Founded in 1995, Avamere began as a single nursing facility in Hillsboro, Oregon. Today, the Avamere Family of Companies stretches nationwide and has grown to offer a wide range of post-acute and senior living options.
86,500 Lives Enhanced

8.8K Employees

3.82M Patient Days & Visits

315 Locations

18 States

- Infinity
- Avamere + Infinity
- Avamere + Infinity + Signature
It's an exciting and opportunistic era for the Avamere Family of Companies and for all of us as a team. 2018 was a year of change and growth. In October, we finalized our three-year strategic plan emphasizing six key priorities:

**People • Quality • Reimbursement • Growth • Continuum of Care • Payer**

Many of our team members and leaders have begun to align their actions with these goals. This edition of the Quality Report features several of those stories.

We announced a new organization structure that will bring together our previously siloed companies. These changes have been made to support our new priorities and form a more integrated network of senior housing and healthcare services.

With these changes, we hope to collaborate more, share best practices with each other, increase job satisfaction, and make our companies and communities better places for our guests and employees.

We also experienced tremendous growth in 2018. Avamere Living welcomed 15 new community-based care communities, spanning Nebraska, Nevada, New Mexico, and Washington. We launched a new brand, Ovation by Avamere, a development of large retirement and assisted living communities. The groundbreakings for our first two Ovation communities were held in Omaha, Nebraska and St. George, Utah. Ovation was one of the major projects for Point Development (PDCo), a part of our family of companies that spearheads our development projects. They manage all facets of growth in our organization, including creating new business lines and performing integration and underwriting. Since joining our team, PDCo has added 19 communities to our organization with more developments underway.

Signature Healthcare at Home implemented a new electronic medical record system last year. The transition was a success thanks to phenomenal team members and leaders. Infinity Rehab welcomed 24 new communities and launched a new professional development program, Clinical Champions.

Going forward, we have exciting plans with two joint ventures in 2019. One is to form a post-acute care network. We plan to partner with a regional firm to start a post-acute care network, or PACnet. We will collaborate on clinical and operational improvements to provide payers a one-stop contracting methodology with a high-performing network. This collaborative effort will allow us to share patient outcomes, measure strengths and weaknesses, and ultimately improve our value proposition for the payer community.

Our second joint venture is with an Institutional Special Needs Plan. This year we will start offering a specialized Medicare Advantage Plan for long-term care residents in our skilled nursing communities and assisted living communities. The program covers all healthcare for our patients and residents who enroll. We believe our experience managing financial risk in BPCI sets the stage for assuming this population health model, and I believe this will be a meaningful part of our strategy. Through this venture, we will learn what it’s like to be a payer and strive to become a better provider for customers and payers.

We have seen success in every area of our family of companies. I’m looking forward to seeing us continue this momentum. Together we're accomplishing great things, and we have even better growth ahead. These changes mark the start of a new era for the Avamere Family of Companies, and I'm thrilled to be on this new journey with you.

**Rick Miller, CEO**
Avamere Family of Companies
OUR MISSION
To enhance the life of every person we serve.

OUR 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
MAKING STRATEGY
A PRIORITY

Early in 2018, our founder and Chief Executive Officer Rick Miller engaged the consulting services of Michael “MC” Crooke, PhD. and Damian Vaughn, PhD. to guide and facilitate a transformative strategic planning process. The focus of this strategic plan was to improve financial health, develop a strategic growth plan, and address the complex needs of the over 8,000 employees and hundreds of thousands of seniors the Avamere family serves.

During the eight-month process, the driving thesis became to leverage the collective strengths of the entire Avamere Family of Companies to have a larger impact on the senior living landscape. Over 100 employees contributed 625 collective work days, resulting in six strategic priorities and 17 key initiatives.

Under Rick’s leadership, these priorities have become the backbone of the Avamere Families strategic plan and reignited the entrepreneurial spirit Avamere was founded on.

The People Priority will align the Avamere Family of Companies culture with our values, making them obvious internally and externally.

The Payer Priority will enhance the Avamere Family of Companies’ ability to have better success in payor relationships, referral source partnerships, and Pay for Performance.

The Continuum Priority will diversify the Avamere Family of Companies by creating a start-up company that offers a value proposition to meet these market needs.

The Growth Priority will develop a disciplined and transparent expansion plan for the Avamere Family of Companies.

The Quality Priority will establish an Avamere Family of Companies customer experience model and quality outcomes process across all service lines.

The Reimbursement Priority will discover the impact, levers, and cost of new payment models so the Avamere Family of Companies can adapt to changes while maintaining quality outcomes.
When it comes to innovation, the senior living industry often lags behind other major industries. This is not because of technological barriers; we have more technological solutions available to us than ever before. Big data, artificial intelligence, sophisticated sensors, and mobile technology are improving health outcomes, lowering costs, and revolutionizing the healthcare experience. Yet these technology advancements have not made a large-scale impact on the industry in a truly meaningful way.

It will take a team effort to innovate and advance new methods for providing a high-quality experience for both patient and employee. Silos must come down.

The Avamere Family of Companies is breaking down the silos that previously divided our companies, bringing us together into a fully integrated network of care. Functioning as a cooperative network of post-acute and senior living providers, this model allows us to provide a holistic approach and offer continuous comprehensive services to our patients and residents.

We are united by a common goal: to improve health outcomes, lower costs, and enhance the patient and provider experience.

Working in collaboration also comes with several benefits for our employees. Diverse perspectives and the sharing of ideas helps identify areas where change is needed most. Cross-company and department communications help achieve widespread adoption of best practices and cross-functional teams are offering innovative solutions to meet the changing landscape of today’s modern workforce.

Chief Operations Officer Bob Thomas captures our excitement as a company:

“We’re moving into a new phase of optimism in the Avamere family. As a team, we must have a posture of optimism about the future, about the people we take care of, about our team members, and about what we can achieve as an organization.”
CELEBRATING A NEW ERA OF LEADERSHIP

One of the major focuses of our People Priority is creating a culture that attracts and retains great talent. Professional growth is a key factor in keeping talented team members. Creating opportunity for employees to grow within the Avamere Family of Companies is paramount to retaining the best personnel.

The changes made to our leadership structure in 2018 created openings for talented individuals to bring new ideas and fresh leadership to our growing companies. These new leaders are moving our company forward in phenomenal ways, and we are excited for what the future has in store.

JOLYNN MUNRO
DIVISION PRESIDENT
Infinity Rehab

MARY KOFSTAD
DIVISION PRESIDENT
Signature Healthcare at Home

NICOLETTE MERINO
DIVISION PRESIDENT
Ovation by Avamere

SARAH SILVA
DIVISION PRESIDENT
Avamere Living CBC

BRAD LITTLE
DIVISION PRESIDENT
Avamere Living SNF
OUR MOST VALUABLE RESOURCE

OREGON’S MOST ADMIRED COMPANIES
One of our core values is “quality that is obvious,” and nothing validates our commitment to quality more than being recognized. In 2018, the Avamere Family of Companies was recognized as one of Oregon’s Most Admired Companies by the Portland Business Journal. This is the fourth year being recognized by the journal, placing us at #8 in the state for healthcare.

Receiving this honor speaks volumes of our quality staff who serve our residents every day. It is their dedication and commitment to excellence that makes this a ward such a great honor.

GROWING UP IN THE AVAMERE FAMILY
Cole Powelson started as a server for Avamere at Berry Park when he was 16 years old. After four years in the kitchen cooking and washing dishes, he worked security for six months on the graveyard shift while attending school for information technology.

Today, Cole is an IT Support Specialist and has been with the Avamere Family of Companies for eight years. “I’ve seen issues I’ve never seen before, and I enjoy figuring out how to fix it,” Cole said, “but the user is what makes it fun.”

Cole keeps in touch with the residents he grew to know and love at Berry Park. He stops to say hello anytime he is in the building for work. “I worked with them since I was 16,” he said. “They watched me grow up.”
Our patients and residents each have their own life story. They have fears, goals, hobbies, and desires. I recently watched a documentary called The Thin Edge of Dignity by Dick Weinman. It explores one man’s experience in an assisted living community. This powerful documentary is important to our culture at the Avamere Family of Companies. We must never forget that our patients and residents are human beings with a life story.

I have heard touching stories from our very own communities of staff who truly treat our patients with outstanding love and care.

One of our team members at Avamere Transitional Care and Rehab – Brighton took a few moments out of her busy day to take pictures of a resident and her daughter one beautiful, sunny afternoon. The resident passed the next day. Thanks to this employee’s thoughtful offer to take photos with the daughter’s phone, she now has photos to remember her last visit with her mother.

At Avamere at Chestnut Lane, our community for the deaf and deaf-blind, one licensed practical nurse is planning a Disney-themed celebration in honor of the community’s 16th anniversary.

At Avamere at Cheyenne, team members pulled together with some community partners to give a thoughtful Christmas gift to a resident who hadn’t received a gift in 20 years.

These are just a few of the many heartwarming acts of kindness our team members show our patients and residents. I feel honored to be surrounded by such kind, selfless individuals.

Thank you for all you do and all you continue to do for our patients, residents, fellow team members, and your surrounding community. Let us keep searching for opportunities to serve – in all ways both small and big. Together we can enhance the life of every person we serve.

Matt Hilty, Executive Vice President
Avamere Living
The skilled nursing division’s primary focus this year is the People Priority of the Avamere Family of Companies six strategic priorities. We are a company who recognizes our people and relationships are the key to success. As such, people must be our focus.

We are consistently looking for new ways to enhance the lives of the residents, patients, and communities we serve. This year, we are expanding our post-acute partnerships in several markets. These new partnerships will align Avamere with providers that bring new value to the communities we serve and improve our opportunity to provide quality care to residents and patients.

Our compassionate team makes me so proud to be a part of the Avamere Family of Companies. Our team of nursing and support staff exemplify our mission and values. Our staff seamlessly blends professional care and personalized compassion for the people we serve.

As we look forward in 2019, I’m excited to continue the focus on our people. We are a group of talented, exceptional individuals who are aligned with our mission to enhance the life of every person we serve. I’m looking forward to accomplishing great things together.

Brad Little, Division President
Avamere Living Skilled Nursing Communities
SKILLED NURSING
QUALITY THAT IS OBVIOUS

Today more than ever, seniors have a great number of choices when it comes to their healthcare needs and post-retirement options. The concept of quality is an integral part of healthcare and, as providers, we are judged and reimbursed based on our performance, making it necessary to precisely define what quality means.

Our industry is moving in the direction of not only defining but improving quality. There is a direct financial impact on providers who do, and do not, heed this shift. Quality metrics are now being used to reward providers for better care. When you are a high-quality provider, consumers will seek you out and request your services specifically.

The Institute of Medicine (IOM) defines healthcare quality as “the degree to which healthcare services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.”

Patients, residents, and families know quality care when they experience it. Response times, bedside manner, and the building’s atmosphere affect how people feel about the quality of their experience.

Patients, residents, and families know quality care when they experience it.

When approaching the unique care needs and living situations of the individuals we serve, we strive to provide the highest quality of service. To us this means paying careful attention to the needs of the individual.

Our commitment to quality is exemplified in a story from our Laurelhurst Village community:

A social, lively, and cheerful resident who was deaf joined the community for long-term care. Unable to communicate her basic needs, a care conference was scheduled to discuss hospice, as it seemed that is what she desired.

Registered Nurse Jon Tannler attended the conference as the interpreter. As he explained things to her, it became clear that she did not understand what her body was doing and why dialysis was needed. Jon patiently explained her body functions and why dialysis was so important.

“His gentle patience and kindness was amazing,” Social Services Director Cherie Ward said. “They exchanged funny faces and expressed in their language for a while, and when the conference was over, she had enthusiastically expressed she wanted to live and would go to dialysis and take her medicine, even though it tasted terrible!”

Jon’s upbeat attitude and care for residents emulates a passion for the quality of people’s lives. We are proud to call him a member of the Avamere family. His commitment to quality is obvious and is an example of our mission to enhance the life of every person we serve.

Laurelhurst
VILLAGE
A Tradition of Caring

4 Star Rating
Higher than the national average
In 2014, the Centers for Medicare and Medicaid Services (CMS) opened applications for the Bundled Payment for Care Improvement (BPCI), offering hospitals, physicians, and post-acute providers the opportunity to take financial risk for full episodes of care.

Avamere Living’s 25 post-acute providers, along with Avamere family members, entered BPCI as the largest post-acute provider in the country taking full financial risk for 90-day post-acute episodes. As a convener, we agreed with CMS to coordinate care for Medicare patients under the BPCI Initiative.

We spent four years developing care tools designed to improve outcomes, enhance patient care, improve the patient experience, and lower Medicare costs. During this time, we assumed financial risk for over 6,227 Medicare patients with a broad array of clinical conditions, over a 90-day episode beginning with the initiation of post-acute care services.

Over 16 years ago, we predicted significant changes to the healthcare operating environment and adopted a continuum of care model. Our predictions and early planning efforts helped us successfully improve efficiency and effectiveness of post-acute services, demonstrating a 12 percent overall cost-of-care savings over the course of the BPCI program.

These results prepare Avamere Living for CMS’ Skilled Nursing Facility Value-Based Purchasing (VBP) program and the upcoming Patient-Driven Payment Model. Under VBP, SNFs will earn incentive payments for reducing hospital readmissions within 30 days after a patient is discharged.

Through our demonstrated success in BPCI, we have strengthened our patient referral relationships and positioned Avamere Living as a premier provider of post-acute services in an increasingly competitive market.

**↑ Successful Discharge to Community**
Avamere ranks well above the national average in successfully discharging patients, helping them stay safe.

**↑ Rehospitalization Rates**
Avamere Living has lower-than average rehospitalization rates, meaning many of our patients can go safely home following a stay in one of our communities.
AWARD WINNING
SLEEP

Team members from Avamere Rehabilitation of Eugene gathered together to address a major problem facing patients and residents: lack of sleep. The effects from so little sleep had leaked into their daytime hours, negatively impacting their quality of life.

To fix this significant problem, Director of Nursing Margaret Selebi assembled a team to develop a program aimed at helping patients sleep better. They began with turning down hallway lights, having staff use hands-free lights when patients needed help, and changing the times patients took medications when possible.

The team then ordered disposable briefs capable of lasting longer overnight and limited liquid intake in the evening by changing from an 8-ounce glass to 5.5-ounce at night. To help patients prepare for bed, staff put lavender infusers in the hall each evening, creating an aroma conducive to sleep.

The team also started using Yacker Tracker, a noise tracker that looks like a stop light, to warn staff when the noise level gets too high. They eliminated paging at night, stopped cleaning rooms at night, and gave patients headphones for late night TV-watching.

Their diligent efforts paid off as Avamere Rehabilitation of Eugene was awarded the Bronze Dignity Award from McKnight’s Technology Awards for their sleep program. More importantly, residents are enjoying better sleep.

The quality of life for our residences has improved thanks to the efforts of these team members. We applaud their innovative spirit and thank them for enhancing the lives of the people we serve.

13.7% Decrease in Infections
2.87% Decrease in Supportive Devices with Restraints
7.88% Decrease in Hospitalization
COMMUNITY-BASED CARE

Community-based care is ever-evolving, and we’re keeping up with it. We welcomed 18 new communities in the last year, spanning Nebraska, Nevada, New Mexico, and Washington.

As we have grown over the years, we always keep our focus on great resident care. Four of our communities received the Bronze Quality Award from the American Health Care Association. We are proud of our communities’ commitment to quality and focus on continuous improvement.

As the Division President of Community-Based Care, I have the privilege of visiting all our communities. What I see during these visits are dedicated individuals who take on more responsibilities when needed, who go out of their way to say hello to a resident, and who continually and selflessly look for ways to help others. Our community teams are the heart of our organization, and I consider myself blessed to be able to support them. We have awards that name Avamere a quality organization, but it’s proven in our communities – in our people – who work hard every day to make Avamere a truly great place to be.

Thank you for your passion, for your dedication, and for your uplifting spirit. You make us who we are today.

Sarah Silva, Division President
Avamere Living Community-Based Care
Americans are healthier and living longer. Today’s seniors expect quality outcomes from their healthcare and quality of experience from the place they live. For over 20 years, we have been providing both to our residents.

Since 1999, Avamere Living CBCs have been helping seniors have access to the healthcare services they need to remain independent while enjoying a breadth of activities, events, and amenities. Our communities are designed for convenience and ease, featuring everything from beauty salons and movie theaters to on-site fine dining and wellness programs. To our residents, their community is home and so much more.

While great amenities attract new residents, it is the incredible service and commitment of our staff that helps make it a home. We honor their dedication by collecting and celebrating stories from staff and residents throughout the year. Here are a few examples of the many we receive each day:

• Nurse Beverly Henson, who has been with Avamere for over 10 years, sings to the residents she cares for at Avamere Health Services of Rogue Valley. One teammate says she is always impressed by Beverly’s positive attitude and nurturing care.

• When a resident in Lexington commented about a ringing sound going off in their room at 3 a.m. each day, Executive Director Maria Barajas arranged to be present for the next occurrence. She set her alarm for 2:45 a.m. and headed over to the community, where the resident was waiting to let her in. They chatted a bit and sure enough, a very faint but constant beeping sound began. Following the sound into the bedroom closet, Maria discovered a box under another box with blankets. Inside was a digital watch with the alarm set for 3 a.m. The resident laughed and thanked Maria for helping them be able to sleep in.

These are just a few of the incredible stories our beloved staff. Their commitment to enhancing residents’ lives is what makes Avamere Living a premier destination for retirement living.
MANAGING GROWTH

Melissa Bruce oversees all clinical operations for assisted living, independent living, and memory care for Avamere Living’s Community-Based Care locations. She leads teams of nurses, trains new nurses, and ensures her teams meet quality assurance and compliance guidelines.

“As our company grows, I lead the team of people that get to be on the ground floor every day,” Melissa said. “I’m immersed in the day-to-day.”

Melissa finds success in being able to look back six months down the road and see they achieved sustainable long-term change. One recent big win for Melissa’s team of CBCs was receiving seven deficiency-free surveys in 2018, which are comprehensive surveys of systems and care.

“We are continually striving to provide the best care to our residents,” she said. “Seeing measurable success is a great feeling.”

Another big accomplishment was successfully welcoming and transitioning 15 new communities across three states in 2018. Melissa and her team oversaw the clinical transition of each community and implemented Avamere Living’s systems, policies, and procedures.

“My team has an excellent track record in getting results,” Melissa said. “We don’t just identify struggles, we are able to provide systems and make those changes sustainable.”

The systems Melissa and her team provide for new buildings foster success in the communities and help staff transition into the Avamere structure. New employees are often impressed with how quickly and smoothly they integrate into our quality process.

“We provide these communities with systems that make their jobs easier,” she said.

As Vice President of CBC Clinical Services, Melissa is a board-certified gerontological nurse who was recently appointed to the Gerontological Nursing Standard Setting Panel by the American Nurses Credentialing Center (ANCC).

“I genuinely believe in Avamere’s mission and core values,” Melissa said. “You become a nurse to help people and always strive for the best clinical outcomes. It’s especially crucial to make sure you’re working for a company who stands for that as well.”
TAKING TIME TO CONNECT

A young girl opened her bag and smiled excitedly at her mother. “Mommy look!” she exclaimed. “I have toothpaste!”

To many people, toothpaste seems like an ordinary, everyday item. But this wasn’t the case for this young child – she and her mother were homeless.

Three team members from Avamere Rehabilitation of Beaverton spent an entire day serving the homeless. The team included: Resident Care Manager Ami Morris, Director of Nursing Bobbie Loomis, and Administrator Tonia Clark.

Organized by Project Homeless Connect and the Shelter at Orenco Station, agencies, businesses, and nonprofits gathered together to provide much-needed resources for those experiencing homelessness.

The Avamere team completed basic wellness checks including taking vitals, temperature, and heart rate. “I think more than anything, people just wanted someone to talk to,” Ami said. “Most people were not super interested in what their vitals were, but they really enjoyed sitting there for a few minutes and connecting with us.”

After her services, many visitors told Ami, “Thank you for the smile. It means more than you know.”

Tonia also enjoyed serving and is already looking forward to next year’s event. “I am always looking for ways to give back, and this was the perfect opportunity to do so,” Tonia said. “It was the most humbling experience I have had in a long time.”

Walk to End Alzheimer’s

Avamere Living participated in the Walk to End Alzheimer’s again this year, raising over $9.8K. Our Teams in Portland, Oregon had the second largest group in the walk and won second place in fundraising with over $8.6K raised. These funds are used to support Alzheimer’s programs and services in local communities as well as support research to finding a cure.
New Locations
Added in 2018-19

32

315
Locations Across
All Companies
MESSAGE FROM
JOLYNN MUNRO

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

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

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

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

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

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

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

BEST IN CLASS AWARD

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**99%**

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

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

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

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

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

“We have wonderful team members throughout our organization,” JoLynn stated, “and it’s because of their commitment to quality, integrity, and respect for one another that makes Infinity Rehab a truly great place to work.”
We remain the employer of choice in post-acute care rehab by developing our workforce to be the strongest group of clinicians, managers, and leaders delivering the best patient outcomes found anywhere in the industry.

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

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

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

**INFINITY REHAB ANNUAL SYMPOSIUM**

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

**STUDENT AFFILIATION PROGRAM**

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

98.9%
Of employees would recommend to a friend

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<td>PTs</td>
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**PROFESSIONAL DEVELOPMENT**

**PEOPLE**
Angie Quesnell, MS, CCC-SLP, Regional SLP Mentor and Carolyn Staples, MS, CCC-SLP, Area Rehab Director, have always considered themselves strong industry advocates. When they observed new therapists were experiencing longer than average wait times for licensure issuance, they reached out to their Washington State senator and representatives.

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

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

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

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

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

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

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

With the patient as lead singer, they brought down the house with the patients one-line solo: “Tequila”!
Solutions by INFINITY REHAB

Acquired in 2007, Therapy Solutions is committed to meeting the growing therapy professional staffing needs of a vastly diverse clientele. Organizations today are looking for ways to manage rehab operations and staffing more efficiently. As they struggle to handle fluctuations in demand and maintain clinical intensity, they look to us for a solution.

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

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

Clients consistently give us high marks of satisfaction about our rehab staffing services. School districts, hospitals, outpatient clinics, skilled nursing facilities, and home health agencies continually turn to us for a key resource: qualified professional therapists who can immediately and skillfully step in to a staffing need.
SIGNATURE healthcare at home
care where you are
“Quality that is obvious” is one of the core values at Signature Healthcare at Home. While the industry constantly changes and technology advances, our work with patients and families still requires a balance of art and science to deliver high quality high-touch care.

2018 was a wonderful year of change in our operational structure. We’ve implemented a new electronic medical record with tablet technology and standardized many of our operational and clinical functions. This change has been rewarding, and we are seeing the fruits of our effort realized through further growth and service expansion in certain markets. We continue to focus on quality care and outcomes, star ratings, and patient satisfaction scores, with our central focus on our patients and their individual needs.

We’ve had several employees receive certifications as we continue advancing knowledge and education. Our Signature agency in Murray, Utah received an outstanding achievement in quality award for their home care service. Multiple agencies were surveyed and again applauded for their focus on quality assurance and process improvement.

In 2019 we will continue to focus our efforts on quality, process, and care delivery improvements. We look forward to continuing the great work we’ve begun and shown with our outcomes and quality data.

As always, I’d like to thank the clinicians in the field who work hard every day to serve the patients, families, and communities wherever they need us.

Mary Kofstad, APRN, MSN, FNP-BC, Division President Signature Healthcare at Home

OREGON ASSOCIATION FOR HOME CARE
OAHC recognized four Signature team members in 2018:
→ Dr. Christina Kemper, Physician of the Year
→ Charles King III, Volunteer of the Year
→ Matt Smith, Chaplain of the Year
→ Michele Fuchs, Hospice Coordinator of the Year
Signature Healthcare at Home's House Call program served 4k in-home primary care patients in 2018, many in rural areas. This program enters into agreements with local physician clinics to serve patients in geographical locations that lack adequate access to primary care services.

Our primary and palliative care models focus on a personalized aging experience designed to deliver the necessary care when and where the patient needs it most. Through this progressive model, we invested in providing patient advocacy, on-going support, education, and disease process monitoring to keep people out of the hospital and keep them in their home.

In 2018, 80 percent of our primary care patients were discharged back to their home or senior living community. Our re-hospitalization rates under the House Calls program was a stunningly low seven percent for 30-day all-cause readmissions.

Our nurse practitioners' collaborative co-managing of geriatric patients helped them remain in their preferred setting, reduced anxiety around healthcare decisions, and promoted healthier senior living communities. This approach helped us receive scores at or higher than the national average in several areas.

These metrics were the result of access, availability, and a personal relationship with a nurse practitioner. This relationship gave patients the freedom to take charge of all aspects of their personal health by getting a timely answer to questions about a new ache or pain, charting a healthy lifestyle, and receiving referrals to healthcare specialists.

Top-Rated Locations
For quality of patient care

- 4.5 Stars
  Logan, UT
- 4 Stars
  Medford, OR
- 4.5 Stars
  Pocatello, ID
- 4.5 Stars
  Salt Lake City, UT
As more hospitals and health systems continue to outsource their home-based care offerings, Signature Healthcare at Home announced this year the acquisition of Samaritan Health Services' home health division.

Servicing patients in Oregon’s Benton, Lincoln, and Linn counties, this acquisition expands our footprint to coastal Oregon. We opened new offices in Albany and Newport to serve these areas.

“Signature is a recognized, high quality provider specializing in home health, home care, and hospice services,” CEO Doug Boysen of Samaritan Health Services stated. “We are confident that our communities will continue to be well served by Signature.”

We are committed to serving patients wherever they call home and are grateful to Samaritan for allowing us to continue this legacy of service in these new communities.

Our Murray, Utah location was honored with the HealthInsight Home Health Quality Award for 2018. The award program recognizes excellence in clinical quality and patient care.

HealthInsight recognized only 12 home health agencies across Utah for their commitment to improving performance and promoting patient-centered care. This award recognizes high-performing healthcare provider organizations in the states for which HealthInsight serves as the Medicare program’s Quality Innovation Network-Quality Improvement Organization (QIN-QIO) contractor.

The quality measures used in the award program comes from data that is voluntarily reported by home health agencies across the nation.

“We are excited and honored to be one of the recipients of this award,” noted Rochelle Alonzo, Director of Professional Services at Signature Healthcare at Home in Murray, Utah. “We pride ourselves on providing a high level of care and continually working to improve quality and patient outcomes.”
NEW EMR ENHANCES QUALITY OF CARE

Signature Healthcare at Home implemented electronic medical record (EMR) capabilities on tablets in 2018. This involved transitioning all patient, employee, and payer information to a new system while offering expanded functionality in an easy to carry solution.

Our teams learned a new way of documenting while switching from laptops to the tablets. The change also made it possible for clinicians to document in real-time, reducing time spent documenting after hours and lessening overall documentation time.

The new system puts the latest technology into the hands of clinicians at a patient’s bedside. The smaller, less intrusive equipment creates less of a distraction for clinicians and patients leading to a better quality experience.

PREPARING FOR PDGM

Signature teams are currently working on analysis, education, new staffing models, and broadening referral sources to prepare employees for the upcoming Patient-Driven Groupings Model (PDGM). The Centers for Medicare & Medicaid Services (CMS) new payment model coming in 2020 uses 30-day periods as a basis for payment and categorizes them into 432 case-mix groups to adjust payment. Our staff has begun the process of evaluating operations and identifying opportunities for success under the new model. We believe this payment reform provides opportunity unlike any other for the home health industry and have devoted the year to preparing for this major shift.
TRANSFORMED BY AN ACT OF KINDNESS

Signature Healthcare at Home continues to be a premiere home-based solution for hospice care for many reasons. Our clinicians and volunteers provide compassionate, quality care while honoring preferences for life-sustaining treatment. This publicly-reported quality measure involves managing pain and other symptoms of the end-of-life process. It ensures and validates that we honor and respect the individual patient’s desired care directive.

The true impact of our hospice care is best illuminated from a special story shared by an administrator in Portland, Oregon.

A patient came to the United States many years ago from Vietnam and settled into a modest life in the city. Now 89 years old, he lives in a skilled nursing community in the metro area.

Chanty Mapfumo had been this patient’s hospice social worker for several months and they had a positive, but quiet, relationship.

One day Chanty surprised him with dishes from a Chinese restaurant, sponsored by Gifted Wishes. When she arrived with the food, there was an obvious change in the patient’s demeanor. He sat up straighter and grinned from ear to ear. He was overwhelmed with her generosity, as well as the delicious aroma of the grand feast.

Chanty’s act of kindness put the patient at ease. He became talkative and began to describe how her compassionate presence had given him a sense of belonging.

This patient had never spoken about his feelings before, but that day, he said Chanty’s soothing, gentle presence validated his life and situation. He told her she was one of the few people who saw him as a complete and complex person with individual joys, sorrows, hopes, and dreams.”

This typically shy and introverted person was transformed by the magic of hospice and great meal. He had gained a friend.

99% TREATMENT PREFERENCES MEASURE

Many of our Signature locations ranked at 99% in the Treatment Preferences measure, including all our Utah locations:

→ Logan, Utah
→ Ogden, Utah
→ Salt Lake City, Utah
We fully integrated our Field Support Program in Portland, Oregon in 2018. This streamlines production by assisting account managers with paperwork, patient hand-offs, and in-take functions, allowing account managers to stay current on potential and new customers.

Furthermore, the program encourages professional growth. Our field support representatives can now learn and advance into the account manager role. One of our team members, Alexis Gulpan, took advantage of this opportunity and was promoted to account manager over an area in East Portland in January 2019.

In October of 2018, MaRee Carter’s 17-year-old daughter was diagnosed with Stage 3B Hodgkin’s Lymphoma. She began her 12 chemotherapy treatments in November.

“I had missed work to take care of her,” MaRee said. “My team went above and beyond to help.” The Preston, Idaho Signature Healthcare at Home team got together and helped with a fundraiser the high school did for MaRee’s daughter. They also held an office Christmas party where instead of buying gifts for each other, they donated money to help pay for her cancer treatment.

“This is truly an AMAZING TEAM!” MaRee exclaimed.

**SUPPORTING A TEAM MEMBER**

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**STREAMLINING FOR PERSONAL GROWTH**
When it's not possible for family or friends to be at a patient's bedside in their final hours, No One Dies Alone works to ensure terminal patients aren't by themselves in their final hours.

NODA was founded on the simple idea that no one is born alone, so in the best of circumstances, no one should die alone either. For 18 years, NODA has provided the reassuring presence of a volunteer companion to dying patients who would otherwise be alone.

In 2006, when No One Dies Alone was losing its organizer, Signature Hospice stepped in to continue this important program. Since then, we have grown the program to include more than 170 volunteers serving 39 senior care communities in the Portland, Oregon metropolitan area.

The program supports a time when no more nursing is needed but the loving presence of a compassionate individual is valued. Families are extremely appreciative of volunteers of No One Dies Alone for the assurance that their loved one won’t be alone during the final stages of life.

Volunteers compassionately hold a bedside vigil with residents or patients who are in their last days of life. During one NODA vigil, a volunteer found herself singing along at 2 a.m. to old show tunes. Another volunteer traded hunting stories with a 96-year-old man during the last hours of his life. Whatever the volunteers do in these hours, they offer the most valuable gift: time when it is needed most and a dignified death. In return they experience something profound.

"It speaks to our humanity to have somebody there to connect with a person during their last minutes on earth; it’s truly amazing," says program Director Jim Pfeifer.

The program is available to all and is not dependent on the participation in a hospice program. Our volunteers receive end-of-life training and a compassionate bedside care kit, which includes soothing music, note cards to family, the Bible, book of poems, and more. Volunteers continually express how rewarding it is to serve in such a needed and cherished capacity.

In 2018, NODA facilitated 51 vigils in the Portland metro area, adding up to 466 hours. Vigils last anywhere from hours to a couple days, with volunteers compassionately giving their time in two-hour blocks.
Since launching in 2011, Signature CareConnect has gained significant competencies in bundle payments and value-based care – most notably data analytics, claims management, episode, and network management.

The depth of knowledge and success in those areas provided the foundation and culmination of an exciting new line of services. Now health systems, physician groups, and Accountable Care Organizations (ACOs) have a one-stop shop for the tools and expertise needed to succeed in value-based care: tools to help select, manage, and monitor their post-acute network.

With our first client successfully on-boarded in December 2018, we are preparing to test our business model on a larger group before our nation rollout. Our first customer is already making full use of our in-depth market analysis to identify bundled payment opportunities. The claims data management and analytics we provide offer them actionable insight into the acute-post-acute chain of events and allow them to compare results with regional benchmarks.

Over the next two years, we plan to offer two new product lines.

The first is a direct-to-consumer solution that engages, educates, and navigates prospective customers and their families through the continuum of care and living options.

The second is an episode management solution for upstream providers (hospitals, physician groups, etc.) looking to have a single entity manage patients across the continuum.

With many innovations and new offerings planned for 2019 and beyond, the future is bright indeed!

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<th>Patients Served</th>
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Before officially acquiring the name Point Development Company, PDCo was an integral department of Avamere Health Services with a primary focus on growth and development. Along with real estate development, the team grew to encompass Avamere’s business lines, including Avamere Living, Infinity Rehab, and Signature Healthcare at Home. Additionally, PDCo was tasked with developing and on-boarding new lines of business into the Avamere Family of Companies.

Today, they are a full-service real estate development, asset management, integration, construction management, and analytics firm. Their professionals and processes have been instrumental in developing designs and projects that address the needs of an aging population. Such efforts have aided in year-after-year growth for the Avamere Family of Companies.

As of 2018, PDCo welcomed 19 new buildings to the Avamere Family of Companies, aligning with the company’s priority to expand in key markets.

Since its inception last year, Point Development has underwritten, designed, and/or developed over $440 million of transactions.

As a cohesive group of professionals, PDCo connects people with projects and capital in all aspects of real estate and structure development, as well as brand and organization implementation.
In 2018, the Avamere Family of Companies continued our tradition of innovation with the launch of our new micro-continuing care retirement community (M-CCRC) concept. Born from almost two years of research, strategic planning, and multiple focus groups, we believe Ovation by Avamere will define the future of senior housing.

Our announcement and groundbreakings were covered by national, regional, and local media outlets. The spring 2019 Senior Living 100 Leadership Conference included a breakout session on Avamere’s new M-CCRC concept.

Opening mid-2020, these active lifestyle villages will feature a campus setting with a 150-unit independent living building on one side of the boulevard and another building across the street with 90 assisted living units and 60 memory care units. Ovation will feature a full continuum of care backed by services from our sister companies at Infinity Rehab and Signature Healthcare at Home.