for high-value rehabilitation in every home and community

CORE VALUES:

- Integrity above all else
- Passion for the quality of people's lives
- Quality that is obvious
- Innovation, not emulation
- A culture of trust and respect
- Reaching to learn, grow, and embrace change
- Teamwork, camaraderie, and fun

LEADERSHIP



A THERAPIST-RUN COMPANY WITH RICH CLINICAL EXPERTISE

Our senior leadership team is comprised of licensed therapists. Our leaders take great pride in guiding clients, and their patients, towards greater success. Our leaders have **110 cumulative years** of elected and appointed leadership positions with rehabilitation associations, have led national presentations, hold **27 awards and honors**, and have **authored 20 peer-reviewed publications and abstracts** related to clinical diagnosis and rehabilitation intervention.

OUR LEADERS



JOLYNN MUNRO

*MS, OTR/L,
President*



MIKE BILLINGS

*PT, DHSc, MS, CEEAA
Co-founder & Chief Strategy &
Business Development Officer*



STACEY TURNER

*MS, CCC-SLP,
Vice President of
Operations*



PATTY SCHEETS

*PT, DPT, NCS
Vice President of Quality
and Clinical Outcomes*



MARK WILHELM

*MS
Vice President
of Sales*



TYLER KEETER

*PT, DPT, MHA
Regional Director of
Operations*



LAURA CANTRELL

*MS, PT
Vice President of
Community-Based Services*



DEREK FENWICK

*PT, MBA, GCS, SHRM-SCP
Senior Director of
Human Resources*



ANDREW SIMPSON

*Vice President
of Finance*

INDUSTRY AWARDS



Pinnacle Quality Insight released their annual survey results in the spring of 2022, with results for 2021. **Infinity Rehab** ranked at or above the national average in 10 of 12 categories on the Pinnacle Quality Insight survey.



4.56

OVERALL
COMBINED
AVERAGE

(National Average = 4.54)

4.83

KNOWLEDGE/
SKILLS OF
THERAPISTS

(National Average = 4.75)

- Overall Satisfaction
- Understood Procedures
- Dignity and Respect
- Response to Concerns
- Involvement/Goals
- Results Achieved
- Atmosphere/Therapy Area
- Equipment Quality
- Knowledge/Skills of Therapists
- Overall Combined Average

INDUSTRY AWARDS



Six senior communities where **Infinity Rehab** provides therapy received a Pinnacle Customer Experience Award certificate, which means that a community has scored in the top 15% of the nation across a 12-month average in any of the categories.

“

We value quality care and outstanding outcomes at **Infinity Rehab**. Our glowing patient satisfaction results showcase the incredible dedication and care by our clinicians and leaders throughout **Infinity Rehab**.

”



STACEY TURNER

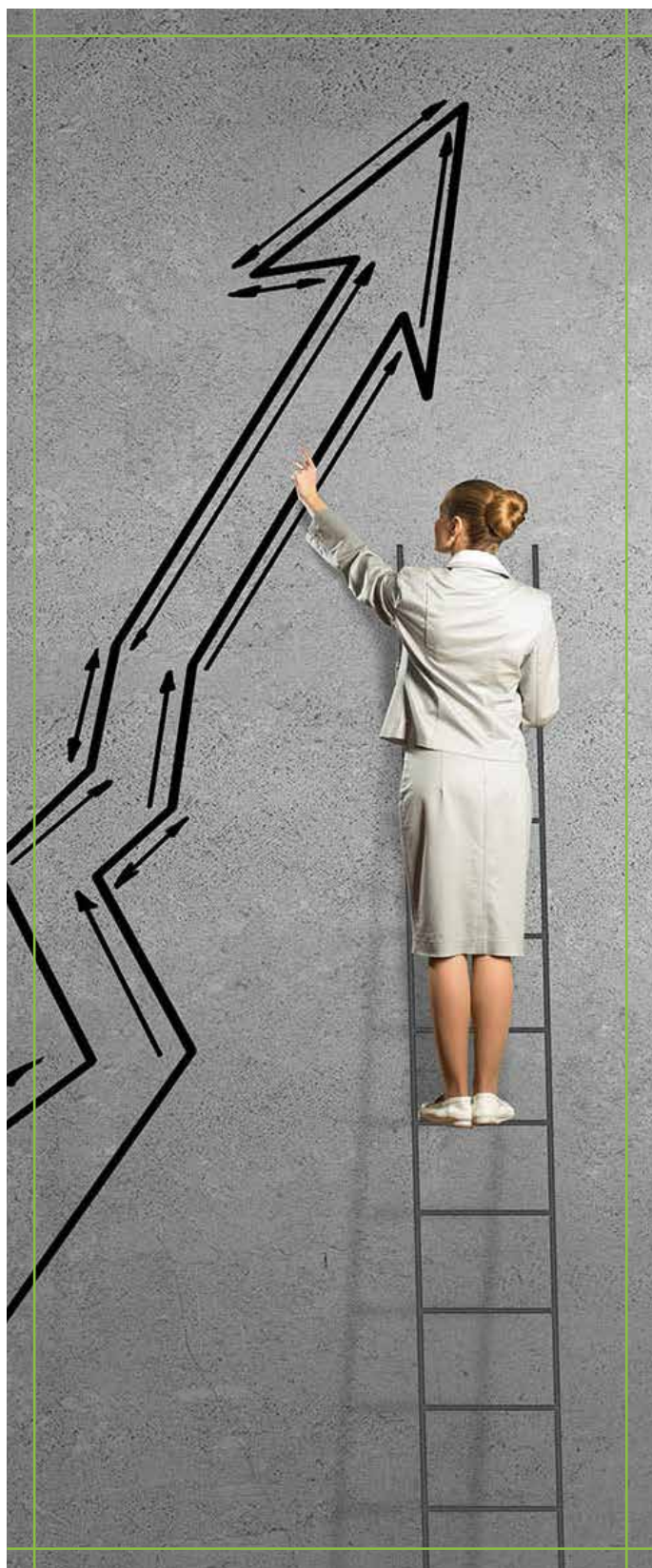
*Vice President of
Operations*

GROWTH



As we adjusted to operating in a global COVID-19 pandemic last year, **Infinity Rehab** executed its growth plan by taking on several new skilled nursing customers and building upon its outpatient division. It can be tricky to grow in an environment that is so unstable in terms of clinician recruitment, retention, and COVID-related uncertainties. Still, **Infinity Rehab** provides a critical service to its clients that continues to be in high demand.

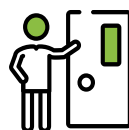
GROWTH UPDATE



In 2021, we onboarded four new home health customers and eight new skilled nursing customers. These new customers represent eight states, including Minnesota, Nebraska, Oregon, Colorado, North Dakota, Washington, Montana, and California. Bringing on new customers often in new markets allows us to add outstanding clinicians to our team and build relationships in new communities.

Also in 2021, we expanded our **Infinity Rehab at Home** outpatient division to serve more than 11 additional independent, assisted, and memory care communities and begin serving patients in homes outside of these communities.

As a result, in 2021, we provided:



OVER 31K
OUTPATIENT
VISITS

20%

INCREASE OVER
2020

Overall, 2021 growth was more than 100% greater than 2020 growth, and we hope to continue our success in 2022.

REACH BY INFINITY REHAB



A WELLNESS PROGRAM FOR OLDER ADULTS

Reach by Infinity Rehab offers a comprehensive therapy and wellness program that provides a suite of services to help independent and assisted living and memory care residents thrive.



2.2K
PATIENTS AND
RESIDENTS
SERVED

8
MARKETS

The program is personalized for each resident, addressing their health and wellness needs. Services for our residents include:

- Pre- and post-surgical intervention
- Fall prevention
- Neurological disease management
- Pain management
- Self-care and leisure activities
- Home safety assessments
- Low vision strategies
- Medication management
- Wheelchair seating, walker, and ambulatory equipment adjustments

Our comprehensive program covers the complete network of care for residents. As older adults transition from skilled nursing to independent and assisted living, memory care, home health, and home care, we offer a cohesive delivery of wellness and therapy services. Our therapists work directly with resident care teams.

Read the press release [here](#).

QUALITY OUTCOMES, **REACHING FURTHER**

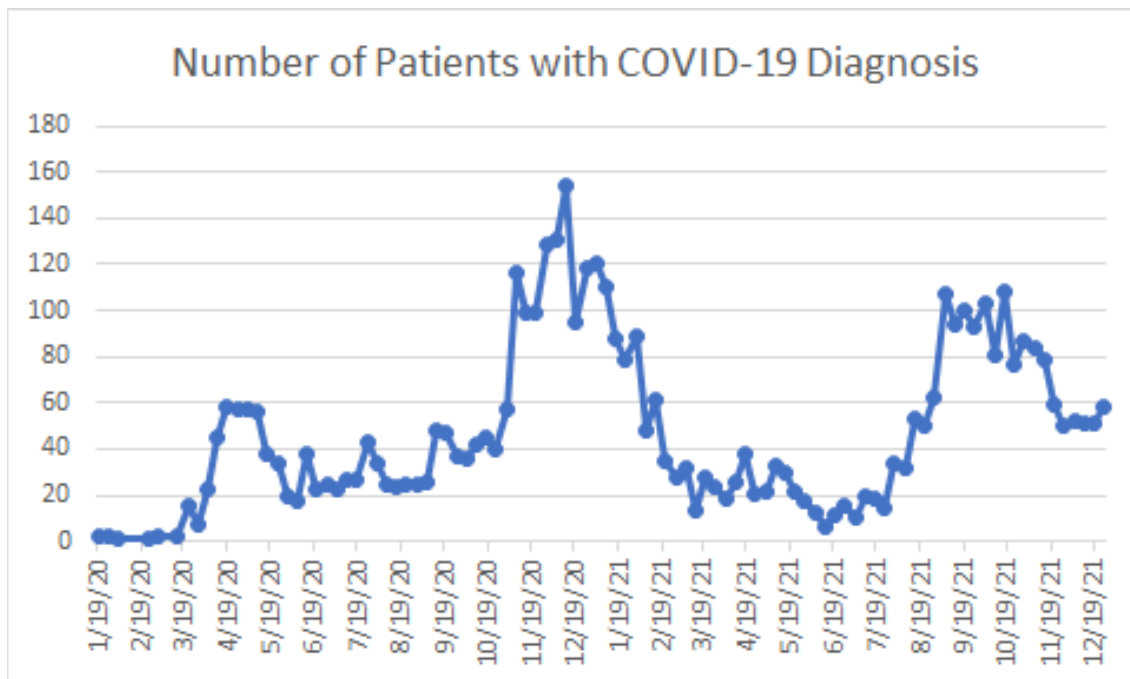


THE ONGOING CHALLENGE OF COVID-19

In 2021, we experienced the broad availability and distribution of safe and effective COVID-19 vaccines. Our patients and staff were among the first to be eligible for the vaccines, and as we moved through the first and second quarters of the year, we saw some loosening of restrictions and social isolation. During this time, we saw the return of patients to the hallways and other gathering places within our communities. What joy we all experienced with these small but meaningful changes!

QUALITY OUTCOMES, **REACHING FURTHER**

In the figure below, you can see the numbers of new COVID-19 admissions for 2020 and 2021; note the significant drop-off in cases through the early part of 2021 with an increase as the Delta and Omicron variants become more dominant. These data validate the lived experience of our clinicians; we are going to be dealing with COVID-19 in some form or another for quite some time.

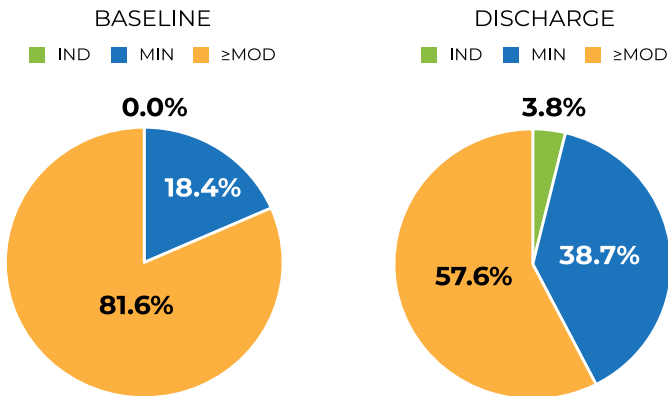


The impact of COVID-19 on patient function is significant. The following figures represent the basic mobility, self-care, and advanced mobility status of our patients with COVID-19 compared to those without COVID-19. In this subset of nearly 2000 patients, we can see that at admission to skilled nursing (baseline), patients with COVID-19 are more impaired with approximately 10% more of them requiring moderate assistance or more. While these patients change with therapy, they do so to a lesser degree with half as many reaching independence with mobility and self-care and twice as many requiring moderate assistance or more.

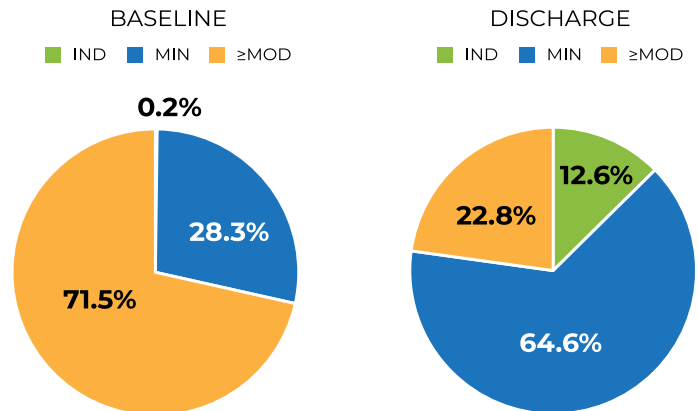
QUALITY OUTCOMES, **REACHING FURTHER**

COVID TO NON-COVID OUTCOMES COMPARISON

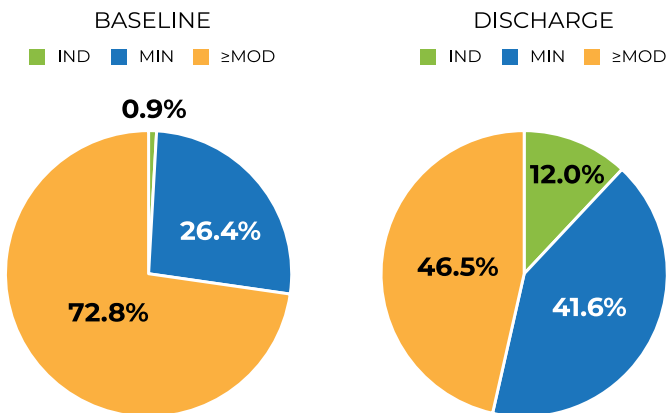
SELF-CARE COVID



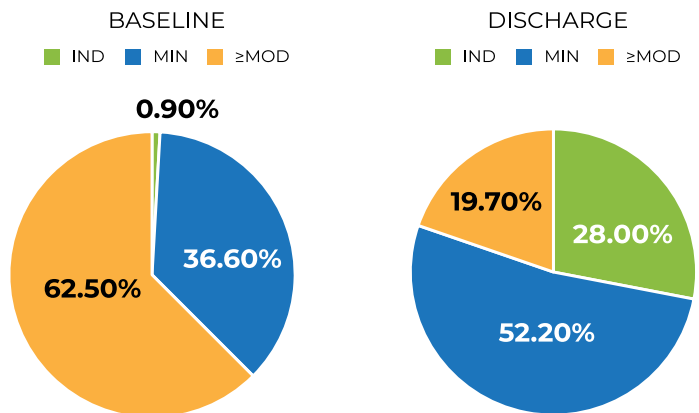
SELF-CARE NON-COVID



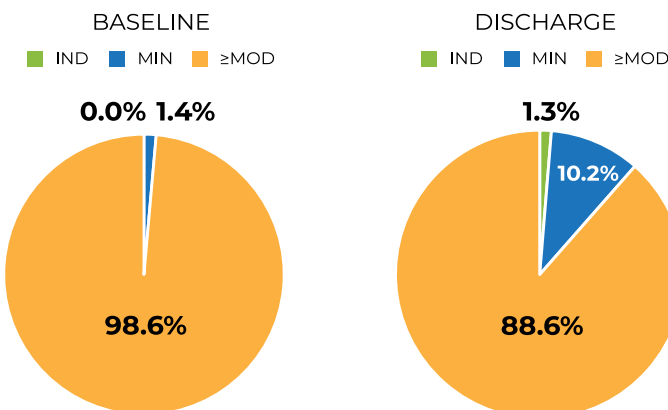
BASIC MOBILITY COVID



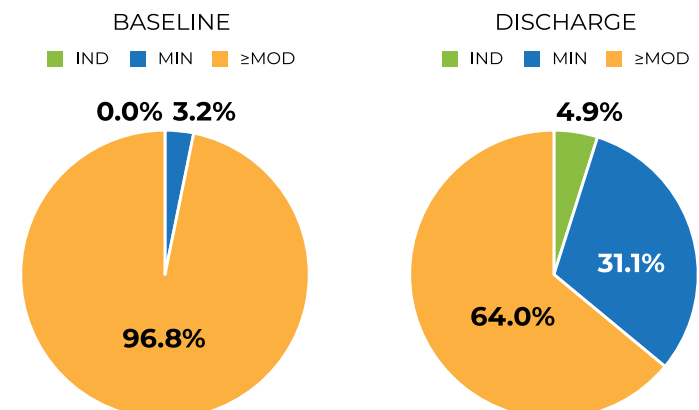
BASIC MOBILITY NON-COVID



ADV MOBILITY COVID



ADV MOBILITY NON-COVID



QUALITY OUTCOMES, **REACHING FURTHER**

In a smaller subset of patients with a COVID-19 diagnosis, in addition to our existing data elements, we added the Charlson Comorbidity Index through manual chart audits of 250 cases across 33 practice sites. In this limited data set, all the patients had either moderate or significant comorbidity. Significant comorbidity was associated with lower baseline functional scores, less participation in gait training, and a greater need for dysphagia intervention compared to those with moderate comorbidity. The patients with moderate comorbidity saw more remarkable preservation of their living situation than those with significant comorbidity.



PATTY SCHEETS
*Vice President of Quality
and Clinical Outcomes*

Patty Scheets presented these data at the South Carolina Health Care Association meeting in 2021.

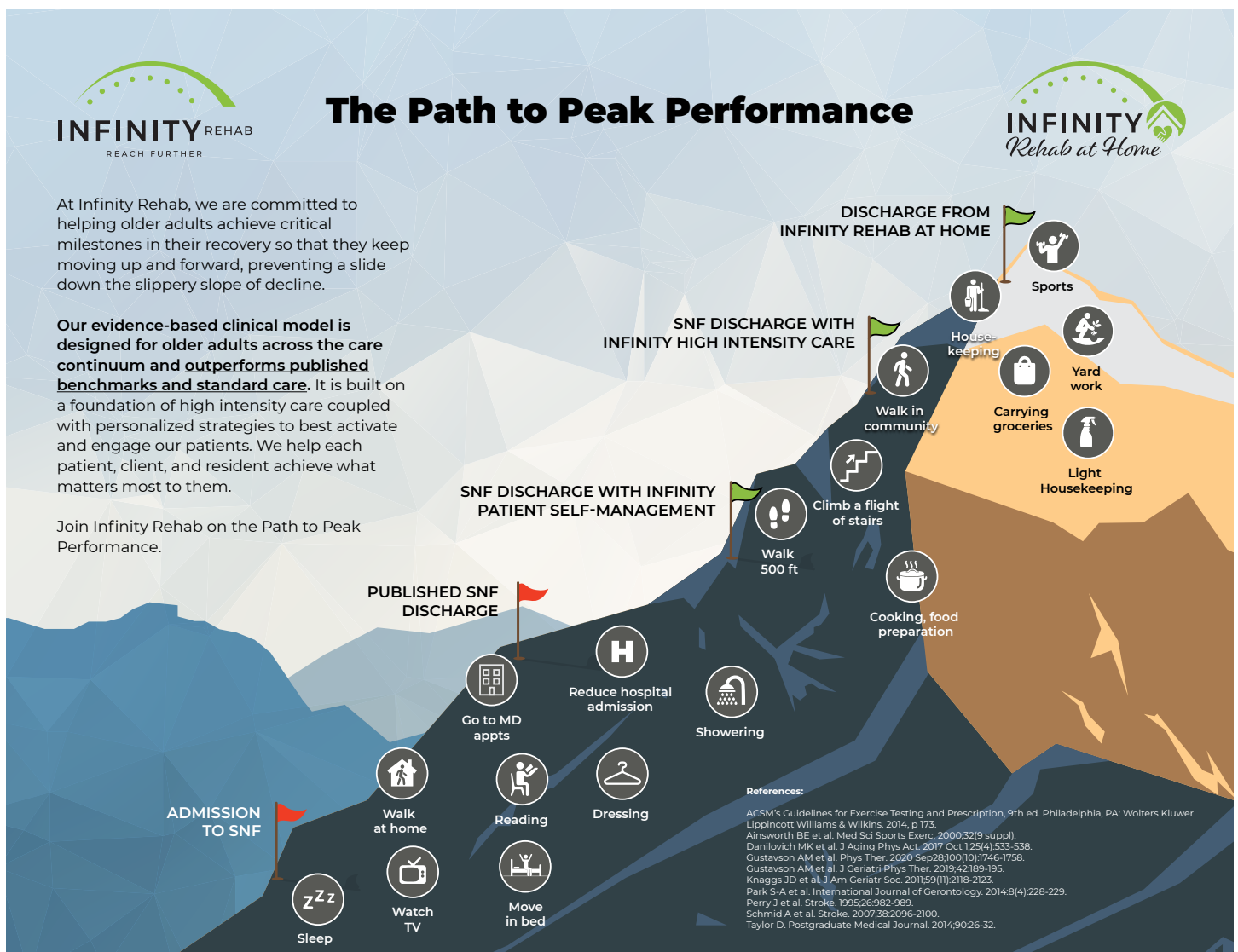
In 2021, we built on what we learned about how to manage patients with post-acute COVID-19 by learning about long-COVID. We are still seeing the variability in presentation of these individuals in the community. We are adjusting our expectations for finding the appropriate intensity of exercise and activity, adding patient self-management strategies to avoid fatigue, and assisting and prescribing exercise and activity as an intervention for the sometimes vague but genuine cognitive complaints. Pacing, or activity management, is our mantra for these individuals, and we are still learning as more studies are published.



QUALITY OUTCOMES, **REACHING FURTHER**

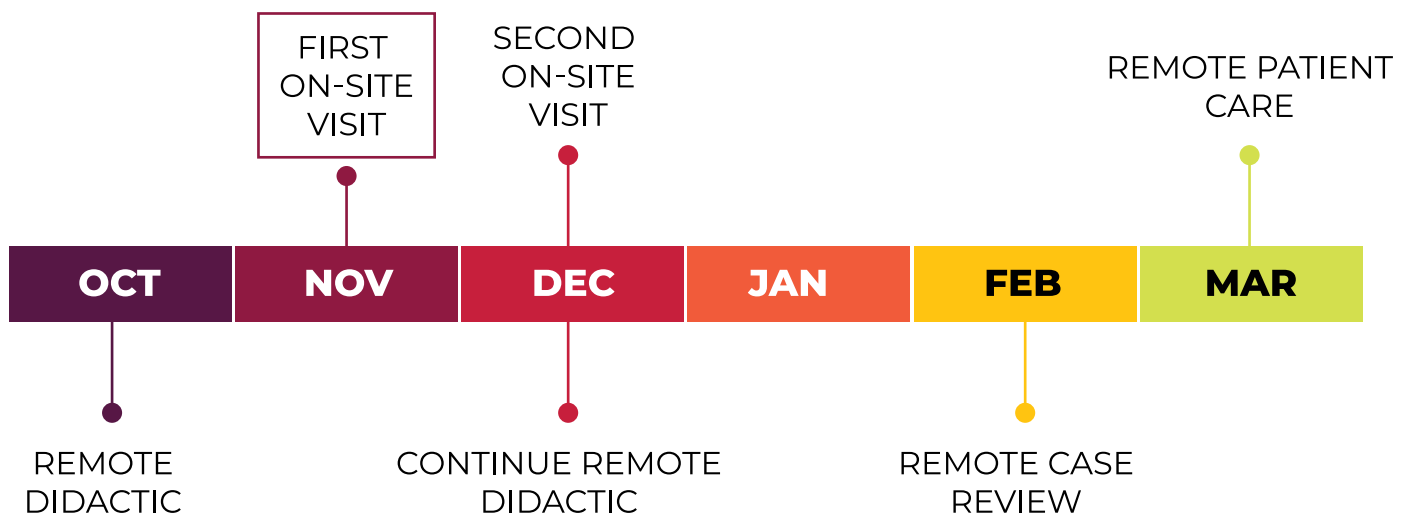
COMMITMENT TO EVIDENCE-BASED CARE

Our unique commitment to implementing evidence-based standards of care in rehabilitation is groundbreaking. We've begun to illustrate how much better our standards of care are compared to usual care using the infographic below. The difference between admission and discharge of patients in skilled nursing receiving usual care is illustrated by the red flags. The green flags represent how much further up the mountain our patients can climb when they receive the benefit of best-evidence care.



QUALITY OUTCOMES, **REACHING FURTHER**

Through the work of our clinical knowledge brokers, we continue to learn how best to assist individual clinicians in moving their practice forward and aligned with the best external evidence in rehabilitation for older adults. In 2021, we began focusing part of our efforts on new sites and new clinicians with **Infinity Rehab at Home**. Through this process, we are working with new teams on deepening their clinical bench while they are learning our operational processes. The figure below illustrates a 6-month timeline used in one of our first new sites of 2021; it reflects a combination of individual and group learning, demonstration and return demonstration, and reflective reasoning.



Our data show that this combination of learning strategies leads to clinician success in ensuring that patients benefit from the best we know to do from science. The Quality Team members, Patty Scheets, Patrick Hennessy, Jessica (Kele) Murdin, and Sarah Townsend-Grant, presented this information at the Academy of Neurologic Physical Therapy Annual Conference.



PATTY SCHEETS

Vice President of Quality and Clinical Outcomes



PATRICK HENNESSY

Clinical Knowledge Broker



JESSICA MURDIN

Clinical Knowledge Broker



SARAH TOWNSEND-GRANT

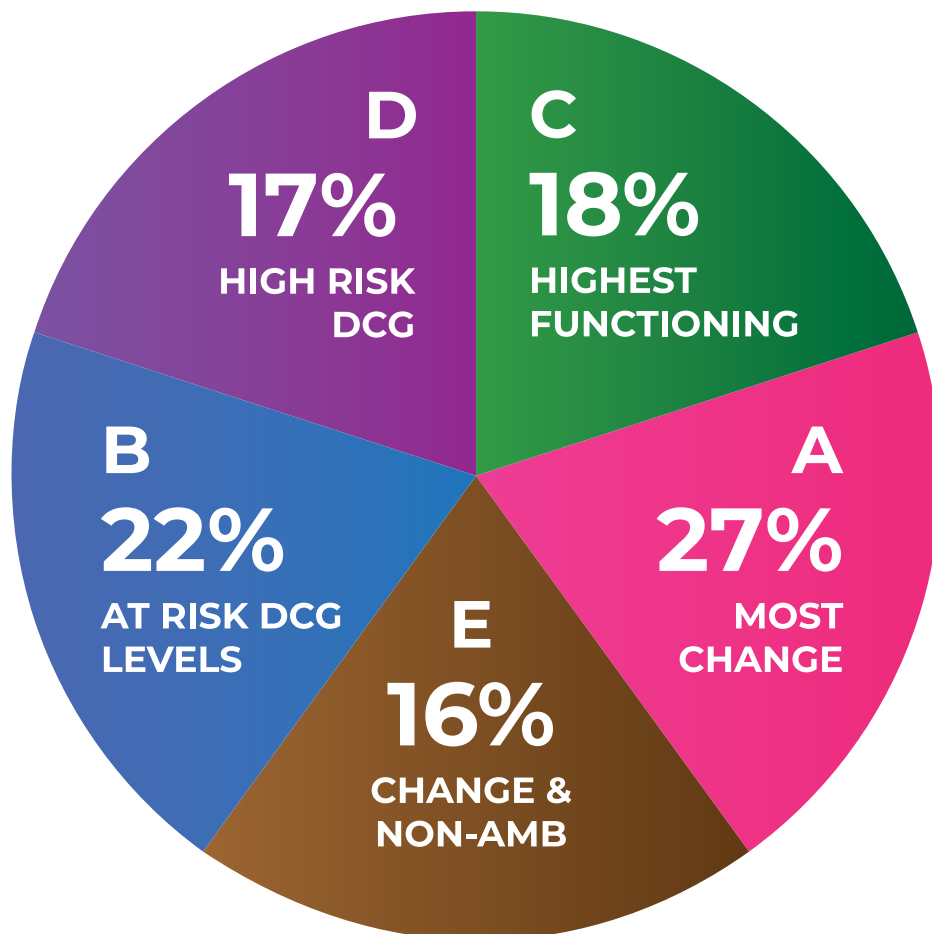
Clinical Knowledge Broker

QUALITY OUTCOMES, **REACHING FURTHER**

EXPANSION OF DATA-DRIVEN SOLUTIONS

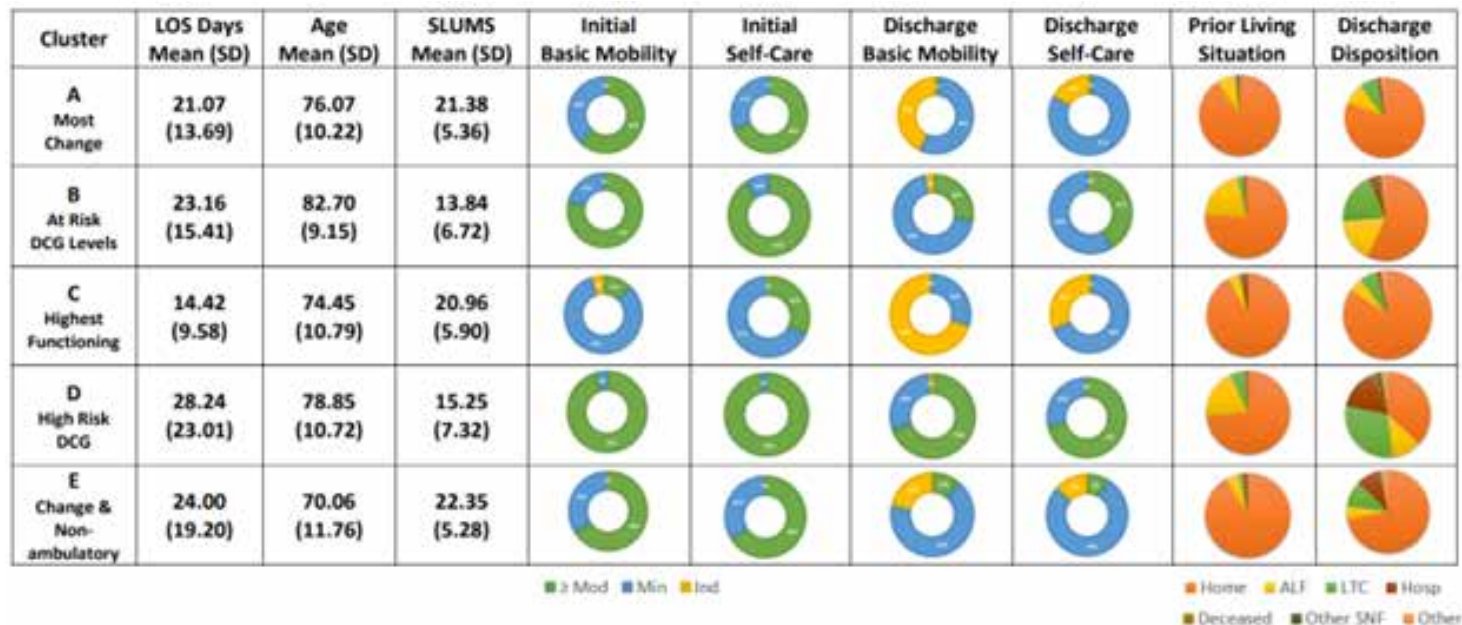
Because of our robust database of standardized outcomes in rehabilitation patients, we have been able to study our patients, learn from them, and use what we have learned to improve the value of care for future patients. Our data show what practitioners know, not all patients respond equally to rehabilitation. We are committed to analyzing the data to identify the factors influencing patient outcomes and use this information in selecting interventions, discharge planning, and overall case management.

Our patients cluster into five groups illustrated in the pie chart below.



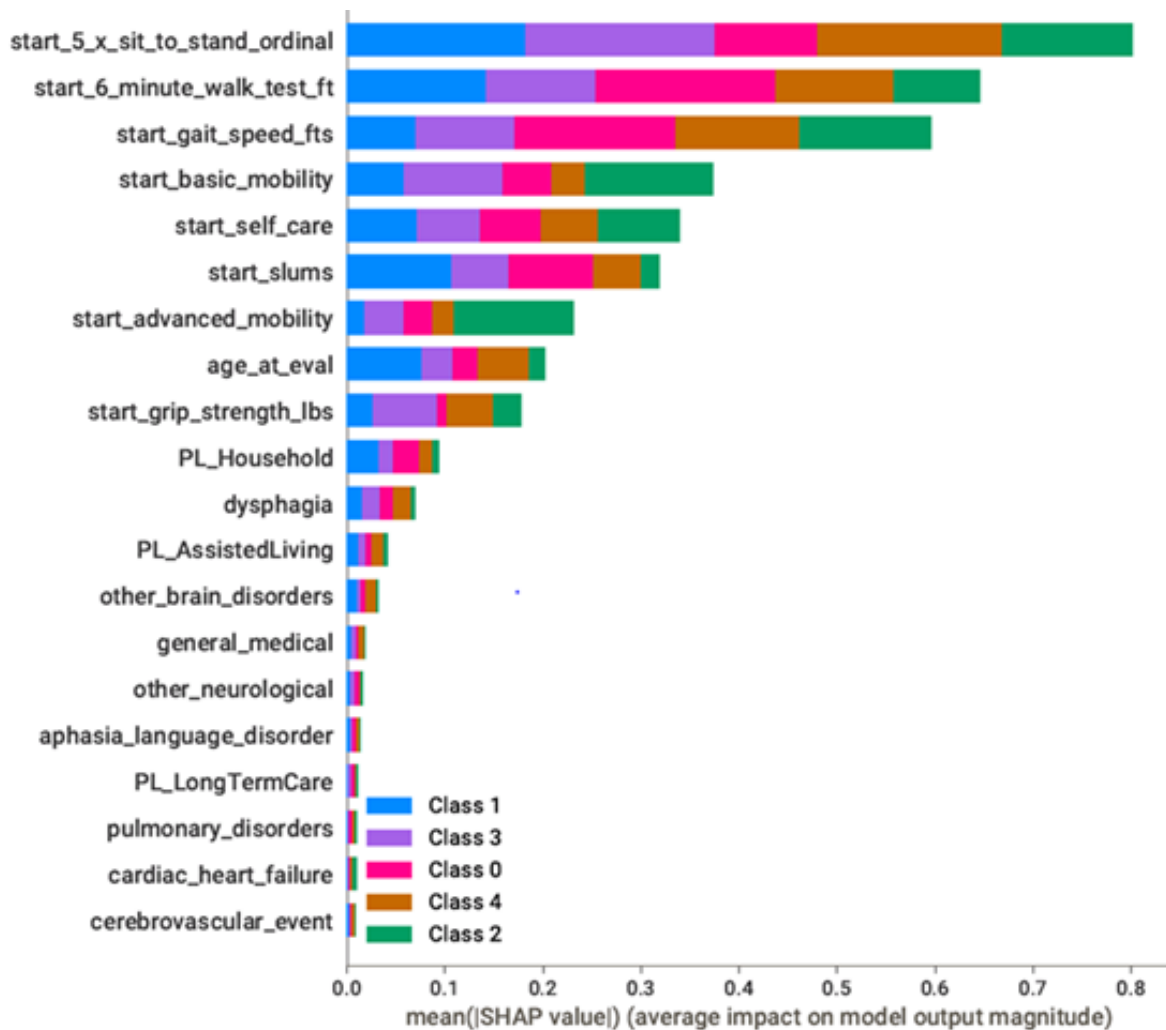
QUALITY OUTCOMES, REACHING FURTHER

The differences in admission and discharge functional status by group are displayed in the chart below. The most significant differences between groups are between group C, the “Highest Functioning” group, and D, the “High-Risk Discharge” group. Compared to the C group, fewer patients discharge home and require much more assistance with basic mobility and self-care.



Interestingly, the medical diagnosis plays a minimal role in determining the patient group. Instead, measures of physical performance at baseline are most significant as is illustrated in the feature impact list below. The ability to stand from a chair without using the arms, the distance walked in 6 minutes (the gold standard test of activity tolerance), and walking speed have the most significant contribution in determining group assignment which relates to responsiveness to care.

QUALITY OUTCOMES, REACHING FURTHER



We are actively using this information to tailor the type and amount of care patients receive to deliver the proper care to the right patient at the right time. These data were presented by Patty Scheets, Mike Billings, and Karan Dhamija at the 2021 annual conference of the American Congress of Rehabilitation Medicine.



PATTY SCHEETS

Vice President of Quality and Clinical Outcomes



MIKE BILLING

Co-founder & Chief Strategy & Business Development Officer



KARAN DHAMIJA

Data Scientist

QUALITY OUTCOMES, **REACHING FURTHER**

CLINICAL ACADEMY

2021 was our second year of the **Infinity Rehab Clinical Academy**. This virtual training program was designed to raise field clinicians to a higher level of proficiency with the care delivery model and provide additional support throughout the company. Clinicians engaged in individual and group learning, received personal feedback on clinical skills, learned to present a set of standardized learning opportunities, completed a knowledge check of required material, and produced a capstone case presentation to graduate. Participants reported that this rigorous program enriched their professional and personal lives and deepened their commitment to delivering evidence-based care.



CLINICAL BOOT CAMP

Nearly 200 clinicians participated in one of three virtual training events, Clinical Boot Camp. The boot camp courses were a blend of updates and application of our standards of care in complex cases and clinical decision-making. Clinicians participated in 12 hours of learning provided on consecutive Saturdays. These sessions were designed to help clinicians grow deeper in selected clinical behaviors and met a need for not only learning, but also connecting around a collective goal.



PROFESSIONAL DEVELOPMENT



INVEST IN OUR PEOPLE. THE REST WILL FOLLOW.

At **Infinity Rehab**, we believe our responsibility is to uncover every individual's greatest professional potential. Through our extensive lineup of development programs, we empower each employee to drive their career in the direction that meets their unique goals and passions. Our commitment to our people makes us the employer of choice in post-acute care rehab.

PROFESSIONAL DEVELOPMENT

FLAGSHIP PROGRAMS

During 2021, we supported over 100 employees in their career journey through our catered lineup of professional development programs:



CLINICAL CHAMPIONS

Our inclusive professional development advancement program that focuses on identifying and developing the clinical behaviors essential for effective clinical practice.

DIRECTOR OF REHAB-IN-TRAINING (DORIT) PROGRAM

Our management development opportunity for staff clinicians to receive support toward the goal of becoming a program director.

DIG INTO MENTORSHIP

Our support program for all new graduate clinicians joining our team and for those who want a little extra help.



NEW HIRE IMMERSION PROGRAM

Our guided approach to an employee's first 90 days, when new employees get to know our company culture, interact with their team, set development goals, and fully immerse into their new role.

LEADERSHIP ACADEMY

On hold during the pandemic, our year-long, in-person experience that transforms employees into high-function leaders is ready to ramp up again in 2022.

For more information on these and other professional development stories, visit the Infinity Rehab blog at infinityrehab.com/blog.

PROFESSIONAL DEVELOPMENT

SYMPOSIUM RETURNED VIRTUALLY



SYMPOSIUM 2022

The annual Symposium conference provides our employees with the opportunity to build their clinical skills, network with peers, have fun, and celebrate individual and team achievements.

Our Symposium returned virtually in 2021, kicked off by a one-day live, online event, followed by one month of unlimited access to a lineup of high-impact continuing education courses.

Team members and clinicians at **Infinity Rehab**, as well as outside clinicians, attend from across the United States. During the one-day event, attendees network

and learn by attending courses tailored specifically to them and their daily practice.

The highlight of the Symposium is our employee appreciation event. Employees can nominate their peers for four different awards to recognize them for delivering outstanding patient care, volunteering in humanitarian efforts, delivering exceptional support from the home office, and demonstrating team excellence in Infinity Rehab's clinical programs. We also recognize recipients of our **Shining Star award**, an internal recognition program celebrating employees who live out our core values in their work.



DIVERSITY, EQUITY, INCLUSION AND BELONGING



DIVERSITY, EQUITY,
INCLUSION, & BELONGING

Infinity Rehab is committed to creating a workplace where every employee feels that they belong.



We know our business is the strongest when different people's perspectives, experiences, and ways of thinking are encouraged to come together to create an environment where every person feels involved, respected, valued, included, and connected.

HIGHLIGHTS OF 2021

- Created DEIB task force, committed to cultivating a culture of inclusion by fostering innovation and encouraging diversity of thought and experience
- Launched employee resource groups (ERGs), intentional spaces for our employees to build community by connecting with their fellow employees on mutual interests or identities
- Pronoun inclusion option in the email signature
- Dedicated column in our employee newsletter, highlighting employee stories and updates

THERAPIST AWARDS AND RECOGNITION



Our clinicians and support staff are experts in the therapy industry. Here's just a few of the phenomenal achievements of our employees.

THERAPIST AWARDS AND RECOGNITION

GRETA JERDO EARNS GERIATRIC SPECIALIST CERTIFICATION



**GRETA
JERDO**

PT, DPT, GCS

The American Board of Physical Therapy Specialties (ABPTS) granted **Greta Jerdo**, PT, DPT, GCS the honor of being a Geriatric Certified Specialist (GCS).

The specialist certification program was established by ABPTS to provide formal recognition for physical therapists with advanced clinical knowledge, evidence-based care, and skills in a particular area of practice and to assist consumers and the healthcare community in identifying these physical therapists.

"As a physical therapist and Director of Rehab for Infinity Rehab at Prestige Post-Acute and Rehab Center - Edmonds, Washington, becoming a GCS broadened my knowledge in these areas and deepened my understanding of how to positively impact our patients with confidence and to help them achieve their functional goals with respect to their medical complexity and their individual needs," Greta notes. "It will also guide my practice as a physical therapist to influence co-workers and the community to strive for the best patient-centered care. Our patients deserve to be as independent for as long as they would like to be and to have the quality of life they deserve!"

THERAPIST AWARDS AND RECOGNITION

TWO INFINITY REHAB THERAPISTS BECOME LEVEL 3 CLINICAL CHAMPIONS



**MEGAN
ZARTMAN**

PT



**JOSH
MOSS**

PTA

The Clinical Champions Program focuses on identifying and developing essential clinical behaviors for effective practice at **Infinity Rehab**. Participants in this program can attain recognition, compensation, and valuable experiences by advancing through the program.

Megan Zartman, an **Infinity Rehab** physical therapist (PT) and Outpatient Clinic Director, has earned Level 3 status in the Clinical Champions professional development program. Zartman is the director at Pine Grove Crossing in Parker, Colorado. She also oversees the **Infinity Rehab at Home** program in Denver. She has been a therapist with Infinity Rehab for three years.

Josh Moss, an **Infinity Rehab** physical therapist assistant (PTA), has earned Level 3 status in the Clinical Champions professional development program. Moss is a PTA at Village Health Care in Gresham, Oregon. He has been a therapist with **Infinity Rehab** for 14 years.

NASL RE-ELECTS PRESIDENT TO BOARD



**JOLYNN
MUNRO**

MS, OTR/L,
President

The National Association for the Support of Long-Term Care (NASL) re-elected **JoLynn Munro**, President, to the Board of Directors. Munro was re-elected during NASL's 32nd Annual Meeting in Washington, D.C., where they elected a new president and directors. Munro entered her fourth year on the board.





"I'm honored to be re-elected to the Board of Directors," Munro stated. "I'm thrilled to continue advocating for the senior therapy industry alongside many other like-minded professionals dedicated to quality healthcare for our older population."



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