

Dedication to Improving Quality of Life, Providing Innovative Treatments, Leading with Integrity, Demonstrating Commitment and Acting on Compassion are qualifiers of The Encore Advantage. Encore Rehabilitation Services is a national company comprised of over 10,000 employees servicing over 600 facilities across 34 states with an increasing growth rate of maturity opening opportunities for a heightened renewal of giving back to the communities in which we serve.

Giving Back to the Community is the catalyst behind the renewal of Encore Rehabilitation Services' Student Clinical Affiliation Program. Project Management success is attributed to structural stages of defining (organization-level success), planning (detailed project requirements), managing (coordinate team performance), building (build the product) and closing (perform activities needed to formally bring the project to closure) to produce process results with a weighted return on investment (ROI).

### **Summary of Innovation: Student Clinical Affiliation Program**

Company Name: Encore Rehabilitation Services

Contact Name: Rex A. Crosby, OTR/L Vice President of Continuous Quality Improvement  
[RCrosby@encorerehabilitation.com](mailto:RCrosby@encorerehabilitation.com)

The defining stage for the renewal of the current Student Clinical Affiliation Program is attributed to a time study analysis of an employee who was performing dual roles, one of managing internal and external requests for student placements within the disciplines of Physical Therapy, Occupational Therapy and Speech and Language Therapy. At transition, the employee was managing 80 student related inquiries per week in conjunction with interdisciplinary team members assisting in clinical affiliation contract(s) management at a four tier Divisional Level comprised of 29 Regions. Post study analysis indicated that the current organization's level of success required an increased volume of attention to develop bridges between internal departments and community schools to achieve an increased level of maturity. The renewed Student Clinical Affiliation Program Project was formally authorized in October 2017 resulting in an opportunity to implement a fulltime position for a Clinical Fieldwork Coordinator.

The planning stage for the Student Clinical Affiliation Program was centered on a detailed project requirement of filtering all student placements and/or aspects through one individual, the Clinical Fieldwork Coordinator (CFC). Through the channeling of communication, multifaceted systems to include a Communication System, Tracking System and Onboarding System were birthed.

Communication System	Tracking System	Onboarding System
<ul style="list-style-type: none"> <li>• CFC notification of ALL student interests within Encore Rehabilitation Services</li> <li>• CFC outreach to community schools as a liaison throughout the rotation</li> <li>• CFC validates fully executed agreement</li> </ul>	<ul style="list-style-type: none"> <li>• CFC records the student rotation details</li> <li>• CFC enters student data into central database for recruiting efforts</li> <li>• Human Resource Department maintains an active file of onboarding requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Regional efforts structured according to Medicare, State and Corporate compliance requirements</li> <li>• CFC performs as a bridge between facility, corporate and school levels</li> </ul>

Project systems were the base of the solution that made a difference with our customers and staff facilitating a rapid reduction in missed student placement opportunities, delayed student rotations and/or neglect in the completion of the onboarding process.

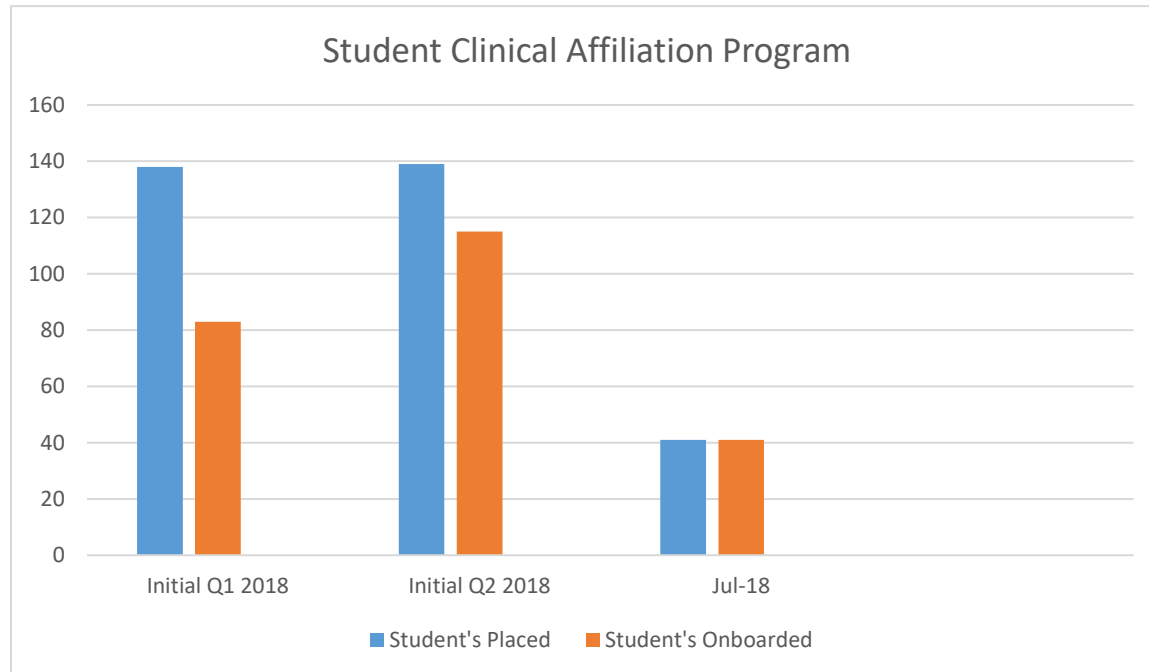
## Customer

- **Schools** - project systems provide a central contact for student(s) acceptance, logistic assurance and completion of onboarding requirements
- **Students** - project systems provide a central contact and familiar voice during the preparation steps of the Clinical Rotation
- **Internal Facilities** - project systems provide assurance of adherence to State guidelines

## Staff

- **Regional Vice Presidents (RVP)** - project systems release the burden of ensuring fully executed agreements therefore reducing the rate of noncontractual student placements
- **Staffing Coordinators (SC) / Administrative Assistants (AA)** - project systems develop a 1:1 team between the SC/AA : Student for completion of the onboarding system therefore maintaining HIPAA sensitive material at a corporate level
- **Therapy Program Managers (TPM)** - project systems release the burden of gathering all State requirements reducing the rate of error therefore inhibiting HIPAA sensitive material at a facility level
- **Clinical Instructors (CI)** - project systems enable 'early stage' relational interactions with their student(s) during the pre-onboarding stages
- **Recruiters** - project systems enable ease in student 'look up' according to graduation date initiating recruiting efforts according to region

In order to manage and coordinate the renewed Student Clinical Affiliation Program’s performance, checks and balances were implemented quarterly however, as maturity was gained, measures were transitioned into monthly. It is important to note that the ‘true measurements’ of the **number of students placed** and the **number of students onboarded** did not begin until January 2018. Through the transition of a fulltime CFC in October 2017, an increased volume of interactions with the staff and customer(s) occurred over the program’s initial quarter revealing indicators of separation within the current Student Clinical Affiliation Program. These indicators prompted training internally at the RVP level, Human Resource level, TPM level as well as externally at the School level. Currently, Encore Rehabilitation Services is affiliated with 1,381 schools.



**Chart Results**

	<b>Student’s Placed 2018</b>	<b>Student’s Onboarded 2018</b>	<b>Success Rate</b>
Initial <b>Q1</b> (January / February / March)	138	83	<b>60%</b>
Initial <b>Q2</b> (April / May / June)	139	126	<b>91%</b>
<b>July 2018</b>	41	41	<b>100%</b>

In review of the innovation test results, onboarding success is attributed to the development of procedural products that are consistently implemented to perform each step of the renewed Student Clinical Affiliation Program.



**Student Program Process**

## Student Program Process

*Giving Back to the Community*

### STEP 1

Review of Process: Universities / Colleges will send the CFC student placement requests according to specific disciplines, levels (I or II) and rotation dates

Before a student request is sent into the field, the CFC will ensure that an Active Affiliation is in place

- a. The CFC will send out the student request(s) to designated regions and/or specific site selection per University / College preference : RVPs cc'd on email
- b. If a University / College contacts a facility with a student request, the TPM is responsible for emailing the CFC acknowledging the interest

A student should not be accepted at the facility level

Upon the acceptance of a student, the TPM is responsible for providing the name and discipline of the Clinical Instructor (CI) to the CFC (**completed on Form 1B**)

### STEP 2

Onboarding Process: post acceptance of a student, the TPM is responsible for emailing their Regions Administrative Assistant (AA) and Staffing Coordinator (SC) to begin the onboarding process as well as gain access into the Electronic Health Record and Everlearn (internal intranet system for education, communication and resource access for employees)

- a. The TPM is responsible for providing the AA and SC with the name of the student, discipline, rotation dates and contact information

The CFC will assist the TPM with securing the student's name, phone and email contact from the University / College upon acceptance of a student (**completed on Form 1C**)

- b. The AAs and SCs work from a Checklist that must be completed prior to the first day of the student's rotation (**best practice – start process 2 weeks prior to rotation**) which includes:
  1. Status Change Notice (SCN) – signed by RVP ( **If a rotation is extended or ended early, a new SCN will need to be completed and signed**)
  2. State Specific Background Check Results
  3. Copy of Valid Driver's License
  4. OIG Exclusions Check Results (screen print)
  5. HIPAA – Privacy Policies Acknowledgement (signed by the student)

## NARA Innovation Award 2018

6. Resident Bill of Rights (signed by the student)
7. Confidentiality Statement for Non-Workforce Member (signed by the student)
8. TB Test Status (results within 12 months)

The CFC will notify the University / College of the stated requirements as well as connect the student with the appropriate region's AA and SC for paperwork compliance and efficiency **(completed on FORM 1D)**

If a student is attending solely for observation purposes for 8 hours or less over 1 day: only #5, #6 #7 of the Student Checklist documents need to be signed by the student. If a student spends more than one day of observation, a complete onboarding process must be completed by the AA and SC

### STEP 3

Training Requirements: The Clinical Instructor (CI) is responsible for guiding the student through the Everlearn modules with the TPM's oversight

- a. Everlearn Modules (modules are to be completed in the facility prior to initiating patient care)
  1. New Hire Discipline Specific Track (PT, PTA, OT, OTA, ST)
  2. Yearly Mandatory Modules
- b. Electronic Health Record
  1. Students are not permitted to bill
  2. Clinical Instructor (CI) co-signs all student documentation entries to include Evaluations, Progress Notes, Recertifications and Discharge Summaries

### STEP 4

Resources

1. Student Tracker **(FORM 1E)**
2. Student Policy and Procedure Review **(FORM 1F)**
3. Student Policies - #104 (Student Supervision) and #105 (Billing for Student Provided Services) found in [MyEverlearn.com: Policies to Skilled Nursing Policies \(100\)](#)
4. Student Placement Trackers to be sent to RVPs monthly for TPM distribution to serve as a check and balance of identified future student placements

Upon the identification of a discrepancy, the TPM is responsible for emailing the CFC for the initiation of appropriate action

5. Laura Sostre – guidance in the student process, assist with questions / concerns and provide clinical knowledge in the development of student pathways
6. All Student Program Process Forms are located in MyEverlearn

Student Placement Form

*Hello Therapy Program Manager,*

I have received a student placement request:

<b>University / College</b>	
<b>Discipline</b>	
<b>Level</b>	
<b>Rotation Dates</b>	
	<p>Please confirm if you are able to accept a student at this time:</p> <p style="text-align: center;"><input type="checkbox"/> <b>Yes</b>   <input type="checkbox"/> <b>No</b></p>
<b>Clinical Instructor's Name</b>	
<b>Clinical Instructor's Discipline</b>	
<b>TPM Email</b>	
<b>Staffing Updates:</b>	

*Giving Back to the Community*

Student Acceptance Form (School Level)

Thank you for selecting [ENCORE Rehabilitation Service](#) as a clinical site for your students. I would like to formally accept:

<b>Discipline</b>	
<b>Level</b>	
<b>Rotation Dates</b>	
<b>Facility</b>	
<b>CI Name</b>	
<b>CI Discipline</b>	
<b>TPM Email</b>	

*ENCORE* Rehabilitation Services has initiated a new onboarding process that will ensure Medicare Compliance as well as State Regulatory Compliance in the event of a state survey during a student’s rotation.

To ensure Medicare Compliance, *Encore* Rehabilitation Services will provide Discipline Specific Training Modules as well as Mandatory Modules that are equivalent to a new hire process. The students will be guided by their CI to complete this process prior to initiating patient care.

To ensure State Regulatory Compliance, *Encore* Rehabilitation Services will require:

1. Current (results within 12 months) State specific Background Check
2. Copy of Valid Driver’s License
3. OIG Exclusions Check Results
4. HIPAA – Privacy Policies Acknowledgement
5. Resident Bill of Rights
6. Confidentiality Statement for Non-Workforce Member
7. TB Test Status (results within 12 months)

The Student will be assigned to a regional Administrative Assistant (AA) and Staffing Coordinator (SC) to assist in the efficiency of the onboarding process. The AA and SC will be the main contact for paperwork compliance and submission via email.

**AA:**

**SC:**

To initiate contact and enroll the Student within our Electronic Health Record and training site (Everlearn) please provide the following:

<b>Student Name</b>	
<b>Student Phone</b>	
<b>Student Email</b>	
<b>Student Address</b>	
<b>Year of Graduation</b>	

*We appreciate the opportunity to invest in the clinical pathway of your student(s)!*

*If you are interested in learning more about employment opportunities with Encore, please contact our recruiting department at (866) 925-8505 or visit our web page at [www.encorerehabilitation.com](http://www.encorerehabilitation.com).*

Encore Rehabilitation Services *Excellence* in Performance

*“Service Provider of Choice, Employer of Preference”*

Student Acceptance Form (Facility Level)

*Hello Therapy Program Manager,*

I have *accepted* a student placement request:

<b>University / College</b>	
<b>Discipline</b>	
<b>Level</b>	
<b>Rotation Dates</b>	
<b>Student Name</b>	
<b>Student Phone</b>	
<b>Student Email</b>	
<b>Onboarding Process</b>	Please verify your regional Administrative Assist ( <b>AA</b> ) and Staffing Coordinator ( <b>SC</b> ) name(s) for submission accuracy of the students name, discipline, rotation dates and contact information to gain access into <i>our Electronic Health Record, Everlearn</i> and complete the onboarding process via the <i>Student Checklist</i> .
<p><b>RVP:</b>  <b>AA:</b>  <b>SC:</b>  <b>CI:</b>  <b>Facility:</b>  <b>Post Onboarding: Please Welcome the Student for a Facility Orientation Day in Preparation for Day 1 of their Rotation.</b></p>	

*Giving Back to the Community*



In the effort to formally bring this innovation program into closure, unexpected results were identified. Post field distribution of the 'Master Student Tracker' (which serves as a monthly check and balance system) facilities demonstrated a moderate request rate of 'Scheduled Students.' In order to rectify this separation within the procedural pathway, a Student Tracker was developed for implementation at the facility level.

## Student Tracker

Student	Discipline	Level	Rotation Dates	Student Contact Information	University School	Email sent to Administrative Assistant / Staffing Coordinator to begin Onboarding Process	Clinical Instructor outreach to student to prepare for Day 1	Student Completion of Everlearn Trainings	CI Assessment of Student Fieldwork Placement AND Student Assessment of CI and Fieldwork Placemat <i>SENT TO CFC</i>

*Giving Back to the Community*

Another unexpected result occurred during the onboarding process post distribution of the Student Acceptance Form at the Facility Level. In the process of program maturity and staff learning, TPMs were

overlooking the instructional need of ‘alerting’ their regional AA and/or SC of their upcoming student’s name, discipline, rotation dates and contact information initiating the onboarding process resulting in a delayed clinical rotation and/or student retraction until the process was completed. In order to rectify this separation within the procedural pathway, the CFC carbon copied the AA and/or SC within the original email to the TPM in addition to modifying the forms verbiage to *‘Please verify your regional Administrative Assist (AA) and Staffing Coordinator (SC) name(s) for submission accuracy of the students name, discipline, rotation dates and contact information to gain access into our **Electronic Health Record, Everlearn** and complete the onboarding process via the **Student Checklist**’*

*‘I so appreciate your care and genuine concern with this situation. Your kindness and speedy attempts to remedy the situation were most appreciated’*

*~Michigan State University*

In parallel efforts to operational growth and clarity, obstacles arose in the area of Clinical maturity. Clinical Instructors were demonstrating inconsistent scores within internal compliance audits in the areas of Student Supervision and Student Billing. To remain consistent within the Encore Advantage qualifier of ‘Walking out Integrity,’ resources were developed to promote maturity as a resolution.



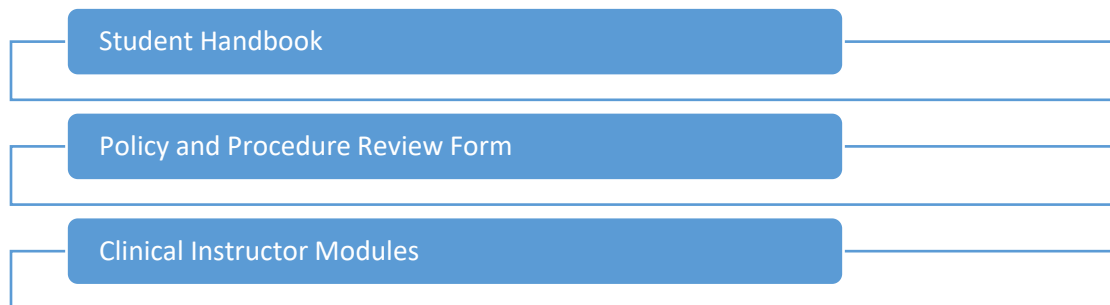
Student Handbook  
- Final 2018.pdf



Policy and  
Procedure Review Form



Clinical Instructor  
Training.pptx



### Tools Utilized to Measure Success of the Renewed Student Clinical Affiliation Program

1. Project Plan
  - a. creation of the formal document ‘Student Program Process’
2. Metrics
  - a. monthly analysis of Student Placements in correlation to Student Onboarding Completion
  - b. CI / Student Assessment of Fieldwork Placement
  - c. review of Clinical Compliance Audit Scores
  - d. Student > Employee conversion rate
    - i. July 2018 Actual Hires = 17%
    - ii. July 2018 Potential Hires = 20%

3. Project Updates



- a. monthly Clinical Instructor Educational Calls
- b. development of a student *Consent to Use Statement Form* to celebrate success via marketing purposes to include website and newsletter testimonials

*My SNF clinical with ENCORE! was my favorite  
~Cuyahoga Community College Student*

4. Budget Analysis

a. Internal budget

- i. Established annual salaries encompass RVP, TPM, AA, SC, CI and Recruiter job roles
- ii. CFC annual salary developed to perform job role
- iii. Purchase and mailing distribution of Student Gifts detailed with the *Logo of Encore*

Item	Item #	Min Order	Price	Setup Fee	Notes	Picture
8 1/2" x 11" Note Pads	5005025	250 500	\$1.68 \$1.39	\$40	8 1/2" x 11" Imprint black and blue pms 279.	
Mystic Pen	879 MYSTIC PEN	250	\$0.79	\$40	Blue w/white imprint.	
Letter Clipboard	CB912	250	\$3.60	\$55	Clip - white w/blue imprint Board - blue w/white imprint	

## *Long Term Results of the Encore Commitment*

Giving Back to the Community

Internal and External Student Training

### Adjunct Curriculum

Multi- State Student Discipline Specific Interviews

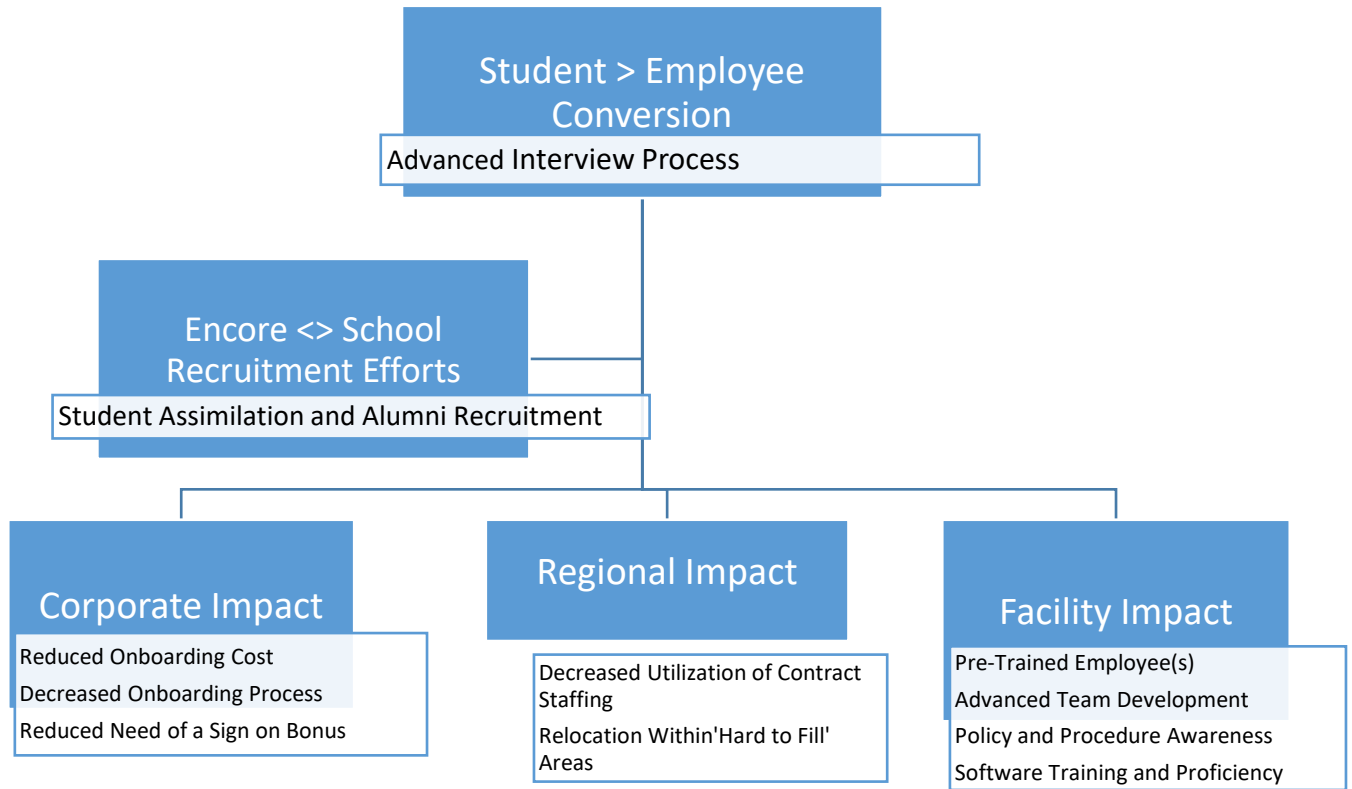
Classroom Instruction

### Student Professional Preparedness and Responsibility

Acceptance of Clinical Level 1 and Level 2 Rotations  
Acceptance of Observation Students to accumulate required hours for an accredited academic program application

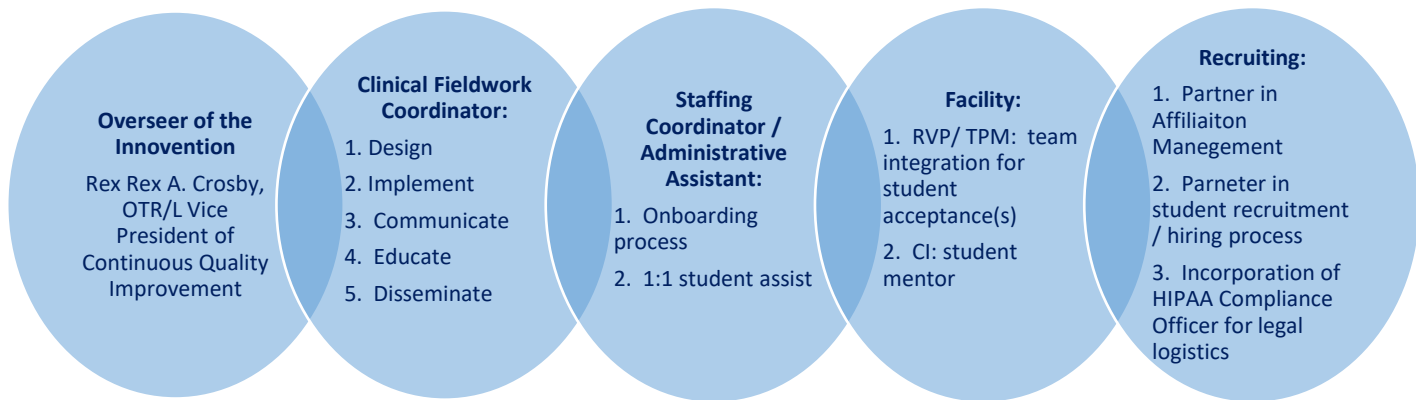
Classroom Lectures  
'Supervision,' 'Professional Associations' and 'Professional Development'

**Building to Loyalty is the Pathway to a Longterm Weighted ROI**



This innovative program is adaptable to accommodate various volumes of business due to its consistent procedures and visual prompts to maintain the integrity of internal and external bridges connecting the interdisciplinary team. Built in systems serve as a means to restore performance maturity with a reduced to zero rate of consequence. Encore Rehabilitation Services Student Clinical Affiliation Program was developed on a national scale with statistics of over 10,000 employees servicing over 600 facilities across 34 states advancing a success rate of 40% within a 7 month timeframe to restore a maturity level of 100%. Utilizing internal resources reduces a cost output with a Return on Investment of Student > Employee conversion elevation rate. It is estimated that this innovation would prove results quicker within a smaller organization respecting an adherence to the Project Plan: 'Student Program Process' producing long term effects of *Giving Back to the Community!*

**Individuals' Roles in the Innovation**



2019 Goal: Development and Implementation of Quarterly Customer Satisfaction Surveys.

*If you truly believe in your purpose, then you are able to give back to the community at a level greater than what was given unto you!*

*~Laura Sostre, Clinical Fieldwork Coordinator*