



NARA 2022 Fall Conference

The Era of Agility: Strategies for Your Business

Wednesday, October 5, 2022: 9:00am – 4:30pm EST

Thursday, October 6, 2022: 9:00am – 5:00pm EST

Friday, October 7, 2022: 9:00am – 12:15pm EST

- Speakers:** Multiple (see below)
- Hosted By:** National Association of Rehab Providers & Agencies
Christie Sheets, Executive Director
EM: Christie.sheets@naranet.org PH: (866) 839-7710
- Target Audience:** Owners, Executives, Administrators, Directors, Therapy Managers, Marketing Managers, Reimbursement Managers, Compliance Managers, Human Resource Managers, Physical Therapists, Occupational Therapists, and Speech Language Pathologists
- Format:** Presentations with Lecture including Question and Answer Sessions
- Educational Level:** Intermediate
- Registration:** Member Discounts Available see [website](#) for Registration
- Contact Hours:** 14.50 Contact hours/ 01.45 CEUs
- Classification:** AOTA Category 3: Professional Issues (Provider ID 9038)



**PT & PTA: Illinois Department of Financial
And Professional Regulation**
CE Sponsor #216.000298

ASHA Course #: ABR0052-001



National Association of
Rehabilitation Providers and
Agencies

This course is offered for 1.45 ASHA CEUs (Intermediate Level, Related area).

Pending CCB Approval for CHC

For more information on our policies please visit our webpage at: <http://www.naranet.org/education>

The Era of Agility: Strategies for Your Business

Course Information continued

Conference Description

The speakers provided resources and education on managing and leading their business forward during the challenges the industry continues to face. All therapy settings and disciplines were addressed related to Medicare managed care, COVID long-haulers, value-based purchasing, maintenance therapy, target probe and educate audits, understanding your financials, and PDPM.

Course Objectives

1. Discuss the impact of challenges in healthcare on therapy providers
2. Define Social Determinants of Health, Health Literacy and Health Equity
3. Define the SDOH data elements for the post-acute care settings.
4. Explain methods for improving patient care with a focus on specific SDOHs
5. Explain how SDOH might be used to stratify rehabilitation outcomes
6. Define COVID Long Haulers and discuss clinical presentations
7. Discuss interdisciplinary rehab approach to COVID Long Haulers recovery
8. Identify best practices for addressing denied care
9. Develop a robust medical review process
10. Describe the elements of the established measures that can be impacted by a therapy team
11. Describe the role their therapists should take to improve patient outcomes for their agency's first performance year
12. Summarize the rules of the road- refreshing PDPM rules and regulations
13. Identify the key components of what pieces you need to be reimbursed appropriately
14. describe the differences in treatment approaches that may exist in SNF settings, HH and outpatient
15. describe the regulatory differences among the SNF, HH and outpatient settings
16. explain the required documentation elements for SNF, HH and outpatient settings
17. Describe when maintenance is a covered Medicare benefit and explain the Medicare regulatory difference between maintenance therapy and rehabilitative therapy
18. Explain when it's appropriate to create a skilled maintenance program
19. List elements needed in the documentation to support skilled maintenance
20. Explain the TPE process including notification expectations, steps associated with each round, and criteria for favorable completion
21. Develop strategies for risk assessment, ADR management, claim tracking, and appeals management
22. Define value-based Physical Medicine & Rehabilitation
23. Describe a quality improvement process that integrated motivational interviewing training and ongoing skills development into PM&R within a large integrated health system
24. Identify components of financial reports used to manage your business

Timed Agenda

Day 1 – October 5, 2022

1. Conference Welcome: Current Events Impacting Industry (9:00 – 9:30am)
2. Bertice Berry (9:30 – 11:00am)

Timed Agenda Continued

3. Break (11:00 – 11:15am)
4. Sessions (11:15am – 12:30pm)
 - a. A: Maintenance Therapy Jitters? Understanding Right Place, Right Time and How to Document Maintenance Appropriately
 - b. B: Home Health Value Based Purchasing: Leverage Your Therapy Team for Success
5. Lunch on Your Own (12:30 – 2:00pm)
6. Managing Managed Care (2:00 – 3:30pm)
7. Afternoon Break (3:30 - 3:45pm)
8. NARA Innovation and Impact Presentation (3:45 – 4:45pm)

Day 2 – October 6, 2022

1. Social Determinants of Health: What is it and Why is it Important to Rehabilitation Providers (9:00 – 10:30am)
2. Morning Break (10:30 – 10:45am)
3. Sessions (10:45am – 12:00pm)
 - a. A: Driving the Path of PDPM Accuracy
 - b. B: Motivational Interviewing and Mentor Training to Enhance Patient Engagement in a Value-Based Physical Medicine & Rehabilitation Practice
4. Lunch on Your Own (12:00 – 1:30pm)
5. Sessions (1:30 – 3:00pm)
 - a. A: Targeted Probe and Educate (TPE): Why You Can't Afford to Not be Experienced
 - b. B: COVID Long Haulers
6. Afternoon Break (3:00 - 3:15pm)
7. Special Interest Group Meetings: Compliance, Home Health, Outpatient/Pediatrics, Skilled Nursing Facilities (3:15 – 5:00pm)

Day 3 – October 7, 2022

1. Financial Management of Your Business (9:00 – 10:30am)
2. Morning Break (10:30 - 10:45am)
3. Cross Training Therapists for the Care Continuum: What's the Same, What's Different? (10:45am – 12:00pm)
4. Closing Remarks: Be Agile (12:00 – 12:15pm)

Conference Speakers

Kelly MacNeill-Cooney, MA, CCC-SLP, CHC is the Vice President of Compliance and Training for Therapy Specialists a HealthPRO Heritage company in San Diego, CA and is a Speech Language Pathologist and Certified in Healthcare Compliance. She is also the President of the National Association of Rehab Providers and Agencies (NARA) and a long-standing ASHA Member. She is active in therapy related legislative issues on a federal, state and local level. In her role as President at NARA, Kelly works with membership and other key partner organizations to interpret and develop responses to proposed rules such as PDPM, PDGM, and MIPS as well as provide leadership for the overall operations. Kelly sees herself as a clinician first and her management outcomes have always focused on a clinically rich environment where therapists are encouraged to treat every client, regardless of age, as part of the family. With management experience that includes single-site, multi-site, multi-state and consulting roles, Kelly advocates for superior patient care, a supportive and positive work environment for staff

Conference Speakers Continued

[Kelly Cooney continued] and cooperative partners with customers and associates. Financial: Ms. Cooney has no relevant financial relationship. Nonfinancial: She is the employee of a NARA member company.

Bertice Berry, PhD. is, a best-selling author and award-winning lecturer has been named Comedian of The Year, Lecturer of the Year and Entertainer of the Year. She has published 11 best-selling books in both fiction and non-fiction and has won numerous awards and accolades for both her writing and presentations. Berry has had her own nationally syndicated television show and has hosted, interviewed and made numerous television, documentary and radio appearances on a variety of diverse venues including The Tonight Show, Oprah Winfrey, Between The Lions, Crossfire, 20-20, NPR, PBS and Comedy Central and CNN. Berry has used her unique gifts and talents as a writer and ghost writer for others on a wide range of topics including race and gender issues, sociological studies, stratification, healthcare reform, humor, spirituality, sexuality, slavery and the abolitionist movement, weight loss and wellness, relationships, servant leadership, transformational leadership, diversity and love. Berry has led parades, had classrooms named after her and has been awarded over 10 honorary doctorates. She earned her own doctoral degree from Kent State University at the age of 26 and still sees her most fulfilling achievement and role in life as that of mother to her 5 adopted children. "If you ain't dead, you ain't done," a character in one of Berry's novels says. Berry believes that every one of us has been given a unique purpose and it is our obligation to find it and use it to improve first our own self and then for those we live and work with. Ms. Berry is receiving an honorarium and reimbursement of expenses for her session. She has no nonfinancial relationship.

Dawn Greaves, PT, DPT is the Chief Clinical and Innovation Officer at Aegis Therapies. She has almost 20 years' experience in the home health sector from field clinician to her current role. Dr. Greaves is the current Editor for the APTA Home Health Section Quarterly Report. She is also the chair for NARA's Home Health Special Interest Group. Financial: Ms. Greaves has no relevant financial relationship. Nonfinancial: Ms. Greaves is the employee of a NARA member.

Denise Norman, PTA is an experienced team leader with an extensive program, business and staff development background as well as financial management experience, Denise began her career as a Physical Therapy Assistant. Her hands-on patient care experience and business savvy have earned her several customer service and performance awards. Denise has been involved with NARA for many years serving on our conference committee for 10+ years including as the Chairperson. Denise currently is the Secretary for the NARA Board of Directors. Financial: Ms. Norman has no relevant financial relationship. Nonfinancial: She is the employee of a NARA member.

Robert Scales, Ph.D. is a Mayo Clinic Assistant Professor of Medicine and the Director of Cardiac Rehabilitation. His primary research focus is the application of MI into healthcare. Currently, he is Principle Investigator in a multi-site medical education research trial to evaluate the effect of online learning to teach effective communication, innovation and technology in Physical Medicine & Rehabilitation. He is an experienced MI trainer and is he a member of the Motivational Interviewing Network of Trainers. Disclosure: Dr. Scales has no relevant financial or non-financial relationship.

Linda Riccio, OT/L, is the Vice-President of Therapy Services for Transitional Care Management. She has led an extensive career in the long-term, sub-acute and adult rehab settings since earning her degree in Occupational Therapy from Mount Mary University in 1981. Linda has held various operational and clinical roles on a national level, and has a diverse skill set in program development

Conference Speakers Continued

[Linda Riccio continued] and implementation resulting in fiscally responsible and meaningful programs in today's evolving healthcare landscape. Ms. Riccio has no relevant financial relationship. Nonfinancial: Ms. Riccio is a member of NARA.

Ellen R. Strunk, PT, MS, GCS, ACEEAA, CHC, RAC-CT has worked in various roles & settings as both clinician, manager/director and policy expert. Ellen is an expert at helping customers understand the CMS prospective payment systems in the skilled nursing facility and home health setting, as well as outpatient therapy billing for all provider types. For the past 13 years, Ellen has worked with dozens of clients as principal consultant and founder of Rehab Resources and Consulting, Inc. Her experience in both the home and community aspects of the post-acute care continuum gives her a unique perspective in finding solutions while insuring a patient-centered approach is not lost in translation. Ellen also supports organizations' post-acute care work in many areas including provider education, measure development, and regulatory compliance. Volunteerism and advocacy are an important part of her life. As an advocate for issues to advance the care of the older adult, Ellen has served on a number of CMS Technical Expert Panels, served as co-project lead on obtaining National Quality Forum endorsement of a functional outcome measure, and personally advocated to Congress and CMS on a number of policies affecting physical therapy. Ellen lectures nationally on the topics of regulatory compliance in the post-acute care space and coding/billing/documentation to meet medical necessity guidelines and payer regulations, as well as pharmacology for rehabilitation professionals, clinically appropriate exercise for older adults, and the importance of functional outcomes to value-based payment. Ellen is a published author, having contributed to the 4th edition of Guccione's Geriatric Physical Therapy with a chapter on Health Policy for Physical Therapists and Older Adults. Financial: Ms. Strunk has no relevant financial relationship. Nonfinancial: She is the employee of a NARA member.

Jaclyn Warshauer, PT, CRC, is the National Director of Medical Review and Quality Services at Aegis Therapies and is a certified coder. At Aegis Therapies she monitors and trains on regulatory affairs, trains therapists on conducting documentation auditing, and is a resource regarding Medicare coverage, coding and documentation requirements. Prior to employment with Aegis therapies, Jaclyn was a Medicare Medical Reviewer for 9 years with National Government Services, a Medicare MAC. Jaclyn has served as a resource to CMS on subjects related to coverage and documentation of therapy services. Jaclyn has conducted many national teleconferences and seminars on documentation guidelines and auditing for rehabilitation services. Financial: Ms. Warshauer has no relevant financial relationship. Nonfinancial: She is the employee of a NARA member.

Kathleen Dwyer, OTR/L, CHT, RAC-CT, CHC joined CHS Therapy Rehab in 2020 as the Vice President of Quality Assurance and Appeals. In her current role as Senior Vice President of Compliance, Kathleen works with her team to ensure our documentation process meets or exceeds quality standards, oversee internal audits, and handle the appeal process. Her experience in therapy management has included positions as Director of Therapy, Regional Director of Operations, Director of Operations, and Executive Vice President in long-term care. Throughout her career she has achieved specialty certifications in Hand Therapy, and the Resident Assessment Coordinator, which designates her as an expert in the skilled nursing facility prospective payment system and the minimum data set assessment. She is also certified in Healthcare Compliance and belongs to the American Occupational Therapy Association and The Health Care Compliance Association. Financial: Ms. Dwyer has no relevant financial relationship. Nonfinancial: She is the employee of a NARA member.

Conference Speakers Continued

Keely L. Kent, PT, DPT, RAC-CT, QCP, Vice President of Compliance and Clinical Services at Continuum Therapy Partners. Keely holds a Doctorate in Physical Therapy from Chatham University (2007), Bachelor of Science in Exercise Science from University of Mount Union (2005), as well as additional certifications including RAC-CT and QCP through AAPACN and Credentialed Clinical Instructor thru the APTA. Keely has had a primary focus in long term care/SNF but takes pride in her experience in various settings including: Acute Care Hospitals, Inpatient Rehab, Home Health, Schools, and Assisted/Independent living facilities. Keely has experience in management of operations in various states with a focus on clinical outcomes, regulation changes, as well as customer engagement and customer service. She has presented for AHCA and Ohio Health Care Association on topics including Telehealth and VBP/QRPs, as well as to customers and to communities regarding PDPM, Discharge planning, Fall Prevention, Covid-19 Long Haul, Home safety, Maintaining Independence as one ages and specialized topics such as state survey preparedness and customer service. Keely is a member of The National Association of Rehab Providers (NARA) and The National Association for the Support of Long-Term Care (NASL). Financial: Ms. Kent has no relevant financial relationship. Nonfinancial: Ms. Kent is the employee of a NARA member.

Mark McDavid, OTR, RAC-CT, CHC has an accomplished career in long-term care and allied health services, with an emphasis in rehab operations management and regulatory compliance. He has a proven track-record of dynamically growing therapy programs, and he has become a sought-after source in regard to regulatory compliance, documentation, PDPM, MDS, and MPPR. His knowledge and its application to business strategies has earned national recognition, including appointment to the American Association of Nurse Assessment Coordination's Expert Advisory Panel. He also served two terms as an elected board member-at-large for the National Association of Rehabilitation Providers and Agencies, where he continues to chair the national SNF special interest group. As the owner of Seagrove Rehab Partners, Mark works to enhance therapy-related operations and Medicare compliance in a wide variety of settings. Financial: Mr. McDavid has no relevant financial relationship. Nonfinancial: He is the employee of a NARA member.

Mary Saylor-Mumau, MPT, RAC-CT is a Medical Review and Denials Manager at Aegis Therapies and an MDS Coding Consultant for Post Acute Care Solutions (PACS) Consulting. She is a member of the Policy and Innovative Practice Committee within the Academy of Leadership and Innovation and a Payment Specialist for APTA Pennsylvania. Across her therapy career, Mary has held various clinical and managerial positions that span multiple therapy settings. She has served as adjunct instructor for a PTA program, performed workers' compensation utilization reviews, and has been selected to present oral sessions at APTA's CSM, the ASHA national conference, and the AOTA national conference. Financial: Ms. Saylor-Mumau has no relevant financial relationship. Nonfinancial: She is the employee of a NARA member.

Maureen McCarthy, BS, RN RAC-MT, QCP-MT, DNS-MT, RAC-MTA is the President and CEO of Celtic Consulting, LLC, nationally recognized as a luminary amongst long-term care operators and clinicians for Reimbursement and Regulatory matters, Audits, and Analysis, Enhancing Operational Efficiency, Education, and Litigation Support. Maureen combines clinical expertise with regulatory acuity to assist clients with developing sustainable remediation plans. She is a registered nurse with over two decades of work experience, including direct patient care, MDS Coordinator, Director of Nursing, Rehab Director, and Medicare biller. Recognized for thought-leadership, Maureen presents to many long-term care associations- the American Health Care Association (AHCA), American Association of Post-Acute Care Nursing (AAPACN), and the American College of Health Care Administrators (ACHCA).

Conference Speakers Continued

Maureen serves on multiple committees and is a sitting member of the Board of Directors for several organizations. She has trained thousands of clinicians, financial professionals, and Administrators. Certified as a Master Teacher for Quality Assurance and Performance Improvement processes (QCP-MT), Master Teacher of the MDS (RAC-MT), Master Teacher in Advanced MDS (RAC-MTA), and Medicare Regulations, and Master Teacher for the Director of Nursing Course (DNS-MT). She is Certified as a Master Teacher for Quality Assurance and Performance Improvement processes (QCP-MT), Master Teacher for the Director of Nursing Course (DNS-MT), and Master Teacher of the MDS (RAC-MT), and Master Teacher in Advanced MDS (RAC-MTA), and Medicare Regulations. She delivers webinar presentations and seminars on topics relevant to long-term care industry organizations. Published in these leading industry journals McKnight's Long-Term Care News, PPS Alert, and Skilled Nursing News, and authored several books. Financial: Ms. McCarthy is receiving reimbursement of travel expenses. She has no non-financial relationship to disclose.

Michelle Stuercke, RN, MSN, DNP, MPH, LNHA assists with developing and implementing specialty clinical programs at TCM managed properties. A licensed nursing home administrator, Michelle earned her Master in Public Health degree from Roosevelt University and Doctorate in Geriatric Nursing from Rush University. She offers significant program development, mentoring, regulatory and financial management expertise. Financial: Ms. Stuercke has no relevant financial relationship. Nonfinancial: She is the employee of a NARA member.

Nina Davis Lazenby, M.S., CCC-SLP received her Bachelor of Science Degree in Speech and Hearing Sciences and her Master of Science degree in Speech Language Pathology from the University of South Alabama in Mobile. Nina has over 10 years' experience with the adult population in Acute Care, Outpatient and SNF settings. She is licensed in the state of Alabama and Florida. Nina is a Board Member at Large and serves on the Conference and Policy and Procedure Committee for The National Association of Rehabilitation Providers and Agencies (NARA). Currently Nina serves as the Director of Appeals for Restore Therapy. Financial: Ms. Lazenby has no relevant financial relationship. Nonfinancial: She is the employee of a NARA member.

Renee Kinder, MS, CCC-SLP, RAC-CT is a speech-language pathologist and currently serves as Executive Vice President of Clinical Services at Broad River Rehab. Additionally, she serves as the Gerontology Professional Development Manager for the American Speech Language Hearing Association's (ASHA), is a member of the University of Kentucky College of Medicine community faculty and is a current RUC advisor and prior CPT advisor to the American Medical Association's Relative Value Update Committee (RUC) Health Care Professionals Advisory Committee (HCPAC). Financial: Ms. Kinder has no relevant financial relationship. Nonfinancial: She is the employee of a NARA member.

Sara Bender earned her B.S. in Biology/Pre Med at St. Vincent University in Latrobe, PA and her Doctorate of Physical Therapy from Slippery Rock University also in PA. She has extensive experience in Orthopedic Outpatient clinics as well as in the Skilled Rehab and Geriatric settings. Sara is a Dementia Capable Care Instructor and is a Certified Ergonomic Specialist. She has specialized training in Work Conditioning/Hardening as well as the performance of Functional Capacity Evaluations and interpretation of data. Sara currently functions in a development and training role in the Compliance and Reimbursement division of EncompassCare and has been responsible for researching, developing, training and piloting a Full Spectrum Light adjunct treatment for COVID Long Haulers Recovery. Financial: Ms. Bender has no relevant financial relationship. Nonfinancial: She is the employee of a NARA member.

Conference Speakers Continued

Shannon Liem graduated from Florida State University with a master's degree in Communications Disorders. She is a licensed speech-language pathologist in the state of Florida and been in practice for over 31 years with experience in acute care, skilled nursing facilities, outpatient and home health. She has been employed by Aegis Therapies for the last 27 years and currently serves as a National Clinical Director for Home Health providing support for clinical programming, compliance, and regulatory updates within the home health environment. Financial: Ms. Liem has no relevant financial relationship. Nonfinancial: She is the employee of a NARA member.

Stephen Hunter, PT, DPT, OCS, FAPTA serves as the Director of Internal Process Control at Intermountain Healthcare where he has served in different roles since 1984. Prior to his current position, Mr. Hunter served as the Administrator over 10 outpatient orthopedic physical therapy clinics in Salt Lake City, Utah with Intermountain. During this time, he continued to treat patients. He has been involved in clinical and quality improvement research since 1986. Mr. Hunter has authored or co-authored over 20 articles in peer reviewed journals on this topic. He received his bachelor of arts in physical therapy from University of Utah in 1984, and his clinical doctorate in 2008. He completed a 2-year orthopedic residency 1995 and became board certified in orthopedic physical therapy in 1996 (renewed in 2006). Additionally, Mr. Hunter have been very active in the National Association of Rehab Providers & Agencies (NARA) for many years serving in several positions on the Board and on Committees. Most recently he was NARA President from 2015-2019 and now serves as the Immediate Past President. Financial: Mr. Hunter has no relevant financial relationship. Nonfinancial: He is the employee of a NARA member.

Jonathan Thoupos, Senior Vice President of Strategic Projects at HealthPRO-Heritage. Mr. Thoupos is a graduate of the Robert H. Smith School of Business at the University of Maryland. Mr. Thoupos has no relevant financial relationship. Nonfinancial: Mr. Thoupos is a member of NARA.

Conference Information

Financial Support (our conference sponsors do not have any control over the content of the conference):

- Net Health
- Aegis Therapies
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Continuing Education Eligibility

In order to be eligible for CEUs, you must be registered and logged in under the name on the registration and complete the assessment for the webinar within 2 weeks of the day of the virtual conference. For attendees who cannot attend the live conference, you must use the provided link to the recording which will capture your attendance and viewing of the conference to satisfy the logged

Conference Information

in requirement. If you are seeking ASHA CEUs, you must provide your ASHA number and indicate you are seeking ASHA CEUs during registration and/or via the daily assessments. If you have questions, please contact NARA at christie.sheets@naranet.org.

Cancellation Policy: Registrations are transferable to other people for the same conference. All live conference cancellations will be transferred to the recorded conference registration when related to COVID. All requests for cancellation must be confirmed in writing a minimum of 2 weeks prior to the conference start date to be eligible for a full refund, less a \$100 cancellation fee. A cancellation made less than 2 weeks before the conference start date is not eligible for a refund but can be transferred to another employee of the organization. Participant(s) who do not cancel in writing will be considered as no shows and will not be eligible for refunds/credits.

Special Requests:

If you have any special requests related to the learning environment such as physical, sensory, or emotional please contact NARA at christie.sheets@naranet.org. The conference facility meets accessible needs. NARA follows all applicable state and federal guidelines regarding accessibility in the learning environment.

References Supporting Learning Objectives:

- Proprietary business data from speakers organization on treatments provided to patients
- Social Determinants of Health - World Health Organization, <https://www.who.int/health-topics/social-determinants-of-health>
- SNF PPS FY 2023 Proposed Rule, <https://www.federalregister.gov/documents/2022/04/15/2022-07906/medicare-program-prospective-payment-system-and-consolidated-billing-for-skilled-nursing-facilities>
- Final Specifications for SNF QRP Quality Measures and Standardized Patient Assessment Data Elements (SPADEs) <https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/NursingHomeQualityInits/Downloads/Final-Specifications-for-SNF-QRP-Quality-Measures-and-SPADEs.pdf>
- OIG Report 4-27-22
- Medicare Managed Care Manual Pub 100-16
- Medicare Claims Processing Manual Pub 100-8
- Medicare and Medicaid Programs; CY 2022 Home Health Final Rule
- Medicare and Medicaid Programs; CY 2023 Home Health Proposed Rule
- RAI Manual
- Whitman A, De Lew N, Chappel A, Aysola V, Zuckerman R, Sommers B. Addressing Social Determinants of Health: Examples of Successful Evidence-Based Strategies and Current Federal Efforts. Assistant Secretary for Planning and Evaluation Office of Health Policy. HP-2022-12. April 1, 2022.
- U.S. Department of Health and Human Services. Office of the Secretary. Progress Report to Congress. HHS Office of Minority Health. 2020 Update on the Action Plan to Reduce Racial and Ethnic Health Disparities. FY 2020. Available at https://www.minorityhealth.hhs.gov/assets/PDF/Update_HHS_Disparities_Dept-FY2020.pdf.

Conference Information

- Centers for Medicare & Medicaid Services Office of Minority Health (CMS OMH). 2021b. "Health Equity as a 'New Normal': CMS Efforts to Address the Causes of Health Disparities." Presented at CMS Quality Conference, March 2-3, 2021.
- Medicare Benefit Policy Manual. Centers for Medicare & Medicaid Services. <https://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/Downloads/bp102c15.pdf>
- Frequently Asked Questions (FAQs) Regarding Jimmo Settlement Agreement (August 2017). Centers for Medicare & Medicaid Services. <https://www.cms.gov/Center/Special-Topic/Jimmo-Settlement/FAQs>
- Jimmo et al v. Health and human Services Secretary. Opinion and Order Adopting Defendant's Corrective Action Plan and Mandating Two Additional Requirements (February 2017). United States District Court for the District of Vermont. <https://www.medicareadvocacy.org/wpcontent/uploads/2017/02/Jimmo-v.-Sebelius-Corrective-Action-Order.pdf>
- Fritz, J. M., Brenna, G. P., Hunter, S. J., Magel, J. S. (2013). Initial management decisions after a new consultation for low back pain: Implications of the usage of physical therapy for subsequent health care costs and utilization. Archives of Physical Medicine and Rehabilitation, 94: 808-816
- Rosengren, D. B. (2017). Building motivational interviewing skills: A practitioner workbook. 2nd Edition. New York, NY: Guilford Press
- Boscia, Nicole J. Strategies for Hospitals after Implementation of Reimbursement Cuts to the Outpatient Prospective Payment System. Diss. Walden University, 2022.