

1. What is captured under “Other” category in Race/Ethnicity? (Exhibit A)

***This would include race/ethnicity in the LTCH other than African-American, Asian, Caucasian, or Hispanic. In the NRU, it would be a patient with race/ethnicity other than Caucasian or Hispanic. The “Other” category could also include patients who have elected not to provide information or identified a race/ethnicity other than those listed above.***

2. Number of patients for various categories (e.g., race/ethnicity, gender) is provided for each LTCH and TBI/NRU. Please provide the age breakdown for LTCH and TBI/NRU. (Exhibit A)

	2018	2019	2020	Grand Total
0 to 17	0 LTCH 0 TBI/NRU	0 LTCH 0 TBI/NRU	0 LTCH 0 TBI/NRU	0 LTCH 0 TBI/NRU
18 to 64	105 LTCH 6 TBI/NRU	121 LTCH 8 TBI/NRU	159 LTCH 8 TBI/NRU	385 LTCH 22 TBI/NRU
65+	126 LTCH 3 TBI/NRU	96 LTCH 2 TBI/NRU	111 LTCH 0 TBI/NRU	333 LTCH 5 TBI/NRU

3. What is captured under the “Other” category for Payer Mix? (Exhibit A)

***This includes workers’ compensation, VA, self-insureds, or private pay.***

4. Exhibit B lists the top 5 diagnoses for the Hospital (“Curahealth”); are these conditions generally associated with patients who require extended hospital stays?

***Curahealth’s top 5 diagnoses (respiratory failure, sepsis, pneumonia, cellulitis, and shortness of breath) are generally associated with patients who require stays in a long-term acute care hospital of, on average, at least 25 days. The conditions are often combined with one or more other co-morbidities for long-term acute care hospital patients. In general, some of the most common conditions and services in a long-term acute care hospital include ventilator weaning, respiratory failure, wound care, cardiovascular disease, infectious disease, stroke, and post-operative complications.***

5. It is stated that the Applicant will further enhance the Hospital’s administrative and clinical infrastructure and the Hospital will leverage PAM Health’s 15 years of experience as a national provider of LTCH services. (pg. 6)
  - a. Provide details on how the administrative and clinical infrastructure will be enhanced.
  - b. Explain how PAM Health’s expertise can and will be leveraged by the Hospital.

***As a member of PAM Health, Curahealth will receive the benefit of the entire corporate organization of PAM Health, including but not limited to clinical, quality, financial, compliance, legal, human resources, and information technology. PAM Health has a long-standing track record as one of the largest providers of post-acute services, including long-term acute care hospitals, in the country. Access to that experience,***

*and the experienced corporate leaders from PAM Health will enhance both the administrative and clinical infrastructure of Curahealth.*

*Moreover, the Proposed Project is anticipated to reduce Curahealth's expenses through economies of scale associated with utilization of the PAM Health's business services, as well as access to PAM Health's national contracts for services and supplies, including but not limited to personal protective equipment, hospital equipment, and pharmaceuticals. As a result of the scale and size of PAM Health, its ability to negotiate more favorable terms will reduce Curahealth's non-clinical costs. Additionally, PAM Health provides billing and collection support, which will enable Curahealth to substantially reduce costs associated with these administrative services.*

6. How will PAM Health's network enable the Hospital to be able to obtain economies of scale? Provide examples of how the Hospital be able to reduce non-clinical costs.

*See Response to Question 5 above*

7. How does PAM Health plan to foster meaningful improvement and recovery for post-acute services at the Hospital? (pg. 7)

*Through each of its long-term acute care hospitals, PAM Health evaluates the specific market needs in terms of programs and the patient population, and determines which disease specific certifications it will seek for that particular hospital. These determinations will be dependent upon a variety of factors, including patient population and community needs. Equally important, PAM Health evaluates the physicians who are in the market and the ability and willingness of those physicians to plan, develop, and manage a program. Where PAM Health institutes specialized programs, it devotes all necessary resources to support the program and the healthcare professionals providing services to its patients. The PAM Health specialized services can range from advanced wound care programs to early mobility programs to vent weaning to bariatric services to hyperbaric oxygen therapy. Nationally, PAM Health long-term acute care hospitals exceed the national average in overall patient satisfaction and patient willingness to recommend, and have less falls and less pressure ulcers than the national average in long-term acute care hospital patients. Moreover, PAM Health closely monitors its ventilator wean rate in comparison to the national average, and substantially exceeds those rates of successful wean. All of these quality indicators are at the core of PAM Health's operations, and it devotes its experienced corporate team to providing enhanced quality and clinical services to insure its patients are receiving the highest quality care.*

8. The Application asserts that PAM Health will evaluate the Hospital to determine if it can implement one of its 9 disease specific certified programs that are accredited by The Joint Commission. Explain the evaluation process and what factors will be used to determine which programs can be implemented at the Hospital. (pg. 7)

*See Response to Question 7 above*

9. It is mentioned that PAM Health has culturally and linguistically appropriate services. Describe the language services available (e.g., which languages, modes such as in-person, telephone). (pg. 9)

*PAM Health has culturally and linguistically appropriate services. It maintains a national contract for the services of LanguageLine, which is the third-largest provider in the language-access industry, and*

*which serves most of the top hospital systems in the United States. Through LanguageLine, PAM Health has access to over 240 different languages, including American Sign Language, that can be interpreted and translated, and over 14,000 professional linguists. The LanguageLine services are available 24 hours per day, and are used by PAM Health and other healthcare providers to limit the risk of misunderstanding, avoid misdiagnoses, enhance communication and understanding of patients and families, and to improve completion of treatment plans. The services are available through video conference, telephone, and in-person, dependent on the particular facts. LanguageLine will be used at Curahealth.*

10. It is stated that social determinants of health (SDoH) is a factor considered in discharge planning.
- a. Describe the SDoH screening process for patients.
  - b. How are patients connected to social support services, if necessary?

*PAM Health utilizes a comprehensive, team-based approach to discharges planning in its long-term acute care hospitals. Discharge planning commences immediately upon admission, and includes assignment of a case manager and PAM Health clinical professionals, along with the patient's treating and consulting physician. Throughout the patient's stay, the team evaluates the needs of the patient, post-discharges, evaluates the services necessary, and consults with both the family and the other medical professionals to outline the plan post-discharge through asking questions and evaluating responses to identify challenges that a patient might face post-discharge, including social and economic resources, education and literacy, support networks, and physical and social environments. PAM Health works to identify those factors early in the process, to enable time to consult with available programs and providers who are able to assist with serving the needs of the patients. In addition, the Stoughton Hospital will have full access to the PAM Health corporate clinical and quality team, including its corporate case management professionals. These individuals bring the national experience to each particular circumstance, providing the local hospital with the value of many other hospitals and circumstances.*

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