

# Outpatient Rehab Case Study

*How one hospital realized a \$1.8 million impact over 3 years*

The outpatient rehabilitation department typically is viewed by hospitals as a cost center. To grow the revenue and value received from the department, hospitals must have access to a high performer capable of driving program excellence. Without a strong leader, rehabilitation departments often see a flat or declining reimbursement model compounded by the high cost of managing therapists.

## THE SITUATION

A local 84-bed general hospital in the Midwest with multiple ambulatory clinics and a comprehensive outpatient rehabilitation clinic was seeing a steady decline in its rehabilitation census and revenue. Hospital leadership sought to improve their department by revitalizing their service model through specialty-type programs and an improved delivery model. Leadership also wanted to improve service levels of local physicians and hospital staff.

## THE CHALLENGE

The hospital did not have a leader on site with expertise in rehabilitation hospital management, particularly one with knowledge of revenue growth solutions, service marketing, and specialty program development. They lacked focus across many areas:

- Industrial wellness/rehabilitation
- Pediatrics
- Women's pelvic floor health
- Aquatic rehabilitation
- Sports medicine programs
- TPI golf performance

## RESULTS OVER 3 YEARS:

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Visits up  
**78%**

Billable units up  
**87%**

New patients up  
**140%**

Efficiencies  
improved over  
**50%**

**“Our Therapy Department is the only service line for the hospital that is growing and making us money.”**

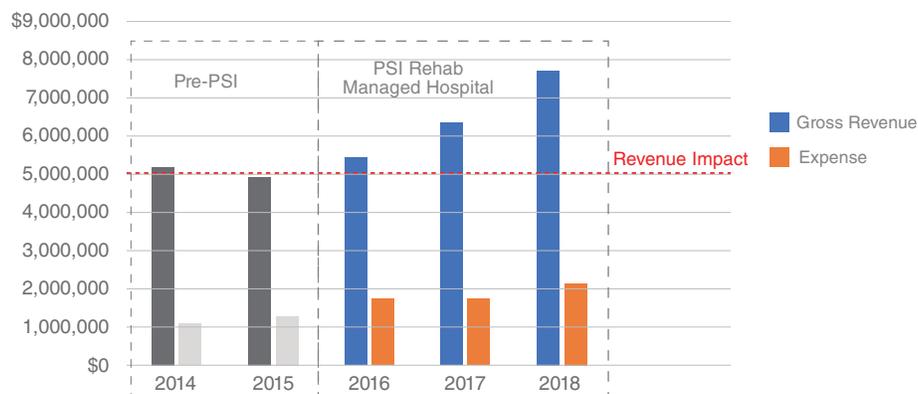
*–Vice President of Nursing and Ancillary Services*

## THE SOLUTION

After a brief meeting to learn about our business and the value we deliver, the hospital selected CPS Rehabilitation Services as their partner for revitalizing their department. Objectives of their partnership included reversing declining patient volumes, increasing revenues, and improving care quality.

By bringing in CPS resources to improve hospital rehabilitation management services, the hospital was able to tap into operational strategies that would yield significant results over the following three years. CPS tailored an approach to meet the unique needs of the hospital.

- **IMPLEMENTED** a site-specific strategy for setting and achieving meaningful operational, clinical, and financial outcomes
- **RECRUITED AND HIRED** exceptional clinicians and specialists in the geographic area in physical, occupational and speech therapies
- **BUILT RELATIONSHIPS** with physicians and referral sources while implementing a collaborative medical physical rehab model
- **IMPROVED** department culture by re-prioritizing commitment to the patient through personal accountability and team collaboration
- **ENGAGED** the local community through events to showcase skills and build relationships
- **LEVERAGED** social media and other marketing platforms to improve department voice
- **IMPROVED** home health entity to improve access for occupational, speech, and physical therapies



## THE RESULTS

**By year three, visits grew by 78%, billable units grew by 87%, new patients by 140%, and staff efficiencies improved by over 50% from baseline. Total revenue grew by more than \$1.8 million over the three-year period.**

Significant operational and clinical improvement to the hospital's rehabilitation service line was evident following management systems implementation, efficient care delivery, marketing execution, compliance and regulatory education, and revenue initiatives that all positively impacted the health of the hospital.