



Gaylord
Specialty Healthcare

Inpatient and Outpatient **2020 Clinical Outcomes**



“Among the Best in the Country at Helping Patients
Recover and Return to the **Highest Quality of Life.**”



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About Gaylord:

Gaylord Specialty Healthcare is a rehabilitation-focused, nonprofit health system that provides inpatient and outpatient care for people at every point in their journey from illness or injury to maximum recovery.

Gaylord Specialty Healthcare is anchored by Gaylord Hospital, a long-term acute care hospital (LTCH), and includes Gaylord Outpatient Services and Gaylord Physical Therapy for patients who require diagnosis and treatment on an outpatient basis. Together, these entities deliver a complete continuum of rehabilitative care driven by technology, research, clinical experience and human compassion.

Gaylord Specialty Healthcare is widely recognized for its leadership in treating spinal cord and brain injuries, pulmonary, cardiac, amputee and stroke patients as well as sports-related injuries. It is the only rehabilitation system in Connecticut -- and one of three in the country -- accredited by CARF (Commission on Accreditation of Rehabilitation Facilities) for both inpatient and outpatient programs in an LTCH setting, with Spinal Cord, Stroke and Brain Injury specialty accreditation.

President's Message



For 120 years, Gaylord has helped patients reclaim their lives. We are driven by patients and inspired by practitioners who are pioneers in therapy, medicine and confronting life's most devastating moments. Each year, we earn national and regional recognition for our excellence in patient care. Patients, their families and providers choose Gaylord because they know that, using the latest technology and therapies in a compassionate environment, our staff demonstrates their **Think Possible** mindset and their ability to return patients to their everyday lives.

Our vision for Gaylord is aspirational. To be forward-thinking and anticipate the future of rehabilitation care, we must continue to expand our clinical programs, recruit the best and brightest clinicians from around the country, increase our service area through additional outpatient facilities and create new partnerships with our area hospitals and academic institutions. Clinical innovations, technological advances and patient preferences to heal at home have tilted the balance toward more demand for outpatient settings. Coupled with our inpatient capabilities and strategic partnerships, we provide the best rehabilitation services throughout the continuum of care.

Gaylord's annual Clinical Outcomes Report holds the Gaylord team accountable to uphold our reputation as the premier choice for our patients and our clinical partners. By demonstrating our **commitment to improving patient outcomes** and **expanding our scope of research**, we increase our ability to positively impact more lives year over year. By continuing to Think Possible, we are revolutionizing recovery and shaping the landscape of rehabilitation medicine.

Sincerely,

A handwritten signature in dark ink that reads "Sonja LaBarbera". The signature is fluid and cursive, with a long horizontal line extending from the end.

Sonja LaBarbera, MSOL, MS CCC/SLP
President and Chief Executive Officer

The Perfect Environment to Heal

- All private inpatient rooms to reduce risk of infection
- Located on 400 scenic acres for patients to enjoy
- Guest housing for overnight visitors/family
- Large indoor therapy pools for inpatients and outpatients
- Assistive technology program
- Home simulation area
- The largest adaptive sports program in the region
- Support groups for patients and caregivers
- Four convenient locations for outpatient therapy
- Health club-style settings for outpatient gyms
- Robust therapeutic recreation opportunities including an onsite greenhouse



What is an LTCH?

The Right Care at a Critical Time

Gaylord is a nonprofit specialty hospital, also known as a long-term acute care hospital (LTCH).

We specialize in medical management and rehabilitation for patients who have experienced an acute illness or traumatic accident.

As an LTCH, Gaylord has an average length of stay of more than 25 days. According to a 2015 CMS study, Medicare's most severely ill patients achieve better outcomes in long-term acute care hospitals.



Gaylord is **Highly Accredited**



- Accredited by CARF International for all inpatient and outpatient rehabilitation programs with additional specialty accreditation for Spinal Cord, Stroke and Brain Injury
1 of only 2 LTCHs in the U.S. with this distinction
- Accredited by the **Joint Commission**
- Partner site of the Spaulding New England Regional Spinal Cord Injury Center - **One of only 14 Model Spinal Cord Injury Systems** in the U.S.
- PassyMuir Center of Excellence - **One of only 12 in the U.S.**
- **Accredited** by the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR)
- Named the **first Center of Excellence** by Vapotherm for the use of Vapotherm high flow therapy humidified oxygen

LTCHs Deliver Excellent Clinical Outcomes

Readmission Rates for Severity of Illness 4 (S.O.I.4) Patients, All-DRG, Post Acute Settings

Lower
Is Better

S.O.I.4 Discharges from Short Term Acute Care Hospitals:		30 Day	90 Day	180 Day
Short Term Acute Care Hospital (STCH)	1,011,248	22.2%	36.5%	44.7%
Long Term Acute Care Hospital (LTCH)	64,290	13.0%	35.7%	45.4%
Skilled Nursing Facility (SNF)	307,520	26.6%	42.2%	50.9%
Inpatient Rehab Facility (IRF)	50,525	25.5%	41.8%	51.4%
Home Healthcare Agency (HHA)	102,012	25.1%	40.8%	51.2%
Other (Home w/o HHA, Hospice, Assisted Living, etc.)	487,552	19.7%	31.4%	38.7%

OP Emergency Department Use for Severity of Illness 4 (S.O.I.4) Patients, All DRG, Across Post-Acute Settings

Lower
Is Better

Short Term Acute Care Hospital (STCH)	23.9%
Long Term Acute Care Hospital (LTCH)	18.3%
Skilled Nursing Facility (SNF)	26.8%
Inpatient Rehab Facility (IRF)	25.7%
Home Healthcare Agency (HHA)	29.1%
Other (Home w/o HHA, Hospice, Assisted Living, etc.)	21.6%

Mean Time to 1st Readmission for Severity of Illness 4 (S.O.I.4) Patients, All DRG, Across Post-Acute Settings - 90 Days

Longer
Is Better

STCH	LTCH	SNF	IRF	HHA	Other <small>Home w/o HHA/Hospice/ALF</small>
47.7 DAYS	59.3 DAYS	45.4 DAYS	47.9 DAYS	49.8 DAYS	47.3 DAYS

Gaylord's Strength is its Employees

It has been said that the true character of a team is often revealed during a time of crisis.

Despite immense challenges in 2020, Gaylord employees managed to recover, grow, innovate, empower, and inspire each other for the betterment of our patients' recoveries.

Selfless acts and the true "Think Possible" culture of this organization were evident.

The upstanding character of the Gaylord team was indeed revealed - as the strength and foundation of our community.

Thank you to our staff for your unwavering commitment to excellence.

#gaylordstrong



Gaylord Employees Make Great Caregivers

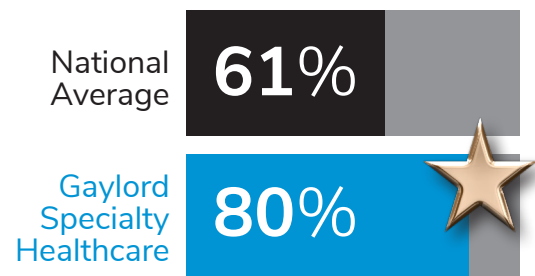
Satisfied employees have been shown to be up to 20% more effective than unhappy employees.

Statistics show that Gaylord employees are both satisfied with their positions and satisfied with Gaylord's attention to patient care.



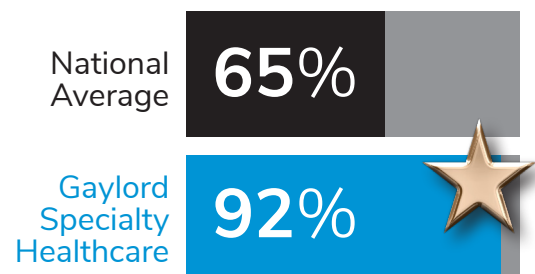
Our employees have more overall job satisfaction than the national average

FY2020 Gaylord Employee Survey



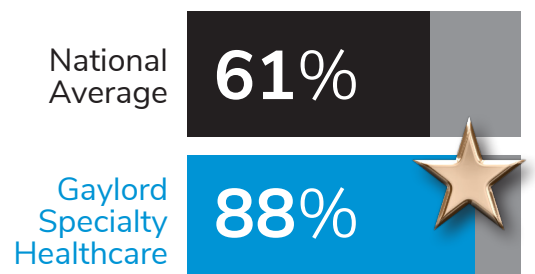
Our employees are more satisfied with our commitment to patient-centered care than the national average

FY2020 Gaylord Employee Survey



Our employees rate us better on overall safety than the national average

FY2020 AHRQ Survey
(Agency for Healthcare Research and Quality)



Our World-Class Medical Staff



Stephen Holland, MD

Vice President and
Chief Medical Officer

Board Certifications:

Internal Medicine,
Emergency Medicine



Megan Panico, MD

Medical Director, Gaylord Hospital
Medical Director of Respiratory Therapy

Board Certifications:

Critical Care, Pulmonology,
Internal Medicine



David Rosenblum, MD

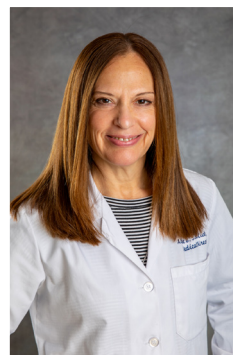
Director, Spinal Cord Injury Program
Medical Director, Milne Institute for
Healthcare Innovation

Board Certifications:

American Board of Physical Medicine
and Rehabilitation

Sub-Specialties:

Spinal Cord Injury Medicine,
Brain Injury Medicine



Alyse Sicklick, MD

Medical Director,
Inpatient Rehabilitation

Board Certifications:

American Board of Physical Medicine
and Rehabilitation

Sub-Specialty:

Brain Injury Medicine

Beautiful On-Campus Housing for Loved Ones, Steps Away from the Hospital

- Guest cottage complex with four individual private suites
 - Hotel Suite Layout
 - Central Entrance
 - Free Parking
 - Free WiFi
- Five room stand-alone cottage for family use
 - Two Bedrooms
 - Living Room
 - Dining Room
 - Eat-In Kitchen
 - Free Parking
 - Free WiFi



Gaylord's Inpatient Programs

Gaylord Hospital is ranked among the top 20 of the largest rehab providers in the nation by *Modern Healthcare*.

The latest technology, teamed with expert staff, allows patients to re-learn skills faster and regain maximum function in order to return to work and home.

**SPINAL
CORD
INJURY**



**BRAIN
INJURY**



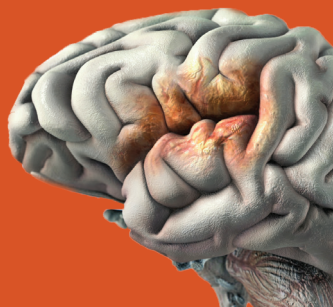
**COMPLEX
MEDICAL**



**ORTHO/
NEURO**



STROKE



PULMONARY





Spinal Cord Injury Program:

Model Spinal Cord System Partner Site
One of only 14 in the entire country

Gaylord's Spinal Cord Injury Program offers comprehensive, integrated rehabilitation that helps maximize abilities and guides patients back to the most independent life possible.

Our program draws on the expertise of a complete care team of specialists. We use the latest technologies and research to provide individualized care that focuses on the whole patient – body, mind and spirit.

Above all, we help set realistic goals and teach the skills to make the most of work, home and life.

Our Spinal Cord Patients are **Very Likely to Recommend Our Program**

100%
LIKELIHOOD

FY2020 Press-Ganey Patient Satisfaction 4's & 5's

Our Spinal Cord Patients **Felt that Our Program Met Their Goals**

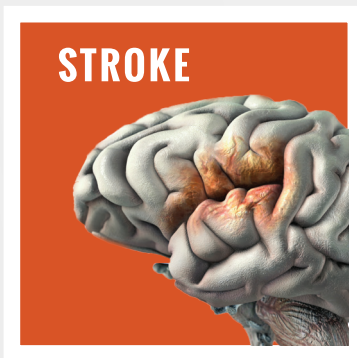
100%
POSITIVE

FY2020 Press-Ganey Patient Satisfaction 4's & 5's

Our Spinal Cord Patients
Rated their Overall Assessment of our Program Very High

100%
POSITIVE

FY2020 Press-Ganey Patient Satisfaction 4's & 5's



Stroke Program:

Designed to Meet Every Person's Unique Needs and Goals to Maximize their Recovery

Gaylord's Stroke Program offers a continuum of services to meet the specific needs of each patient including those with partial paralysis, speech loss, swallowing problems and perceptual or visual problems.

Using an interdisciplinary approach, our stroke team draws on the wide range of specialists available at Gaylord – speech, occupational, physical therapists and more – to help patients regain their strength and maximize their capabilities.

Our clinical care team is skilled in treating patients who may also have other complications, such as heart disease, hypertension or diabetes.

Our Stroke Patients are
**Very Likely to
Recommend
Our Program**

83%
LIKELIHOOD

FY2020 Press-Ganey Patient Satisfaction 4's & 5's

Our Stroke Patients
**Are Able to Return &
Live in the Community
After Discharge**

96%
OF DISCHARGED
PATIENTS

IT Health Track Data 4/1/2019 - 3/31/2020
Gaylord Inpatients, 90 Day Follow-up



Brain Injury Program:

Cutting-Edge Rehabilitation Techniques
to Maximize Independence

We bring together an array of resources and advanced technology, plus a team of highly experienced providers, to offer each brain injury patient an individualized approach to treatment.

Our programs are designed to support patients at each stage of their recovery, helping them adapt to their post-injury lives, maximize their independence and rejoin their communities.

Since every brain injury is different, our interdisciplinary team will customize a program based on each patient's specific needs.

Overall Satisfaction for our
Brain Injury Program is
**Higher than the
National Rate**

Gaylord Inpatients, IT Health Track Data
Patients Discharged from 1/1/2019 to 12/31/2019
Scores based on a scale of 0-4

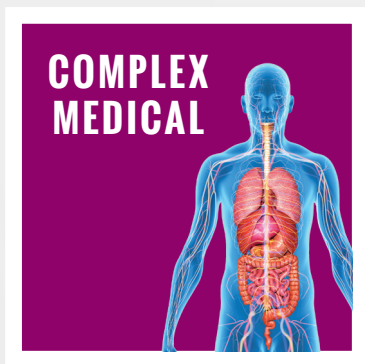
National Rate:
3.82%

Gaylord's Rate:
3.91%

Our Brain Injury Patients
are **Able to Return and
Live in the Community
after Discharge**

IT Health Track Data 4/1/2019 - 3/31/2020
Gaylord Inpatients, 90 Day Follow-up

100%
OF DISCHARGED
PATIENTS



Complex Medical Program:

Care and Treatment **Beyond the Scope** of a Traditional Hospital

Patients often come to Gaylord directly from the acute care hospital to receive complex medical care, and they are often dealing with multiple diseases or conditions that can include lung disease, heart failure, arrhythmias, post-surgical complications and open wounds.

Some patients arrive on a ventilator due to illness or injury and require ventilator weaning.

Four units are equipped with cardiac monitoring and telemetry equipment. Our satellite gym allows for easy access to therapy close to patient rooms.

Gaylord is Performing Better than the U.S. National Benchmarks

New or Worsened Pressure Ulcers
Gaylord 2.3%
vs. National 2.9%

Data as of 12/09/2020 CMS -
<https://www.medicare.gov/longtermcarehospitalcompare>

Gaylord's Infection Rates are Better than the National Average

CDI
★ Better than the National Average

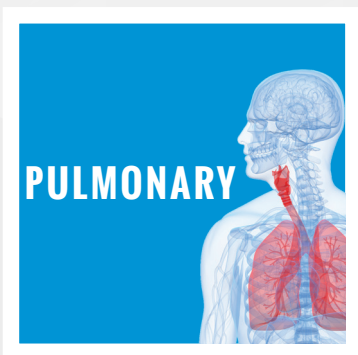
MRSA
★ Better than the National Average

Data as of 12/09/2020 CMS -
<https://www.medicare.gov/longtermcarehospitalcompare>

Our Patients Rated Us Very High when asked about their Overall Care

89%
POSITIVE

FY2020 Press-Ganey Patient Satisfaction 4's & 5's



Pulmonary Program:

Leading-Edge **Treatments & Technology** in Pulmonary Rehabilitation

Our Pulmonary Program offers a comprehensive range of proven, leading-edge treatments and technologies that are tailored to our patient's specific needs. We strive to help patients' meet their goals and live their lives as fully as possible.

We accept patients with pulmonary disorders from acute care settings who require ongoing medical, nursing and respiratory care. Inpatients may progress to Outpatient Pulmonary Rehabilitation. Inpatient admission is not required for participation in any outpatient rehabilitation programs.

Our Pulmonary Patients are **Very Likely to Recommend Our Program**

FY2020
Press-Ganey
Patient Satisfaction
4's & 5's

87%
LIKELIHOOD

87%

of our COPD Patients Maintained their Current Level or **Reported Improvement in Function**

FY2020 COPD Assessment Test to determine improvement in function

We are a Passy-Muir and Vapotherm Center of Excellence

This has improved our clinical outcomes in weaning patients from a ventilator and greatly increased decannulation rates in tracheostomy patients.



Our 30-Day Post-Discharge Readmission Rate is Much Lower than the National Rate

Based on claims-based CMS data from the reporting period of Q4 2017 - Q3 2019 Medicare Enrollment and Claims Data, LTCH Provider Preview



Our Patients are Successful Post-Discharge

IT Health Track Data 4/1/2019 - 3/31/2020

Gaylord Inpatients, 90 Day Follow-up



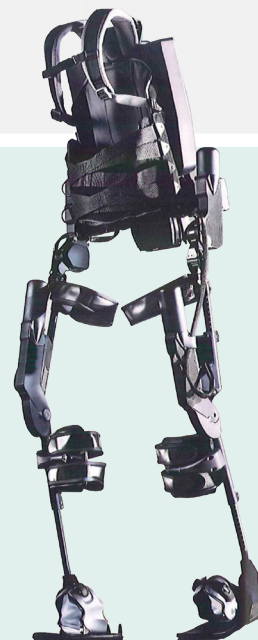
Our Team Utilizes Cutting-Edge Technology

Bionic Exoskeleton Technology

Gaylord is the first facility in Connecticut to offer the Ekso™ Bionic Exoskeleton.

The Ekso is a portable, adjustable bionic suit designed to help patients with lower-extremity paralysis or weakness from a spinal cord injury, stroke or other neurological condition to stand and walk. Gaylord also hosts ReWalk™ Robotics clinics in its Wallingford location.

Connecticut's Ekso Technology Expert



ZeroG® Gait & Balance System

The ZeroG Gait and Balance System protects patients from falls while providing dynamic body-weight support as they practice walking, balance tasks, sit-to-stand maneuvers and even stairs.

Because ZeroG is mounted on an overhead track, there are no barriers between the patient and therapist. With the only ZeroG in Connecticut, inpatients can begin rehabilitation as early as possible in a safe, controlled environment.

The Only Facility in Connecticut with ZeroG Technology



AlterG® Anti-Gravity Treadmill

AlterG Anti-Gravity Treadmills use NASA-developed Differential Air Pressure (DAP) technology that enables unprecedented unweighting therapy and training capabilities.

This unique unweighting with air pressure comfortably lifts users and allows them to walk or run at a fraction of their body weight.

Available in Three Outpatient Locations



Gaylord Has Four Convenient Outpatient Locations

Gaylord Outpatient Services

- Neuropsychology Program
- Psychiatry Services
- Aphasia and Cognitive Day Therapy Program
- Bionic Exoskeletons - Ekso and Re-Walk
- Gaylord Center for Concussion Care
- PT, OT, Speech and Aquatic Therapy
- Vestibular Therapy
- Vision Therapy



Wallingford

50 Gaylord Farm Road
Wallingford, CT 06492
(203) 284-2888 - Phone
(203) 294-8705 - Fax
gaylord.org

Gaylord Physical Therapy

- Focus on improving movement, mobility, and strength to restore, maintain and promote optimal physical function
- Expertise in addressing work capacity concerns and facilitating return-to-work planning
- Pools for aquatic therapy
- Patient education for continued healing at home
- Manual techniques
- Therapeutic modalities
- Dry needling



Cheshire

1154 Highland Avenue
Cheshire, CT 06410
(203) 679-3533 - Phone
(203) 294-8705 - Fax
rehabwithapro.org



Cromwell

50 Berlin Road
Cromwell, CT 06416
(203) 284-3020 - Phone
(203) 294-8705 - Fax
rehabwithapro.org



North Haven

8 Devine Street
North Haven, CT 06473
(203) 230-9226 - Phone
(203) 294-8705 - Fax
rehabwithapro.org

Positive Change in Functional Outcomes

FY2020 Gaylord Outpatient Data

Significant Change

in ODI

14.0%

ODI - Oswestry Disability Index
(low-back pain)

Significant Change

in LEFS

+17.0 points

LEFS - Lower Extremity
Functional Scale

Significant Change

in NDI

17.6%

NDI - Neck Disability Index
(neck pain)

Gaylord Sports Association:

The Largest Adaptive Sports Program in Connecticut

- Designated full-time program manager
- Staff supported by large volunteer base
- Offers 15 adaptive sports
- Over 200 adaptive sports opportunities per year
- Most programs are free of charge
- Program funded through donor funds
- Specific programs for veterans

Everyone from casual beginners to competitive athletes are welcome!

SPORTS
ASSOCIATION
GAYLORD HOSPITAL





TRAURIG HOUSE

Transitional Living Center

Traurig House is an 8-bed residential living center for acquired brain injury patients. Residential living centers are places where a person can learn to compensate for remaining physical and cognitive deficits in a safe environment.



- Average length of stay - 35 days
- Licensed as Residential Care Home - 8 beds
- 24/7 staff, certified in Medication Administration, CPR and First Aid
- Day Treatment Program five days per week within Gaylord Outpatient Services
- Can be referred from ANY level of care

Traurig House is the **only facility of its type in Connecticut**

Goals of the Program

- Increase level of functional independence, so that the person is well-prepared to live in the community
- Provide a safe place to practice physical, cognitive and communication skills
- Develop compensatory strategies to enhance independence

For More Information:

Amy Benoit, RN, BSN
Supervisor/Care Manager

Email: abenoit@gaylord.org
Phone: (203) 741-3488
Fax: (203) 294-8766

Seeing is Believing:

Call us to schedule a private tour.
More information available at
www.gaylord.org - search: Traurig

You Tube Find us on YouTube
search: Traurig

Traurig House Helps to Produce Great Outcomes

Our unique program helps patients acquire the communication, cognitive and mobility skills they'll need to enjoy an independent life and successfully re-enter their communities.

90%

Of residents are
Likely to Recommend
Traurig to others

FY2020 Residential Living Discharge Survey

87%

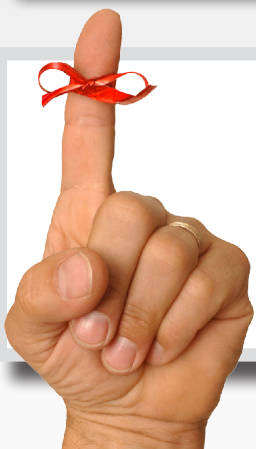
Of residents were
Discharged Back
to the Community

FY2020 Residential Living Discharge Tracking Report

97%

Of residents
Rated their Overall Stay
as a Positive Experience

FY2020 Residential Living Discharge Survey



Don't Forget:

Traurig House includes 5 days/week of intensive therapy at our **world-class outpatient facility**

A Team of Experts Dedicated to Injured Workers

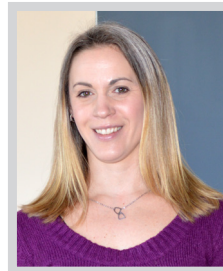
Making the Workers' Compensation Process Easy and Efficient

Talk to our dedicated
Workers' Compensation Physician



Medical Director,
Outpatient and Workers'
Compensation Services
Jerrold L. Kaplan, MD
(203) 284-2845
jkaplan@gaylord.org

Make an
Outpatient Referral



Workers' Compensation
Liaison
Jaclyn Magnuszewski, COTA
(203) 284-2989
jmagnuszewski@gaylord.org

Establish a
Contract or Single Case Agreement



Manager of
Payer Relations
Kathryn Prevost, RN
(203) 294-3279
kprevost@gaylord.org

Make an
Inpatient Referral



Workers' Compensation
Liaison
Elizabeth Weber, BSN, RN
(860) 426-5973
eweber@gaylord.org

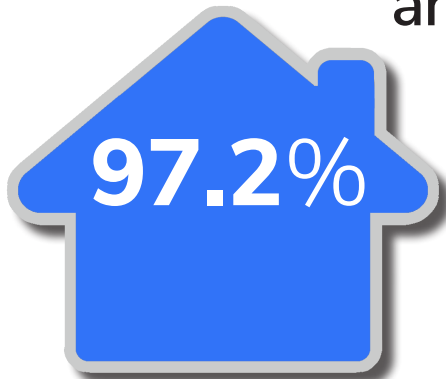
A Neuropsychology Department With a World of Experience

As part of the Gaylord Specialty Healthcare system, we offer a comprehensive concussion program and an experienced neuropsychology department serving both adolescents and adults.



We Specialize in Treating Injured Workers

Our Patients are Able to
Return to their Homes
and Lives



Percentage of Workers' Comp Inpatients Discharged
Back to the Community, FY2020 Gaylord Data

Number of
FY2020 Workers'
Compensation
Patients:

331

Average
Number
of Visits
Per Patient:

13.5

Average
Age of
Patients:

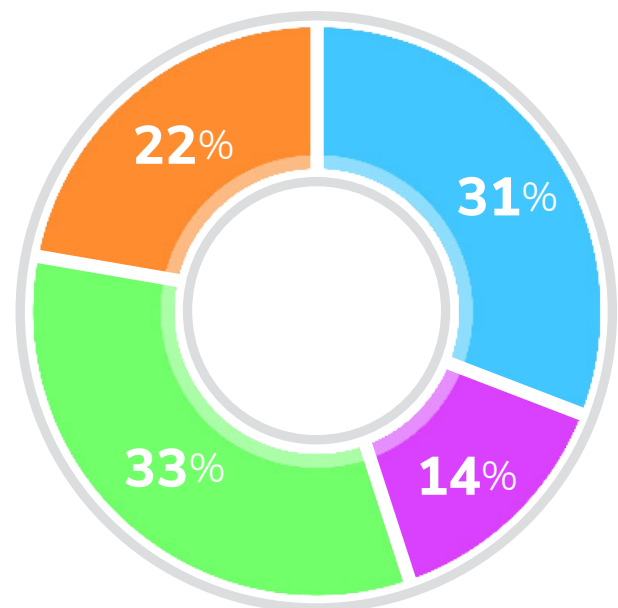
53.3

Our Inpatient Injured Worker Cases are Diverse

Gaylord is not your typical hospital. As a specialty hospital, we provide care and treatment beyond the scope of a traditional rehab hospital.

From music therapy to introducing new sporting opportunities, our team individualizes patients' rehabilitation paths to inspire them to work harder and return to their highest possible level of function.

FY2020 Gaylord Admission Data



Orthopedic
Rehab

Spinal Cord
Injury

Brain Injury

Medical

The Milne Institute for Healthcare Innovation

A Collaborative, Multidisciplinary Environment for Dedicated Research

Housed on Gaylord's campus in Wallingford, Connecticut, the Milne Institute conducts research and develops evidence-based practices and applied technologies, which have the potential to change lives around the world by leveraging Gaylord's expertise in the care of brain and spinal cord injuries, complex strokes, amputations and pulmonary diseases.

"The national need for a resource that can affect profound outcomes for people of all ages is extraordinary. Not only will we have the ability to perform transformational research on cutting-edge technologies, but we can also research some of the more modest things that, in the end, have an enormous impact on helping patients thrive."

- George Milne, Jr., PhD





Think Possible

gaylord.org

Gaylord Hospital

50 Gaylord Farm Road, Wallingford, CT 06492

Admissions Department:

P: (203) 284-2810 • F: (203) 284-2811

Traurig Transitional Living Center

80 Gaylord Farm Road, Wallingford, CT 06492

Referrals/Questions:

P: (203) 741-3488 • F: (203) 294-8766

Gaylord Outpatient Services

Medical and Therapy Services

50 Gaylord Farm Road, Wallingford, CT 06492

Referrals/Questions:

P: (203) 284-2888 • F: (203) 294-8705

Gaylord Physical Therapy

1154 Highland Avenue, Cheshire, CT 06410

P: (203) 679-3533 • F: (203) 294-8705

50 Berlin Road, Cromwell, CT 06416

P: (203) 284-3020 • F: (203) 294-8705

8 Devine Street, North Haven, CT 06473

P: (203) 230-9226 • F: (203) 294-8705