



A STRATEGIC GUIDE FOR CENSUS DEVELOPMENT

5 Critical Steps to Enhance Your Success

Adapt Your Marketing Strategies To The Changing Market

COVID-19 has changed the face of health care and we are now seeing the negative impact this pandemic has had on census. Census has plummeted in post-acute care settings and it is time to start looking at ways to reverse this trend. The market has changed significantly since March of 2020 due to this pandemic. You need to re-evaluate how you look at your targets for census development. Your marketing efforts must be reprioritized to focus on how you can help to support the hospitals and physicians during this crisis. COVID-19 response and preparedness must also be incorporated into your marketing plan. You must be able to show that your facility is well prepared to handle this pandemic. Staff trainings and policy and procedures specific to COVID-19 are a critical marketing component that needs to be presented to your referral sources to build their confidence in choosing you as a partner.

Select Rehabilitation can help you rebuild your census and exceed your census goals



Step 1: Build Relationships with Referral Sources

Census development requires an in-depth analysis utilizing a multidimensional approach. The key to building census is assessing opportunity to bring more residents into the facility while also strategically managing successful discharges home. It is important to ensure you are not only focusing on building relationships with your primary referral sources (hospitals or physicians) but that you are also establishing a strong relationship with the Home Health Agencies (HHA's), Assisted Living Facilities (ALF's), and Independent Living Facilities (ILF's).

A strong relationship with your market hospitals and physicians will help improve referrals for increased census. However, having a strong relationship with HHA's, ALF's, and ILF's ensures a successful patient transition and allows the opportunity for the resident to return to your facility if needed, which would reduce readmission risk. This reduction in readmission risk will result in an even stronger hospital and physician relationship. As a result of these strong relationships, your census will grow and stabilize. Select Rehabilitation will complete a data analysis to assist your facility in identifying your market targets and opportunities. In collaboration, we will utilize CMS market data to develop and implement a strong census building strategic plan for your facility.

Select Rehabilitation Provides Cutting Edge Technology and Tools to Help Grow Your Census

Another component of building strong relationships with your referral sources is proving you are the best choice. Referral sources today are given more information than ever before to guide their decision on who will make the best partner. Access to statistical data has resulted in a more competitive landscape as Post-Acute Care (PAC) providers battle it out for their share of the market.

The COVID-19 pandemic has resulted in a significantly decreased number of elective and semi-elective surgeries making the market even more competitive. However, as we turn the corner with a better understanding of the virus, physicians are working hard to catch up on the backlog of these procedures. Now is the time to start analyzing the data and compose a strategic plan that sets your facility apart from competitors and drives your referral sources to choose you as their partner.



Step 2: Leverage Your Data - How Do You Compare?

The key to success begins with a thorough data analysis identifying critical CMS metrics to achieve leverage against your competitors. A few of these key metrics include: star ratings, average length of stay (ALOS), readmission rates for post-acute care settings (PAC), readmission rate by clinical condition or diagnostic related groups (DRG), and average payment per claim by PAC facility. Utilize these metrics to develop a comprehensive picture of your facility's strengths and opportunities within the market area. This process will allow you to pinpoint specific targets for your marketing plan. A strong marketing plan will subsequently result in increased referrals from your market hospitals, physicians, and convenors.

Critical thinking questions for leveraging your data:

What are your strengths? Have you identified your most successful clinical area and how to continue to build on that success? What can you do to improve? More importantly, **What is the niche** that sets your facility apart from your competitors?

The Medicare claims data available today from the Centers for Medicare and Medicaid Services (CMS) is a valid and reliable resource that helps us paint a picture of your facility's performance and how you compare to your competitors. If you do not know how you compare and what that "picture" looks like to your referral sources, you are missing out on an incredible marketing opportunity and referrals.

The need to differentiate yourself from your competitors is a key to your success

How Do You Compare?

Understanding your local market, and how and why referral sources make decisions on choosing their preferred provider, is key to ensuring success.

Capturing market opportunities in a competitive market begins with knowing who your top referral sources are, where are they sending their patients, and how you compare to those PAC competitors.

Your facility **Select Client Strategies Report** includes a **scorecard** which will show you where your facility ranks compared to your competitors for your top referring hospitals. This Scorecard is just one tool that shows you at a glance, number of referrals, ALOS, Readmission Rates, and Star Ratings. In your customized data report, you will also receive average episodic cost data for your referral sources and PAC competitors. Select Rehabilitation will analyze your customized data report and identify strengths and areas of opportunity for enhancing a preferred provider relationship to increase your census. Your data report is an invaluable resource from both a fiscal perspective and clinical perspective:

Fiscal Perspective: Compare the cost of patient care per episode for your facility to market, state, and other competitors. Identify readmission risks for your referring hospitals that could result in financial penalty and show how you can partner with them to decrease that risk.

Clinical Perspective: Review patient movement in the market area. Identify the top clinical conditions for referring hospitals and track where those patients are discharged to. Use this data to determine if your facility has clinical programs in place to meet hospital needs, differentiate yourself from competitors by establishing a clinical niche, or strengthen your relationship with the hospitals by showing them your positive metrics.



Through data analysis, you can achieve a comprehensive picture of opportunities in your market.

Sample Scorecard - How do you compare to your competitors from each referring hospital?						
HOSPITAL A	Admissions from	Percent of Discharges from	Readmission Rate	Average Length of	Overall Rating	Quality Rating
Facility Name	Hospital	Hospital		Stay		
YOUR FACILITY	299	36.2%	16.5%	20.2	★★★★★	★★★★★
COMPETITOR - SNF A	100	12.1%	19.8%	35.3	★★★★	★★★★★
COMPETITOR - SNF B	68	8.2%	20.8%	44.4	★	★★★★
COMPETITOR - SNF C	47	5.7%	19.5%	25.4	★★★★	★★★★★
COMPETITOR - SNF D	41	5.0%	17.2%	30.3	★★★	★★★★
COMPETITOR - SNF E	18	2.2%	14.5%	33.1	★★★★★	★★★★★
COMPETITOR - SNF F	17	2.1%	26.9%	31.8	★	★★★★★
COMPETITOR - SNF G	16	1.9%	18.9%	30.6	★★★★	★★★★★
COMPETITOR - SNF H	14	1.7%	18.5%	31.1	★★★★	★★★★★
COMPETITOR - SNF I	13	1.6%	19.2%	46.2	★	★★★★

Step 3: Identify Your Specialty Area or Niche

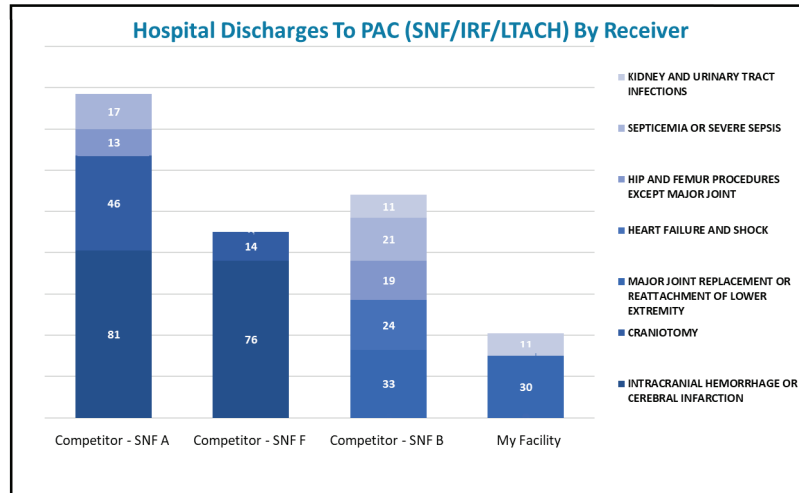
After you have a better understanding of how you compare to your competitors, the next question is, how do you set your facility apart? The next step to building your census is identifying a specialty area or niche that will set your facility apart and enhance your relationships with your referral sources to become their preferred provider.

Tools For Identifying Your Niche	
Hospital Volume by DRG/Clinical Condition	Bundle (BPCI-Advanced) Data Review by Hospital
Competitor Volume by DRG/Clinical Condition	Bundle (BPCI-Advanced) Data Review by Competitor
Readmission Risk for Hospital	Episodic Cost of Care Comparison
Readmission Rate Comparison to Competitors	Customized Clinical Pathways
ALOS Comparison to Competitors	Patient Outcomes Review by Condition

Going Through the Steps to Identify Your Niche

1. Hospital Volume By DRG/Clinical Condition:

Hospital Discharge to PAC By Sender Chart shows you where your best clinical opportunity is, based on hospital volume.

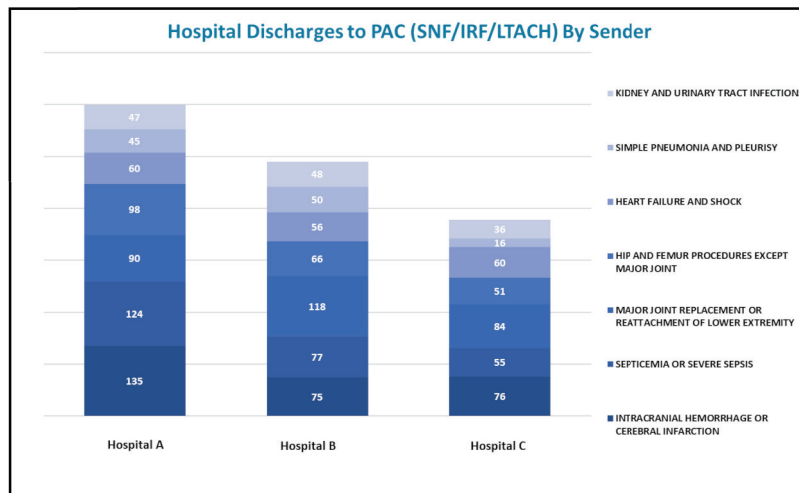


2. Competitor Volume by DRG/Clinical Condition:

Hospital Discharge to PAC By Receiver Chart shows you the volume of patients going to your competitors and what types of patients they are receiving compared to your facility. This helps in making the decision for questions such as:

Do I want to go in a different direction than my competitors? [Or](#)

Do I have great metrics and outcomes in this clinical area making my facility the best provider for that condition?



3. Readmission Risk for Hospital:

The Hospital Readmission Risk Report allows us to look at high risk penalty conditions to determine if the hospital is at an increased risk for CMS readmission penalties. Choosing a clinical niche for one of these 6 condition groups can decrease readmissions and reduce that penalty risk.

Hospital Readmission Risk Sample					
Hospital Name	Measure Name	Total Discharge Volume	Excess Readmission Ratio	Number of Readmissions	Program Year
HOSPITAL B	AMI	246	1.070	42	2019
HOSPITAL B	CABG	160	0.940	16	2019
HOSPITAL B	COPD	307	1.050	68	2019
HOSPITAL B	HF	637	1.020	140	2019
HOSPITAL B	HIP-KNEE	1148	0.800	34	2019
HOSPITAL B	PN	505	1.090	100	2019

4. Readmission Rate, ALOS, Episodic Cost of Care:

By utilizing the bundle calculators, which can be filtered by specific clinical condition and also by duration of 30, 60, or 90 days, we are able to see these key metrics for your facility compared to competitors in the market and state.

This also allows us to see how well your facility is performing and then utilize that data to market that niche directly to the hospital.

Bundle Calculator Sample			
Market Area:	(CUSTOMIZED)		
Episode Initiator:	(CUSTOMIZED BY PAC PROVIDER OR HOSPITAL)		
Provider:	YOUR FACILITY		
Duration:	(CUSTOMIZED 30, 60, or 90 days)		
Condition:	(CUSTOMIZED BY CLINICAL CONDITION)		
Year:	(SELECTION BASED ON ROLLING YEAR)		
Congestive heart failure	Facility	Market Area	State
Number of episodes	NR	689	4106
Percent of episodes with a rehospitalization	0%	23%	25%
Percent of rehospitalizations for the same condition as the initial hospitalization	0%	31%	31%
Percent of rehospitalizations that returned to a different hospital	0%	27%	27%
Length of stay at initiator	18.00	18.36	18.05
Average episode payment	\$11,438.92	\$12,444.08	\$12,554.41
Average payment for episode with a rehospitalization	NR	\$19,721.13	\$19,849.99
Average payment for episode without a rehospitalization	\$11,438.92	\$10,260.96	\$10,111.48
Average payment for initiating index stay	\$8,600.85	\$8,636.38	\$8,278.82

- Cardiac
- Hip Fracture
- Neurological
- Pulmonary
- Sepsis/Infectious Disease
- Total Hip
- Total Knee
- Cardio/Pulmonary

5. Customized Clinical Pathways

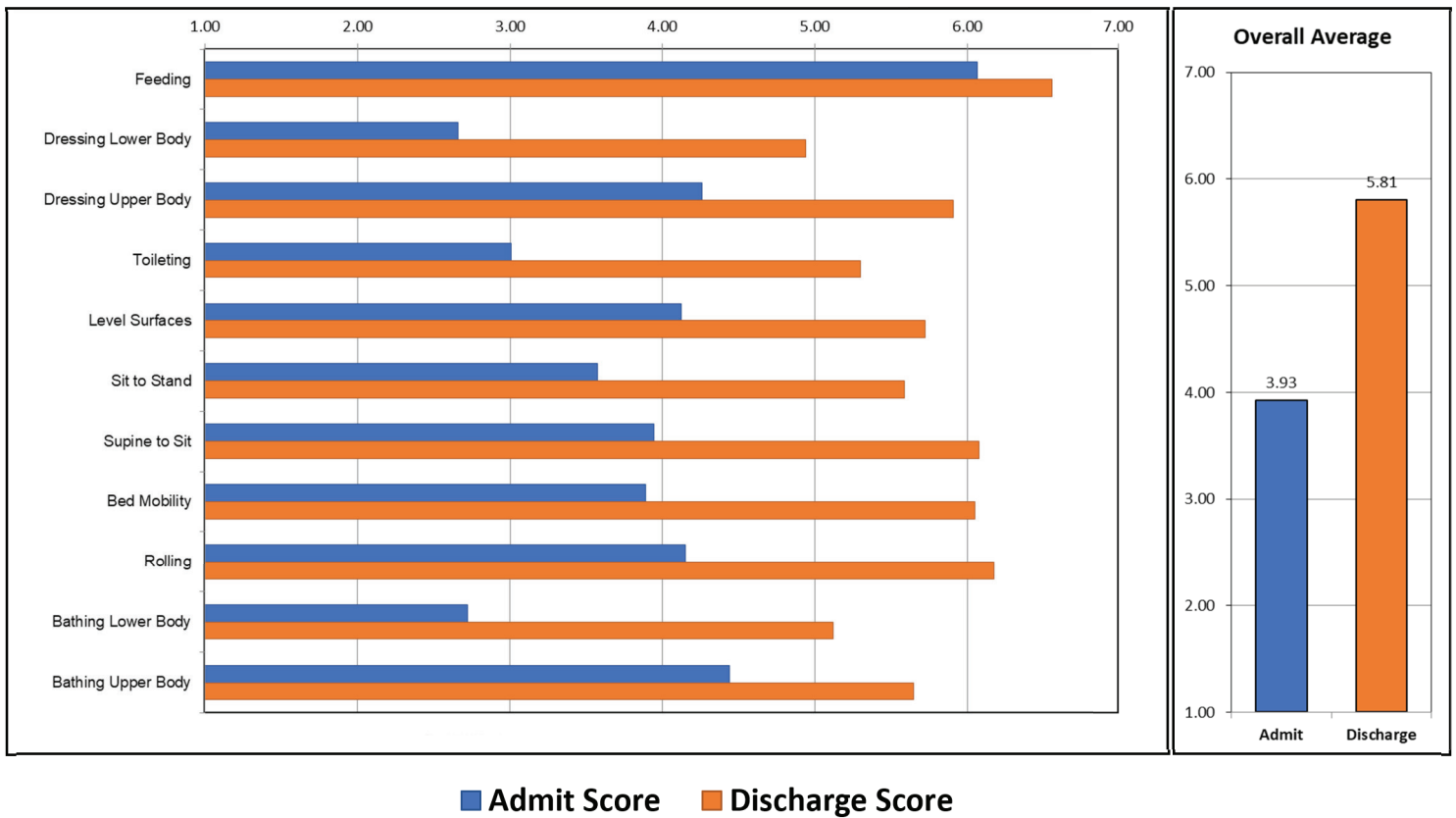
Work with your Select Rehabilitation management team to understand what clinical programming pathways and protocols are available to you. Our Select Clinical Programs can be customized to meet the needs of your referral sources.

6. Patient Outcomes Report:

Review patient outcomes filtered by diagnosis or condition to understand how well your patients are doing with your clinical interventions. This data can be helpful in assisting you to identify a niche for a clinical area that your facility is already performing well in. This data can also be helpful to identify an area of opportunity that we, as your partner, can help your facility excel in. Select Rehabilitation can provide your facility with additional clinical education and staff training to ensure clinical excellence and great outcomes.

Select Rehabilitation Patient Outcomes

April 1, 2020 thru September 30, 2020



Step 4: Strategic Marketing Plan

It is critically important to ensure your marketing plan is strategic and multi-dimensional. Your plan must include implementation of clinical programming tools based on your hospital and physician needs and great patient outcomes. This plan must also include strategies to ensure you have a strong partnership with other PAC providers to establish a successful discharge transition plan that will reduce readmission risk. Hospitals will choose a PAC “Preferred Provider” that has the ability to demonstrate strong clinical programming, great patient outcomes, and a successful discharge transition plan.

What Does The Data Reveal About Your Facility?

When developing your strategic plan, review your key analytic data on how your facility compares to your competitors. A few questions that need to be considered during this strategic planning process: What does the data reveal about your facility? What are your facility's strengths? What are your facility's opportunities? Is there a clinical niche that sets your facility apart from your competitors? And what is your plan to collaborate with your targets?

Success in Strategic Planning

Develop and maintain a strategic plan to ensure future success by continuing to monitor performances and emphasize your strengths. Focus on addressing and maintaining areas of Improvement by continuing to review current metrics. Discuss your short-term and long-term goals with your referral sources and how you can partner with them utilizing clinical pathways, staff training, and patient outcomes. Take advantage of Select Rehabilitation's ongoing nursing and therapist education, such as webinars, newsletters, onsite trainings, and CEU courses. Select Rehabilitation has an Education Department dedicated to ensuring industry best practice that partners with your facility to achieve your goals.

Strategic Planning Tips		
Identify Your Focus Areas	Identify Target Opportunity	Recommended Considerations
Facility Readmission Rate	Readmission Reduction	Implement Readmission Reduction* Strategies.
Readmission Rate by Condition		
Facility Average Length of Stay (ALOS)	Understand ACO & Convener Expectations	Implement Customized Select Clinical Pathways.
Facility Star Ratings	Improve Quality Measure Rating	Establish a systematic monthly review of Casper Reports to identify trigger areas that would benefit from LTC Select Clinical Programming.
	Improve State Survey Results	Implement Select Rehabilitation Survey Readiness strategy tools with your interdisciplinary team.
Facility Average Cost of Care Per Episode	Improve ALOS and Reduces Readmission Rate	Utilize Select Rehabilitation Clinical Pathways and Select Readmission Reduction* Strategies to decrease ALOS by safely discharging patients home without risk of readmission.
Marketing	Identify Your Targets	Utilize Select Rehabilitation Marketing Tools customized with key metrics for your facility on a specific referral source target.
Strategic Planning	Strategic Planning Team	Choose a strategic planning team leader & interdisciplinary team members.
	Strategic Plan Follow-up & Adjustments	Establish a monthly & quarterly meeting schedule with a meeting agenda to follow-up on target referral sources and make updates to your strategic plan.
Clinical Excellence	Referral Source Target Areas	Utilizing CMS data, identify your referral sources clinical target areas by volume, readmission, and cost of care risks areas. Implement Select Clinical Pathways and Programs including staff education to achieve clinical excellence as a preferred provider.



*Please refer to "8 Tools for Readmission Reduction" table on the following page.

Strategic Planning Readmission Reduction Strategies

Readmission reduction is a major goal for your referring hospitals and a critical component for a successful strategic plan. Utilize Select Rehabilitation Readmission Reduction Tools to ensure that your facility is performing at its best and exceeding expectations compared to your competitors. Your facility's low readmission rates will also help your referring hospitals to achieve success and reduce their risk of readmission penalties. Having a lower readmission rate than your market area competitors will be the key to success in becoming a preferred provider, resulting in increased referrals for census growth and development.

Select Rehabilitation 8 Tools For Readmission Reduction*	
Implement Customized Clinical Pathways	Our Select Rehabilitation Customized Clinical Pathways have an interdisciplinary team approach that will improve communication and ensure patients are progressing with their recovery as planned.
Friday Check	Social services will consult with the nursing and rehabilitation team on high risk patients. The patient's status update is then reported to family, which will decrease risk of family requesting patient return to hospital over the weekend.
Class Before Pass Program	Therapist completes a safety assessment with the patient, if the patient demonstrates successful completion, a day pass with family will be granted to trial success in the patients' home environment. This will ensure successful discharge to home and reduce readmission risk.
Home Assessment	On-site assessment at patient's home. If patient is unable to visit their home, family can share pictures and measurements of their home environment to then allow task simulation in the facility and therapist to provide safety recommendations for the patient's home.
Detailed Discharge Planning Checklists	Utilize Select Rehabilitation Discharge Planning Worksheets and Interdisciplinary Team (IDT) Discharge Checklist.
Wellness Check-up	After patient is discharge home, social services will call for wellness consult with patient or HHA (Day 3, 15, 25 etc.). If patient is not doing well, they may qualify for readmit directly to your facility. This would reduce readmission risk.
Weekend Therapy Plan	For high risk patients, therapy involvement with care on weekend may improve quality as well as communication and interventions with IDT if patient is not doing well.
HHA Readmission Risk Assessment	Review patient movement for HHA discharges to Short-term Acute Care Hospital (STACH). Develop partnership with HHA to ensure communication back to facility if the patient is declining at home for potential readmission directly back to your facility.



Step 5: Presenting Your Plan for Partnership

Now that you have analyzed your market, established your strategic plan, and identified your specialty clinical niche, it's time to present your findings to referral sources. Plan to incorporate analytic tools and resources into your marketing materials that demonstrate your facility superiority.

There are several key takeaways that need to be highlighted when presenting your successes and strengths to your referral sources for building a strong partnership.

Key Takeaways for Presenting to Referral Sources

- **Objective CMS Metrics**
 - o Facility ALOS
 - o Facility Readmission Rates
 - o Condition Specific Readmission Rates & ALOS
- **Clinical Excellence**
 - o Patient Outcomes
 - o Quality Star Ratings
 - o Clinical Specialty Niche Pathways & Programming
 - o Staff Competencies and Training Logs
 - o Patient Success Stories
- **Risk Reduction**
 - o Readmission Reduction Tools and Strategies
 - o Discharge transition plan (Follow-up communication with HHA, ALF, ILF, Outpatient, etc.)

Monthly and Quarterly Strategic Plan Review & Update

- Review Key Metrics
- Review Strategic Plan Goals & Status
- Follow-up on Status of Market Targets
- Identify Next Marketing Targets

Plan for Future Success with your Census

Maintain a fluid strategic plan and ensure future success by continuing to monitor performance and emphasize your strengths. Focus on addressing and maintaining areas of improvement by guiding your staff to increased clinical competency that will result in great patient outcomes. As your therapy partner, Select Rehabilitation will discuss both your short-term and long-term goals and how we can assist in providing an in depth data analysis, clinical protocols, clinical pathways, staff training, and marketing materials to achieve success. You are encouraged to take advantage of ongoing nursing and therapist education, such as webinars, newsletters, onsite trainings, and CEU courses. Select Rehabilitation has an Education Department dedicated to ensuring industry best practice and will partner with you to achieve your goals. A few recommendations to ensure continued future success with census development: