

# QUALITY

2023

REPORT





# INFINITY<sup>REHAB</sup>

REACH FURTHER



*Our annual report showcasing company news and accomplishments for the calendar year 2022.*

Founded in 1999 and based in Tualatin, Oregon, **Infinity Rehab** provides occupational, physical, and speech therapy wherever patients call home. Through the leadership of industry-recognized therapists, **Infinity Rehab** serves over 200 skilled nursing, long-term care, home health, assisted living, and independent living communities across 18 states.



**JOLYNN MUNRO**

**MS, OTR/L,**

President, Infinity Rehab

2022 marked the start of **Infinity Rehab's** 23<sup>rd</sup> year as a premier therapy services company. Over the year, **Infinity Rehab** embarked on exciting changes and our clinicians achieved many great successes.

We grew our business with the launch of a new division, **Management by Infinity Rehab**. The program is designed to give more options to healthcare providers interested in providing therapy services in house. **Infinity Rehab's** broad and successful experience is now being used to help providers create a high-performance therapy department in a fully capitated environment. Whether healthcare providers are considering a contract therapy solution, going in-house, or possibly a hybrid therapy model, **Infinity Rehab** will be there to support them along the way with our new division.

Additionally, **Therapy Solutions**, our staffing division, was reintroduced in 2022. Through this service we help companies manage therapy and rehab operations as well as address their staffing needs more efficiently. This division fills gaps in staffing fluctuations with qualified, professional therapists who can quickly and effectively fulfill a staffing need. Relaunching **Therapy Solutions** was a logical fit at a time when the therapy industry needed more highly skilled therapists and is a good addition to Infinity's suite of services.

The annual Symposium conference was hosted virtually again in May 2022. At the event, our team earned valuable continuing education requirements, attended our Employee Appreciation event, and grew both their leadership and clinical skills. A highlight for me was seeing all of the creative team building get-togethers that occurred throughout the summer after the conference. If you want to see some of the fun our teams got up to, you can find a photo album on our [Facebook page](#).

During Rehabilitation Awareness Week, employees throughout the company participated in making fun video messages to thank our hardworking teams. Be sure to check it out on our [YouTube channel](#).

Over the year, our therapists continued to expand their professional development in a wide variety of ways. We got the chance to honor Natalie Johnson, an SLP in Beaverton, Oregon, and [Quincy Shaw](#), an OT in Seattle, Washington, on earning Level 3 status in the Clinical Champions program. Additionally, after a two year hiatus due to the pandemic, our 2022 [Leadership Academy cohort](#) gathered in-person once again.

In a touching video series, found [here](#), we were able to highlight and share Brandy Hoffert's story. Brandy has been a physical therapist for over 20 years at **Infinity Rehab** and is a testament to the quality care we strive to provide every day.

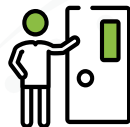
I am looking forward to **Infinity Rehab's** future as we continue to grow, evolve, and achieve outstanding patient outcomes.



# INFINITY REHAB BY THE NUMBERS



**43.3K**  
LIVES  
ENHANCED



**1.5M**  
PATIENT  
VISITS



**243**  
LOCATIONS &  
MARKETS



**17**  
NEW  
CONTRACTS



PINNACLE SURVEY  
RESULTS

**4.57**

(National average  
4.54)

COMBINED AVERAGE OF  
ALL CATEGORIES

**4.86**

(National average  
4.75)

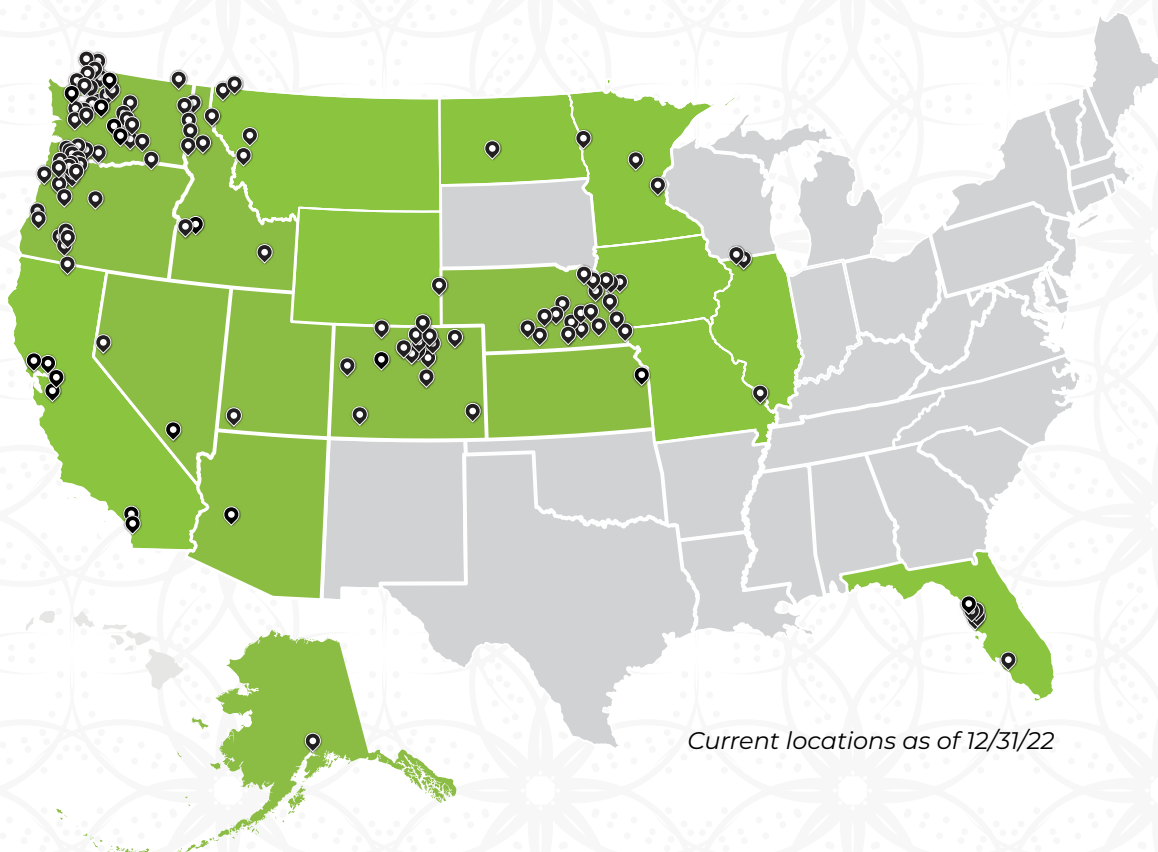
KNOWLEDGE/SKILLS  
OF THERAPISTS



**18**  
STATES



## CELEBRATING OVER 23 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 and healthcare industry experts. Our leaders take great pride in guiding clients, and their patients, towards greater success. Our leaders have over **110 cumulative years** of elected and appointed leadership positions with rehabilitation associations, have led national presentations, hold nearly **30 awards and honors**, and have authored over **20 peer-reviewed publications and abstracts** related to clinical diagnosis and rehabilitation intervention.



## OUR LEADERS



**JOLYNN MUNRO**

MS, OTR/L,  
President



**MARK WILHELM**

MS  
Vice President of Sales



**MIKE BILLINGS**

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



**LAURA CANTRELL**

MS, PT  
Vice President of  
Community-Based Services



**STACEY TURNER**

MS, CCC-SLP,  
Vice President of Operations



**TYLER KEETER**

PT, DPT, MHA  
Regional Director of  
Operations



**PATTY SCHEETS**

PT, DPT, NCS  
Vice President of Quality  
and Compliance



**ANDREW SIMPSON**

Vice President of Finance



**DEREK FENWICK**

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



**PAMELA KRBEC**

CTSI  
Director of Talent Acquisition

## INDUSTRY AWARDS



**Pinnacle Quality Insight** released their annual survey results in the spring of 2023, with results for 2022. **Infinity Rehab** ranked at or above the national average in 6 of 12 categories on the **Pinnacle Quality Insight** survey.



- Dignity and Respect
- Response to Concerns
- Involvement/Goals
- Atmosphere/Therapy Area
- Equipment Quality
- Knowledge/Skills of Therapists



# 4.57

OVERALL  
COMBINED  
AVERAGE

(National Average = 4.54)

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

### WEST HILLS REHABILITATION CENTER

Portland, OR

### CHATEAU GIRARDEAU

Cape Girardeau, MO

### THE GARDENS AT TERRACINA

Naples, FL



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**  
VP of Operations



# GROWTH UPDATE



As we emerged from the global pandemic, 2022 saw a resurgence in growth for **Infinity Rehab**. Our company offers three lines of business with several products under each.

## **INPATIENT:**

Skilled Nursing (SNF), Management by Infinity Rehab, Hospital

## **OUTPATIENT:**

Assisted Living, Independent Living, Memory Care, Infinity Rehab at Home

## **THERAPY SOLUTIONS:**

Temporary staffing to SNFs, schools, outpatient clinics, hospitals



# GROWTH UPDATE

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## NEW BUSINESS

### INPATIENT

**6** NEW CUSTOMERS

We welcomed five new SNF customers, all in California. In addition, we launched our management product, **Management by Infinity Rehab**, and signed our first customer in Florida.

### OUTPATIENT

**20** NEW CLIENTS IN NINE STATES

California	Nebraska
Colorado	Nevada
Florida	Oregon
Iowa	Washington
Kansas	



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**Infinity Rehab at Home** focused its services on three valued partners: NuMotion, Medically Home, and Dispatch Health.



[NuMotion](#) is a national wheelchair and mobility company. They selected **Infinity Rehab at Home** to provide virtual and in-person seating and mobility assessments of their clients.



[Medically Home](#), based in Boston, MA, provides acute care in the home around the country and selected **Infinity Rehab at Home** to provide in-person and virtual in-home acute rehab to its clients in Oregon, Washington, and Georgia.



[Dispatch Health](#), based in Denver, CO, has also selected **Infinity Rehab at Home** to provide acute rehab in-the-home services in Washington and Colorado.

## GROWTH UPDATE

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Bringing **Therapy Solutions** back was a logical fit at a time when the therapy industry needs well-skilled therapists more than ever. By reopening this business line, **Infinity Rehab** is creating more opportunities for current **Infinity Rehab** therapists and those new to the company. **Therapy Solutions** is an exciting development in the continued growth of **Infinity Rehab**.

Business in this division is off to a strong start, and revenue projections continue to look positive heading into 2023.

To read more about **Therapy Solutions**, visit page [14](#).


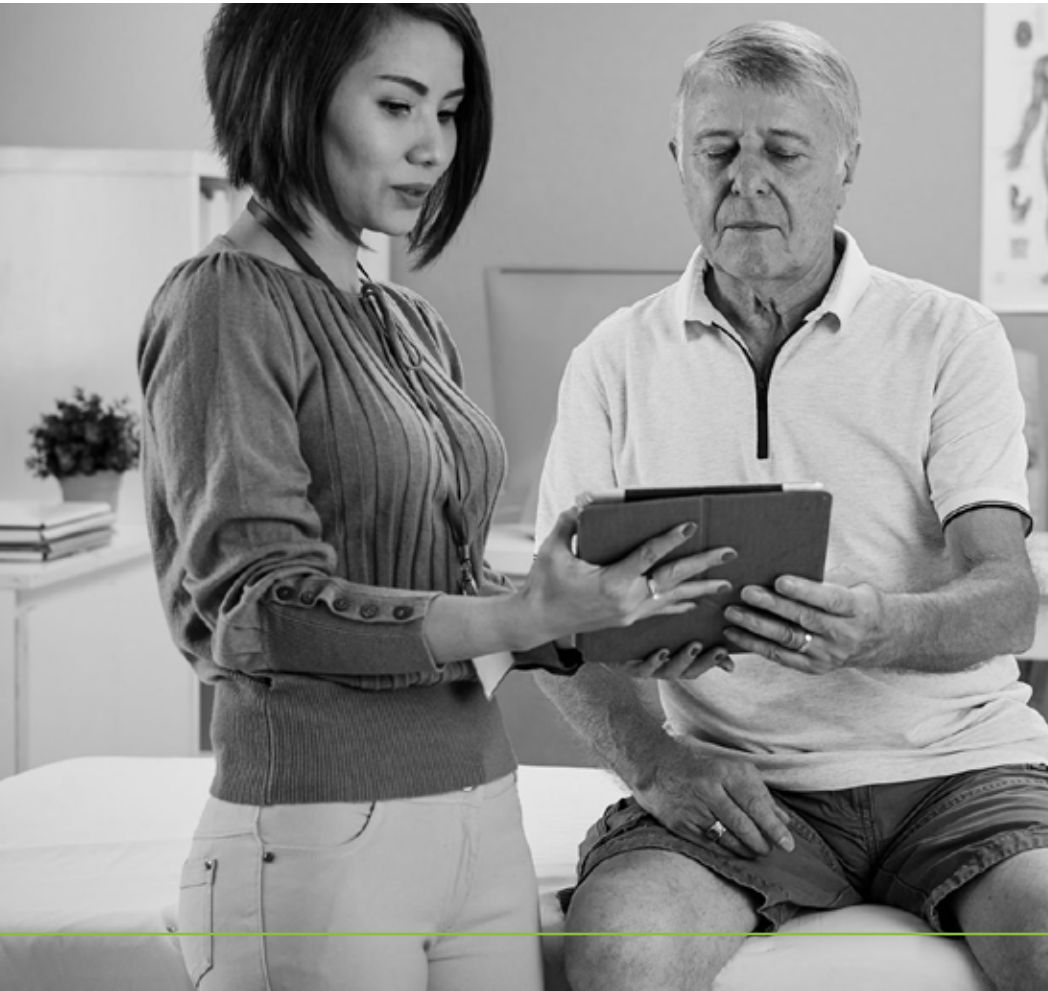


**Management by Infinity Rehab** offers options to help customers determine their best course of action: from complete outsourcing to a hybrid management model, which includes training, recruiting, and performance monitoring. In addition, **Infinity Rehab** has 23+ years of industry expertise serving skilled nursing facilities in capitated contract arrangements.

We introduced one new management contract in Florida in 2022, with a goal of 20 new management contracts for 2023.

Read more about **Management by Infinity Rehab** (MIR) on page [13](#).

# THERAPY MANAGEMENT DIVISION LAUNCHES



**Management  
by Infinity  
Rehab** (originally  
introduced in April  
2022 as Therapy  
Management by  
Infinity Rehab) gives  
healthcare providers  
flexible solutions.

The program can help providers assess their readiness for rehab management options and determine the cost benefit of making a change successful. In addition, customer programs are created explicitly based on the needs of their patients, residents, and facility circumstances.

**Management by Infinity Rehab** (MIR) offers options to help customers determine their best course of action: from complete outsourcing to a hybrid management model, which includes training, recruiting, and performance monitoring. In addition, **Infinity Rehab** has 23+ years of industry expertise serving skilled nursing facilities in capitated contract arrangements.



## THERAPY SOLUTIONS RETURNS



**THERAPY**  
SOLUTIONS

### **Infinity Rehab**

announced the reopening of their staffing services division, **Therapy Solutions**, in February 2022.

Bringing **Therapy Solutions** back was a logical fit at a time when the therapy industry needs well-skilled therapists more than ever. By reopening this business line, **Infinity Rehab** is creating more opportunities for current **Infinity Rehab** therapists and those new to the company. This is an exciting development in the continued growth of **Infinity Rehab**.

**Therapy Solutions** provides staffing solutions for hospitals, outpatient clinics, skilled nursing facilities (SNFs), school districts, independent and assisted living communities, therapy agencies, and home health networks. **Therapy Solutions** helps companies manage therapy and rehab operations and staffing more efficiently. The division fills gaps in staffing fluctuations with qualified, professional therapists who can quickly step in to fill a need.

Read more in the press release [here](#).

## PARTNERSHIP WITH ABILITY CAREWATCH



In continued efforts to make our customers successful, **Infinity Rehab** implemented **ABILITY CAREWATCH®** in May 2022 and made it available to new and existing partners.

After extensive research and analysis of many available options, **Infinity Rehab** decided **ABILITY CAREWATCH®** was an optimal system to ensure MDS accuracy, improve quality measures, optimize reimbursement, and sustain regulatory compliance.

The platform provides tools for skilled nursing providers to make more informed care decisions, improve resident outcomes and maximize reimbursements. This powerful application also enhances star ratings, maintains compliance, drives quality improvement, and helps skilled nursing providers monitor performance.

Read full details in the press release [here](#).

## QUALITY UPDATE



### MEANINGFUL IMPROVEMENTS THAT MATTER

In addition to traditional measures of activity limitations, such as the level of assistance needed with activities of daily living, getting in and out of bed, and walking, at **Infinity Rehab** we have invested in the time, energy, and resources to systematically quantify patient capacity on a number of physical performance measures, the outcomes of which are related to overall health status and risk for adverse events.



## QUALITY UPDATE

These additional data add depth to our understanding of a patient's condition, their readiness to return home, and their likelihood of success in staying in their home over time. These measures are named and described in the figure below.

### PHYSICAL PERFORMANCE MEASURES



#### **FUNCTIONAL STRENGTH**

Repeated chair stands without UE support



#### **ACTIVITY TOLERANCE**

Six-Minute Walk Test (6MWT)



#### **OVERALL STRENGTH**

Grip strength



#### **COGNITIVE SCREENING**

SLUMS



#### **GAIT SPEED**

6<sup>th</sup> Vital Sign



#### **FALL & MOBILITY DECLINE RISK**

Short Physical Performance Battery (SPPB)



#### **ACTIVITY/FUNCTIONAL LIMITATIONS**

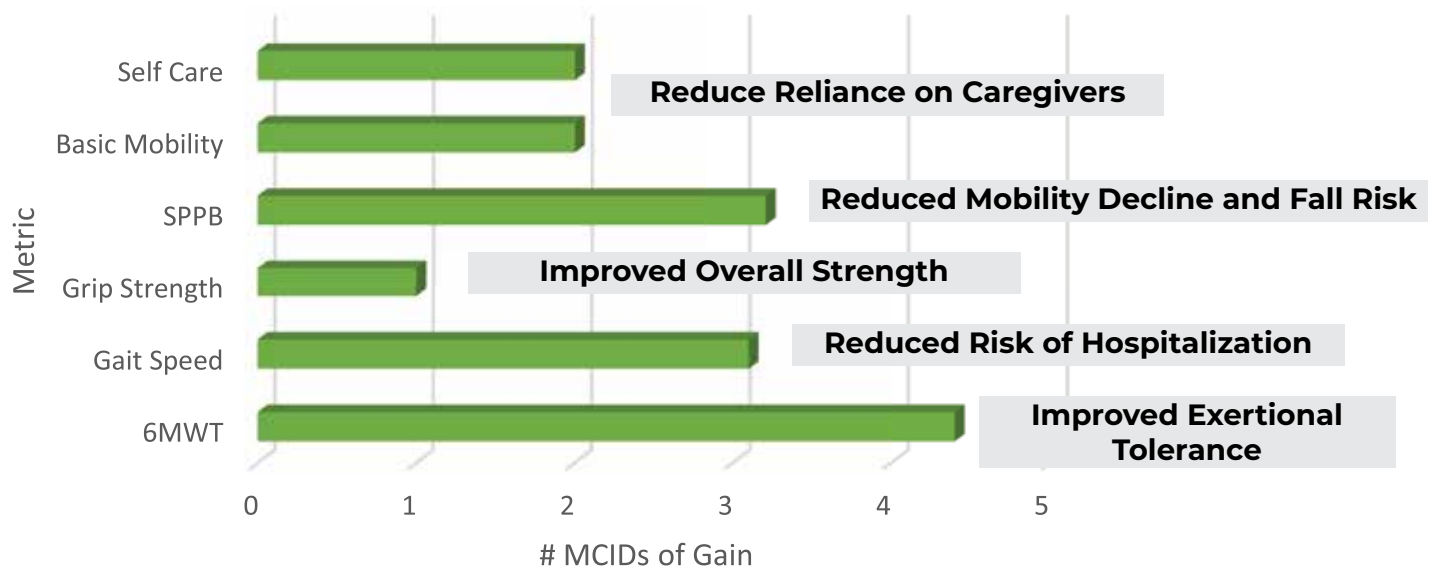
Caregiver burden

In recent years, researchers have introduced the idea of a minimal clinically important difference (MCID) to reflect the amount of change on a standardized measure that matters in a person's life. We apply this concept to help us better understand the extent to which we are not only helping patients perform basic functions with less physical assistance, but also, and perhaps more importantly, to what degree are we helping the patient reduce their risk for adverse events.

## QUALITY UPDATE

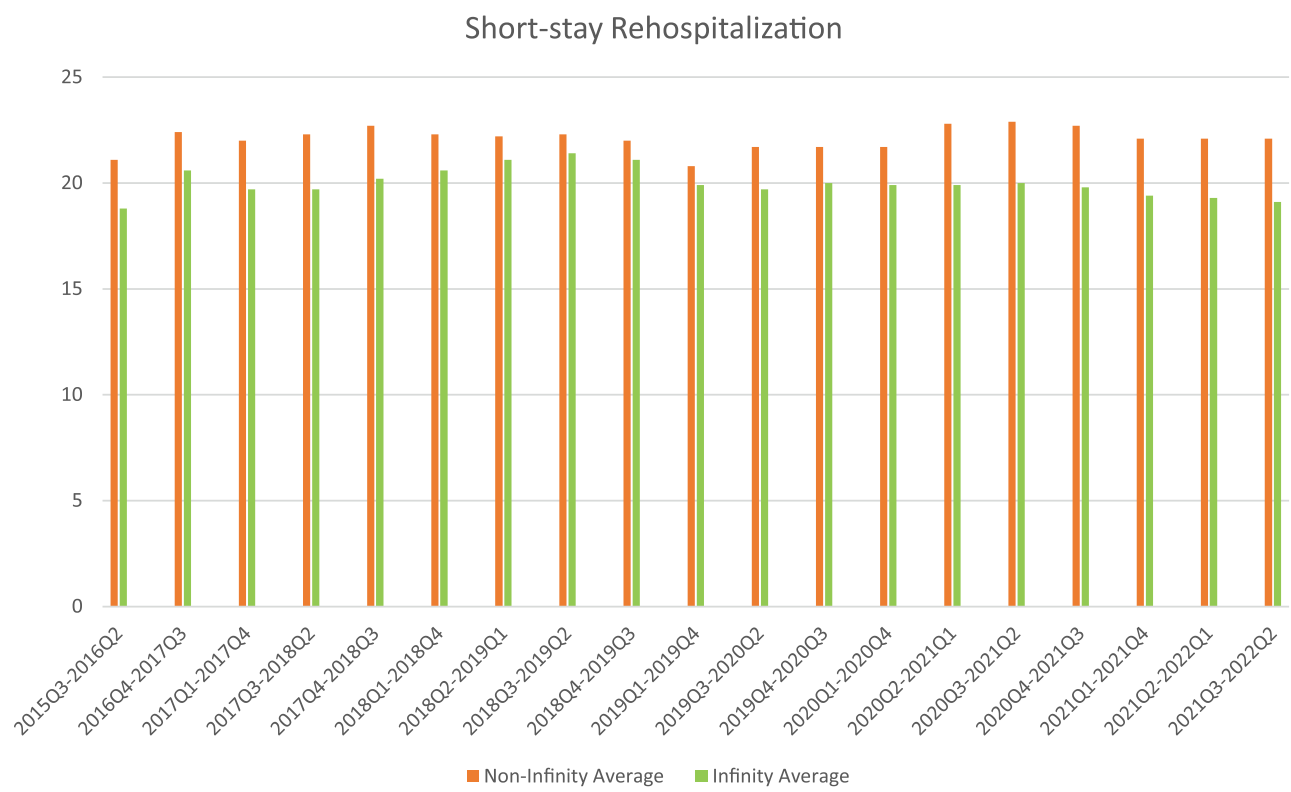
In the figure below, we have plotted the average units of MCID for a number of measures. You can see that even more than helping patients reduce their reliance on caregivers as reflected in improvements in self-care and basic mobility, we are helping patients get stronger overall and within a functional task which reduces their risk for falls. We are helping patients reduce their risk for further mobility decline, hospitalization and even mortality. These improvements reflect the value of our services in improving overall health status which extends beyond the episode of care .

### Clinically Meaningful Improvement



# QUALITY UPDATE

The reduction in risk for adverse events goes beyond the theoretical to actual measurement of what happened to our patients after their skilled nursing stay. In the figure below, you can see the rehospitalization rates for communities in which we are the therapy provider as compared to other communities. Consistently, for many years, through the peak of COVID-19, and ongoing, communities in which we are the therapy provider outperform others with lower rehospitalization rates.

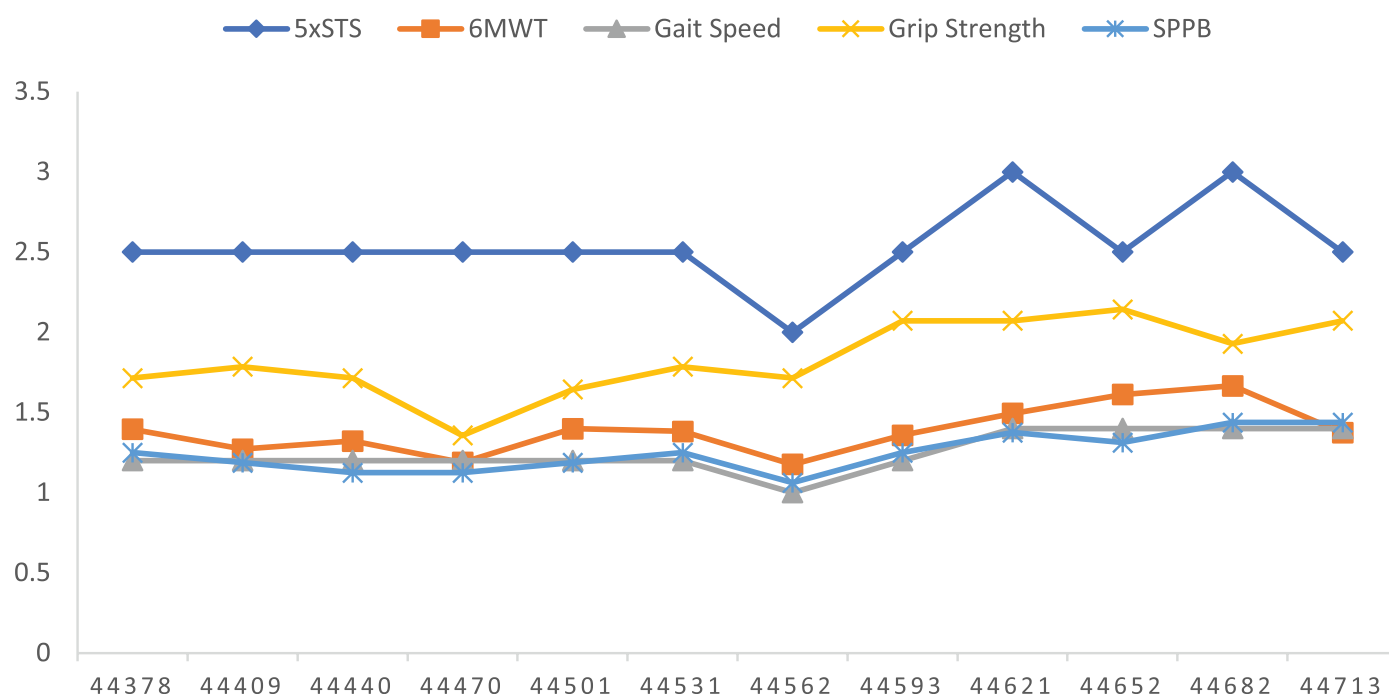


# QUALITY UPDATE

## HIGHER VALUE CARE

At **Infinity Rehab**, we clinically prepared for PDPM by truly understanding our patient population through robust data analytics and developing best practices for maximizing clinical outcomes while controlling or reducing cost. During 2022, we saw increasing value in the improvements patients made in physical performance per hour of care they received. This is good news as we continue in an environment of increasing staff shortages and heightened scrutiny from Medicare Advantage payers. And, we believe this gain in value of care is related to our commitment to evidence-based care and a higher than industry standard therapist-to-assistant ration of **53%**.

### IMPROVEMENT PER HOUR OF CARE - NORMALIZED

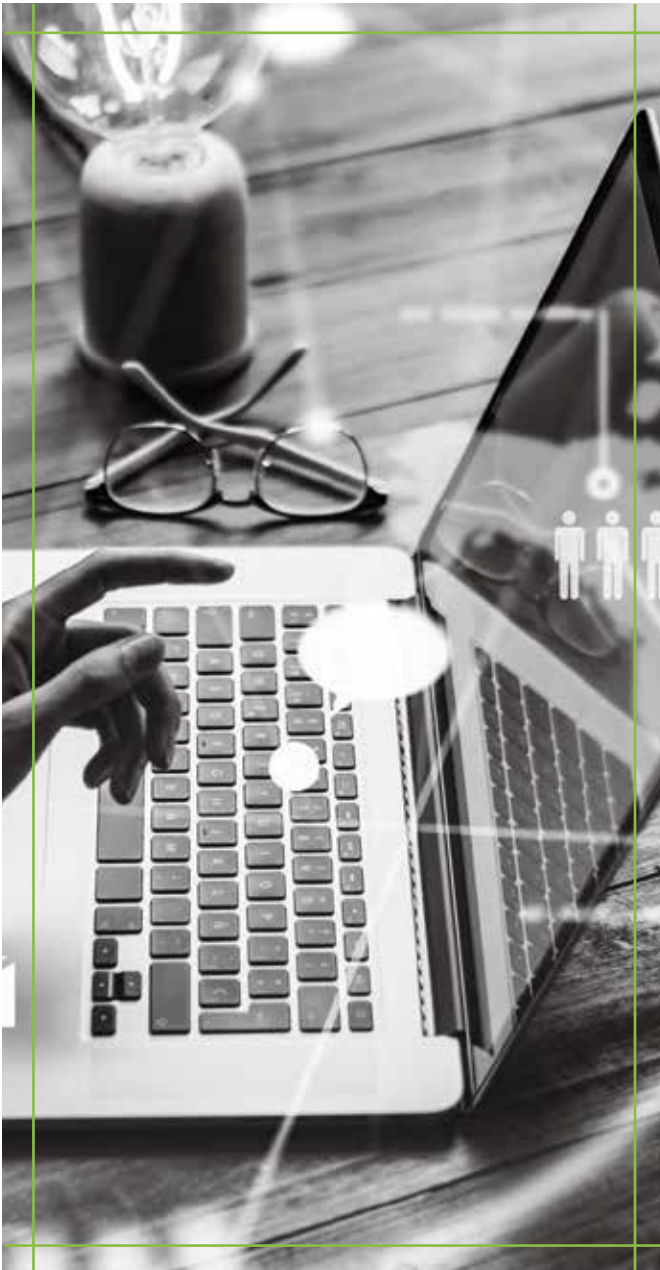




# QUALITY UPDATE

## ROBUST DATA ANALYTICS

As mentioned previously, we have a standardized data collection process with the goal of having a comprehensive, standardized, and objective picture of each patient.



These data are used at the individual patient level to understand current status, measure change over time, compare status to published normal values, benchmark current status against critical health-related thresholds, and to communicate with each other and other stakeholders including the patients themselves, families, and the inter-professional team. The systematic collection of these data is a foundational practice in our commitment to best evidence care.

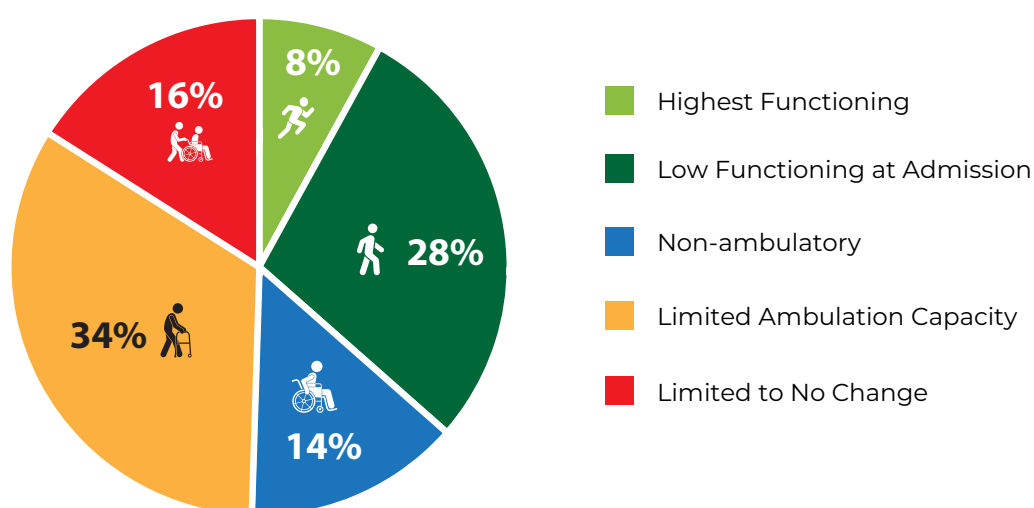
In addition to using these data in managing individual patients, we have a robust data analytics process which allows us to learn from the group of patients. We then take what we learn from the group of patients to inform and guide our practice of current and future patients. These steps illustrate our commitment to ongoing performance improvement and consistently bringing our very best to each patient.

We recently updated the analytics of our data set which is standard practice for this type of work. We do this so that the data set we are using in our clinical decision-making support tools are reflective of the patients we are seeing now and in the near future.

# QUALITY UPDATE

As in previous analyses, we identified five distinct clusters in our data set. In the figure below, you can see the proportion of these patient types followed by a brief summary of each group. It is interesting to note that since the COVID-19 pandemic, there are **17% fewer patients** in the highest functioning group (light green) and a **14% increase** in the limited ambulation group (gold).

## Analysis of Skilled Nursing Rehab Patients



### Highest Functioning



### Low Functioning at Admission

- Improve
- Need to reach critical thresholds



### Non-ambulatory

- Improve
- Short vs. long-term compensatory strategies



### Limited Ambulation Capacity

- Improve to some degree
- "Holding on by a thread"
- Traditionally low-value care



### Limited to No Change

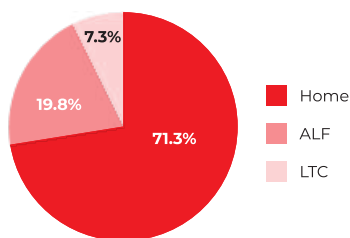
- At risk for discharge to hospital and/or LTC
- Neurological conditions
- Traditionally low-value care

# QUALITY UPDATE

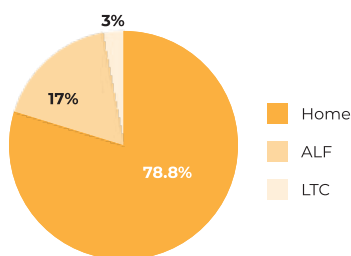
One of many ways we can appreciate the differences among these groups of patients is to visualize their living situation prior to admission and at discharge. In the figures below, you can see more similarity among groups based on their prior living situation as compared to the discharge destination. The patients who make limited to no change in activity limitations (red group) are also those most at risk for mortality, hospitalization, or new discharge to long-term care. Since we can identify these patients early in their stay, we are able to assist the inter-disciplinary team, patient, and family in appropriate discharge planning that will maximize the patient's participation goals.

## PRIOR LIVING SITUATION

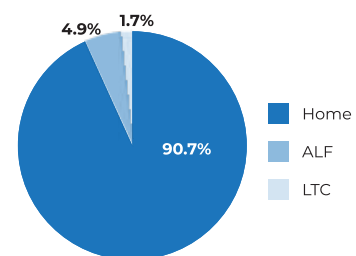
 Limited to No Change



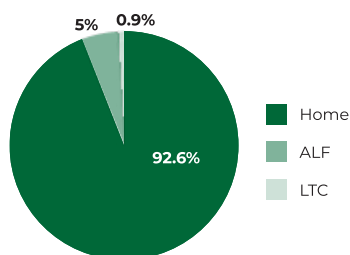
 Limited Ambulation Capacity



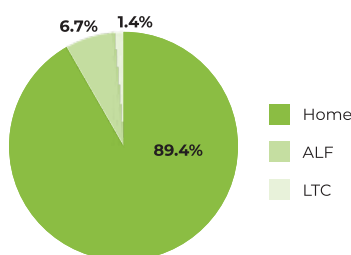
 Non-ambulatory



 Low Functioning at Admission

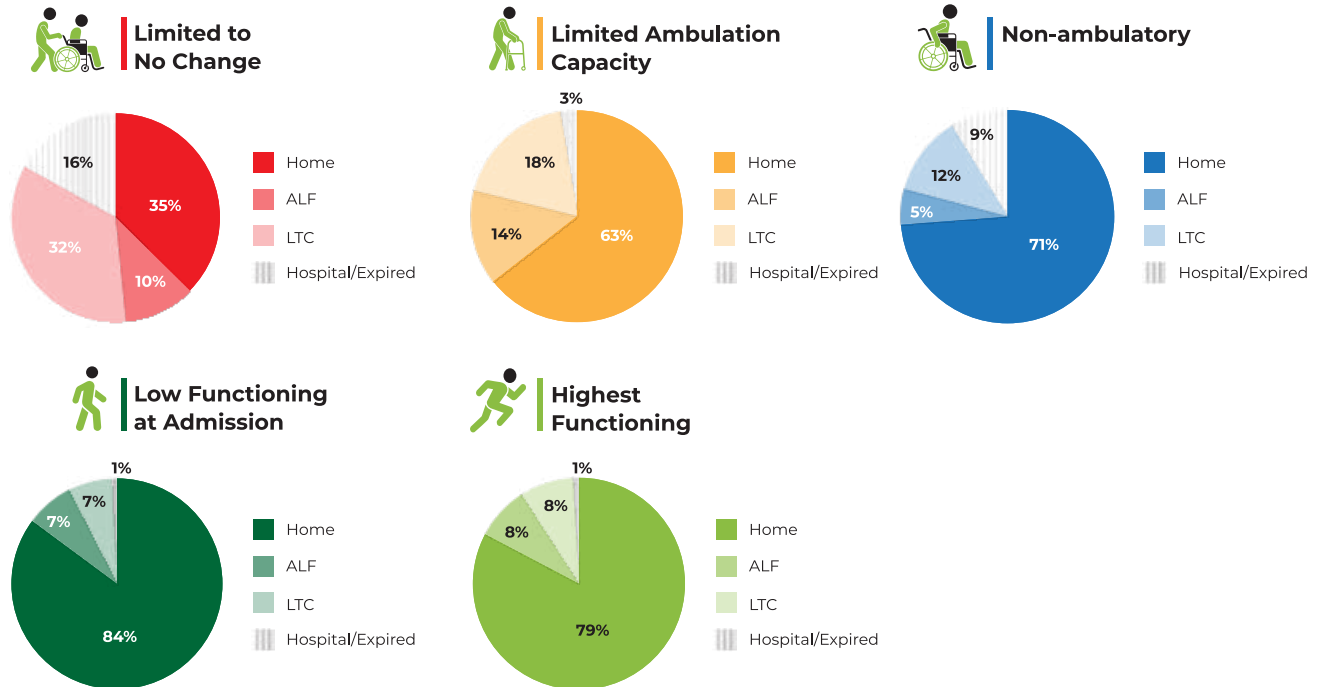


 Highest Functioning



# QUALITY UPDATE

## DISCHARGE DESTINATION



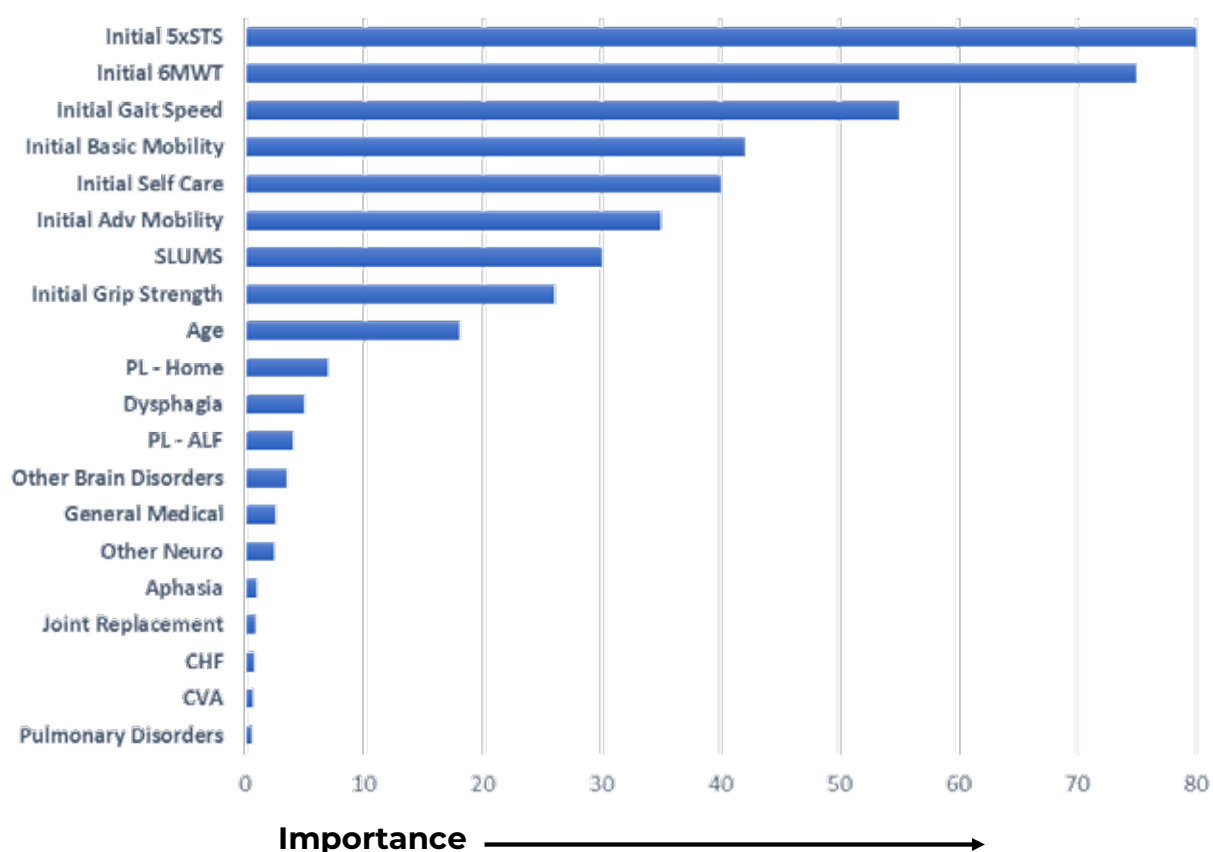
This type of data analysis yields a list of features that are important in distinguishing one group from the other in order of their importance.





## QUALITY UPDATE

In the figure below, you can see the visualization of this feature impact list. The length of the bar next to each variable reflects the importance of that feature in group assignment. Interestingly, you can see that the most important variables impacting group assignment are initial repeated chair stands (5XSTS), initial 6-minute walk test (6MWT), and walking speed.



These measures of physical performance are more important than measures of activity limitation like mobility and self-care and significantly more important than health condition, or medical diagnoses. As you can see from the figure above, the first health condition is identified in the 13th position. We use the patient groupings from this analysis to assist us in tailoring the type, intensity, and amount of care provided to each patient, making our care truly patient-centered.

# QUALITY UPDATE

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## BUILDING AN EMR THAT SUPPORTS QUALITY CARE

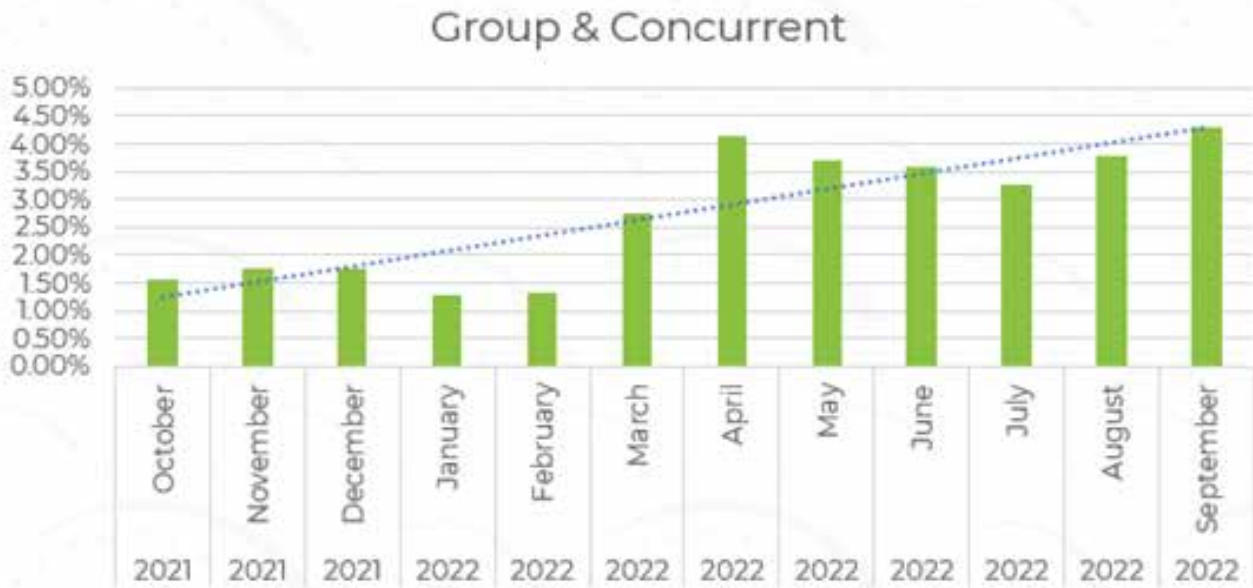
Part of our company-wide ongoing performance improvement project centers around shortening the 17-year gap between what is known from research to be best care and the care patients are consistently receiving. Through this work, we discovered the power of the electronic medical record (EMR) in dictating and reinforcing clinical behavior, and so we set out to shape the content of the EMR to promote sound clinical decision making and implementation of standardized evidence-based practices. We collaborated with our EMR provider to train members of our team in the customization process then our customization team maximized the functionality of the EMR to realize the vision of the project. This vision included integrating critical aspects of standardized examination, evaluation, and intervention with key rehabilitation frameworks and concepts. We emphasized the description of observable patient and clinician behaviors and the use of structured data fields so that data could readily flow to a database for additional study and improvement. 2022 was the year for finalizing the content and doing the behind-the-scenes coding within the system. We are looking forward to measuring the impact during 2024.



# QUALITY UPDATE

## GROUP AND CONCURRENT PROVES SUCCESSFUL

**Infinity Rehab's** group and concurrent percentage is showing growth comparable to industry benchmarks.



We are seeing successes with group and concurrent in our communities. It is making an impact on our teams and the care we provide.



*We (the therapists) have a good attitude about group and concurrent in our building, which creates a good culture (among nursing staff, administration, doctors) that group is a beneficial mode of treatment. Patients are increasingly anxious in the era of COVID, and seeing others going through similar experiences is immensely helpful!"*



**PATRICE WEIBLE**

Director of Rehab and SLP



*Groups can often be effective for patients with similar diagnoses, to see that they are not alone in their rehab journey and encourage others to progress in their therapy goals."*



**BECKY SAHADI**

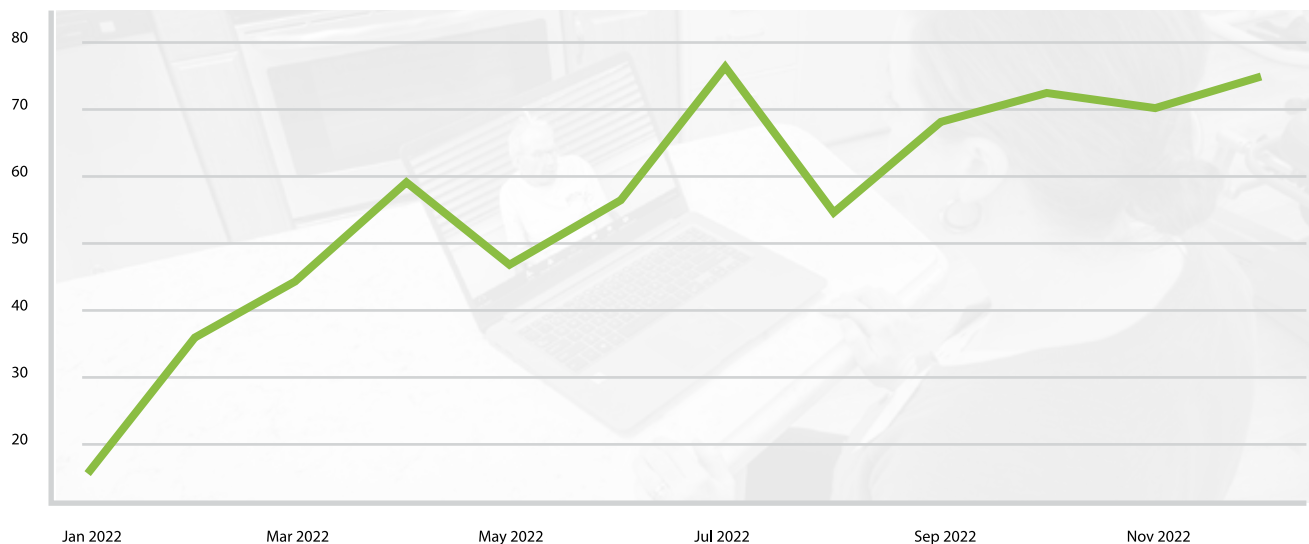
Director of Rehab and PT

# QUALITY UPDATE

## TELEHEALTH ALSO PROVES SUCCESSFUL

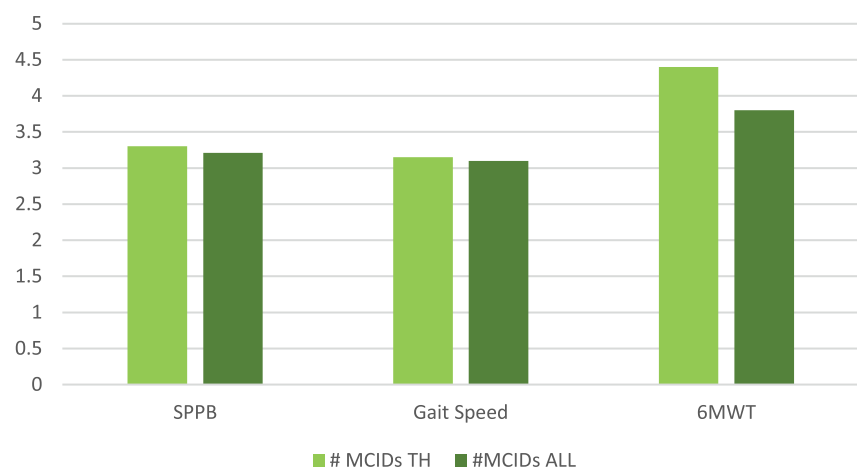
During 2022, we doubled the number of encounters we provided using telehealth as compared to 2021. The recent flexibility afforded rehabilitation providers in using telehealth allowed us to capitalize on our innovative practices to bring a high level of care to patients in underserved communities, remote or rural settings, and communities disproportionately affected by staffing shortages. The upward trend in telehealth visits is illustrated in the following figure.

**TELEHEALTH ENCOUNTER TREND**



And, there's no difference in the clinical quality of cases where patients received at least some telehealth as compared to the whole group. This is illustrated using a sampling of metrics in this figure.

**Telehealth Comparison of Outcomes**





# QUALITY UPDATE

## BUILDING A CULTURE OF COMPLIANCE

For over 23 years, **Infinity Rehab** has gained deep understanding of effective strategies to maintain compliance. Using a proprietary approach to risk avoidance, our compliance team can effectively predict and target potential trouble sites and activate necessary procedures to mitigate risk and empower clinicians.

At **Infinity Rehab**, our adherence to compliance focuses on:



**PEOPLE:** Our compliance team supports our clinicians as soon as they join our team.



**AUDITING:** Regular audits are monitored and analyzed in a compliance dashboard.



**DATA:** Our Quality and Clinical Outcomes team routinely assesses data to ensure quality output while reducing risk.



**LORI WALLER**

*Compliance Auditor*

In our continued commitment to quality and compliance, we welcomed Lori Waller in April 2022 as our new compliance auditor. Lori has been a physical therapist assistant for over 15 years. She has a background in all areas of rehabilitation practice in both direct patient care and in leadership positions. She holds APTA Advance Proficiency in orthopedics, has been a Director of Rehab in skilled nursing and assisted living, and a leader in outpatient clinics. She has widespread experience and a passion for compliance and documentation.

# PROFESSIONAL DEVELOPMENT



At **Infinity Rehab**, we believe it is our responsibility to uncover every individual's greatest professional potential.

## INVESTING IN OUR PEOPLE FROM DAY ONE

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 is what makes us the employer of choice in post-acute care rehab.

# PROFESSIONAL DEVELOPMENT UPDATE

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## FLAGSHIP PROGRAMS

During 2022, we supported over **100 employees** in their career journey through our catered lineup of professional development programs:



### 90-Day 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. We are proud to be one of the only healthcare employers offering this important option for new employees.



### Clinical Champions

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

**Level 1** behaviors are considered essential actions for producing outstanding patient care outcomes and required for all **Infinity Rehab** clinicians.

**Level 2 & Level 3** are voluntary, designed to be challenging and paired with increased incentives and opportunities. Visit the employee stories section for details on which team members received level 3 status.

# PROFESSIONAL DEVELOPMENT UPDATE

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## 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.



## Leadership Academy

Our Leadership Academy officially returned in 2022! Our year-long, in-person experience that transforms employees into high-function leaders recognized nine therapists at graduation. [Nine clinicians](#) were part of the 2022 class.



For more information on these and other professional development stories, visit the **Infinity Rehab** blog at [infinityrehab.com/blog](https://infinityrehab.com/blog).



# PROFESSIONAL DEVELOPMENT UPDATE

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## SYMPOSIUM RETURNED VIRTUALLY



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 2022, kicked off by a 1-day live, online event, followed by one month of unlimited access to a lineup of high-impact continuing education courses.

Over 300 team members and clinicians at **Infinity Rehab**, as well as outside clinicians, attended from across the United States. During the one-day event, employees and healthcare professionals 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.

# PROFESSIONAL DEVELOPMENT UPDATE

## THERAPISTS BY THE NUMBERS



**1315**

TOTAL  
EMPLOYEES  
(as of 12/31/2022)



**466**

NEW  
EMPLOYEES  
IN 2022  
(includes hires and  
rehires)



**4**

RESTORATIVE AIDE/  
COORDINATORS



**39**

REHAD AIDES/  
ADMIN ASSISTANTS



**59**

LEADERSHIP/  
HOME OFFICE

### PTs

**113**

TOTAL  
PTs

### PTAs

**125**

TOTAL  
PTAs

### OTs

**107**

TOTAL  
OTs

### COTAs

**84**

TOTAL  
COTAs

### SLPs

**65**

TOTAL  
SLPs

### PRNS

**719**

- 90 COTA/OTA
- 179 OTs
- 210 PTs
- 132 PTAs
- 95 SLPS
- 13 Other  
(RAs, Admin Assist)

# DIVERSITY, EQUITY, INCLUSION AND BELONGING



We know our business is 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.



DIVERSITY, EQUITY,  
INCLUSION, & BELONGING

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

## HIGHLIGHTS OF 2022

- 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 email signature
- Dedicated column in our employee newsletter, highlighting employee stories and updates



# THERAPIST RECOGNITION AND STORIES



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



## TWO INFINITY REHAB THERAPISTS BECOME LEVEL 3 CLINICAL CHAMPIONS



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.



## THERAPIST RECOGNITION AND STORIES

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### QUINCY SHAW

Quincy Shaw, an occupational therapist at Queen Anne Healthcare in Seattle, Washington, applied for level 2 Clinical Champion status in June 2020 after she completed the Clinical Academy. She felt that the Clinical Academy instilled the knowledge needed to be well-versed in **Infinity Rehab's** Clinical Model, and the program provided opportunities for leadership and outreach which are characteristics of a level 2 therapist. She went on to achieve level 3 status in the summer of 2022.

Achieving the title of level 2 or 3 Clinical Champion gives **Infinity Rehab** therapists' priority consideration for lead roles in regional and corporate level quality improvement projects. Quincy notes, *"Having gone through the process and reflection to apply for these titles has provided me with the confidence to be a supportive and informative mentor, clinician, and colleague."*



### NATALIE JOHNSON

Natalie Johnson, a speech-language pathologist at Avamere Rehabilitation of Beaverton in Beaverton, Oregon, first got involved with the Clinical Champions program when she applied for level 2 Clinical Champion status back in the summer of 2019. It was a decision primarily driven by her faith, as she sees the high level of care she provides for her patients as an act of worship to God. As a result of this, she views her profession as a gift. She went on to attain level 3 status in the fall of 2022.


Natalie reflected on her experience in the program by noting: *"For me, this program gives me a great roadmap to follow, showing me ways in which I can provide the highest quality of care. It is a barometer that I can measure my performance against and holds me accountable to growing in my clinical skills."*

## THERAPIST **RECOGNITION AND STORIES**

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### **BRANDY HOFFERT: A GLIMPSE INTO OUR SNF CULTURE**

Brandy Hoffert, DPT, shares her experience both as a patient in skilled nursing therapy and as a therapist with **Infinity Rehab** for over 20 years. Hear her touching story and the passion she has for the work she does in skilled nursing. Her story is featured as a series of videos on [YouTube](#). 



### **PATTY SCHEETS PRESENTATION AT SKILLED NURSING NEWS THERAPY SUMMIT**

**Infinity Rehab** was a thought leadership sponsor at the 2022 Skilled Nursing News Therapy Summit, which was hosted in October. Patty Scheets, VP of Quality and Compliance, presented *“Physical Performance is More Important Than Medical Diagnosis When Predicting Rehabilitation Outcome.”*

In this webinar:

- Patty shared results of a large-scale performance improvement project including robust data analytics
- Participants learned about the characteristics of different groups of rehabilitation patients in skilled nursing
- Factors that are important in determining their responsiveness to rehabilitation
- Implications for treatment selection and application
- Attendees discovered the impact on inter-disciplinary planning and care transitions

[WATCH THE WEBINAR](#) 

## THERAPIST **RECOGNITION AND STORIES**

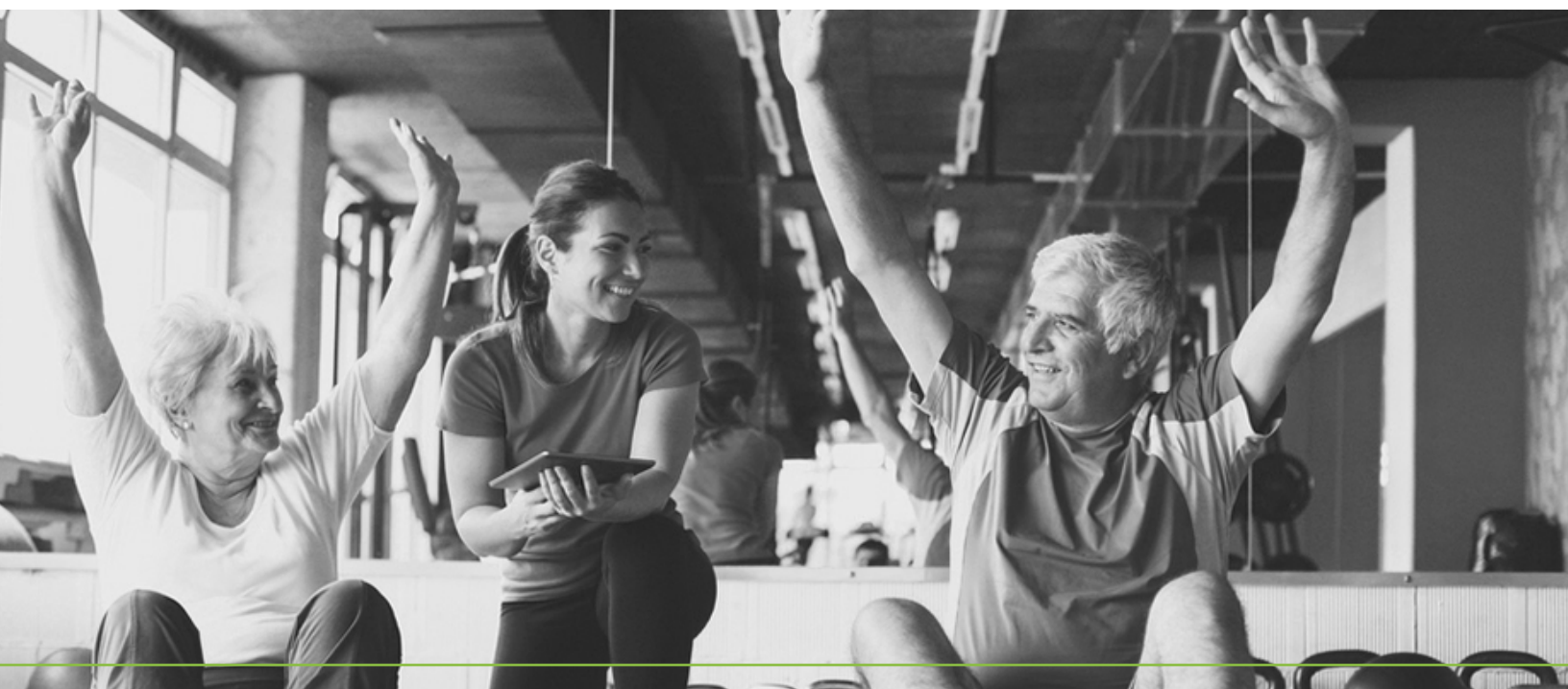
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### **ANDREA DOEPKER** **ELECTED OREGON APTA VICE PRESIDENT**

The American Physical Therapy Association Oregon (APTA Oregon) selected Andrea Doepker, PT, DPT, and Senior Director of Rehab with **Infinity Rehab**, as Vice President of the **APTA Oregon Board of Directors** in December 2022. Doepker assumed her role January 1, 2023. She has previously served on the board as a Director for three years.

As Vice President, she will lead the effort to establish a culture of recognition with **APTA Oregon**. Additionally, she will support strategic planning and initiatives and act as a liaison for task forces and committees, among several other responsibilities.



# THERAPIST RECOGNITION AND STORIES

## LEADERSHIP ACADEMY CLASS OF 2022



The **Infinity Rehab** Leadership Academy is a year-long experience that helps transform high potential employees into high impact leaders. The **Leadership Academy** curriculum brings **Infinity Rehab's** mission, vision, and values together with key leadership practices proven through research to be effective strategies in navigating real world challenges.



# THERAPIST RECOGNITION AND STORIES

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## CONGRATULATIONS TO THE 2022 CLASS!

### **Suzanne Cruce, OTR/L**

Director of Rehab, Linda Vista Nursing and Rehab Center,  
Ashland, Oregon

### **Stacy Poirier, PTA**

Director of Rehab,  
Avamere at Pacific Ridge,  
Tacoma, Washington

### **Meredith Behrens, OTR/L**

Director of Rehab,  
Sunrise Country Manor,  
Milford, Nebraska

### **Trent Smith, OTR/L**

Senior Director of Rehab, West Hills Health and Rehabilitation Center,  
Portland, Oregon

### **Lucinda Carlson, MA, CCC-SLP**

Senior Director of Rehab, Tri-State Memorial Hospital/Prestige Orchards,  
Clarkston, WA/Lewiston, ID

### **Jen Newman, PT, DPT**

Senior Director of Rehab,  
Queen Anne Healthcare,  
Seattle, Washington

### **Megan Zartman, PT, DPT**

Infinity Rehab at Home/Carmel Oaks,  
Denver, CO and Lakewood, CO

### **Andrea Doepker, PT, DPT**

Senior Director of Rehab,  
Avamere Rehabilitation of Hillsboro,  
Hillsboro, Oregon

### **Michelle Loewen, MS, CCC-SLP**

Senior Director of Rehab,  
Avamere at Three Fountains,  
Medford, Oregon








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