



Rehab Without Walls®
Neuro Rehabilitation



2024

IMPACT REPORT



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ABOUT US

Rehab Without Walls (RWW), the Neuro Rehab Division of BrightSpring Health Services, stands as the premier provider of complementary pharmacy, home and community-based health services for complex populations requiring specialized and/or chronic care.

With 40 years of experience in connecting individuals and homes to enhance outcomes for patients, clients, and families, BrightSpring Health Services through its affiliates, is committed to ensuring every individual served receives the right care, at the right time, in the safest environment possible.

Aligned with our passion for helping those with complex care needs lead their best lives, Rehab Without Walls epitomizes innovation in neuro rehabilitation and transcends conventional approaches to assist individuals recovering from brain and spinal cord injuries, strokes, and treatment of progressive neurological conditions. By integrating scientifically validated rehabilitation protocols and specialty programs with real-life activities, we have developed intensive rehabilitation programs along a continuum of care, promoting innovative and lasting results for patients throughout their recovery journey and beyond.

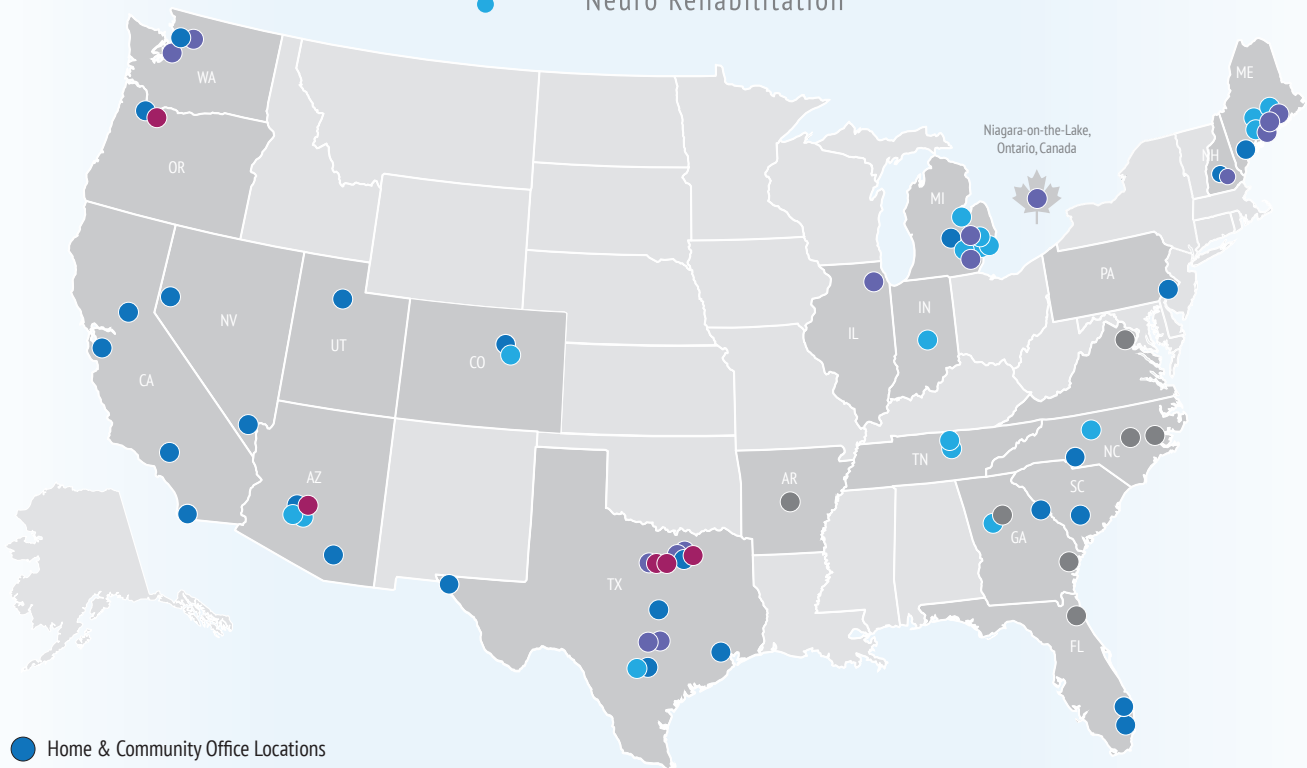
Our mission at Rehab Without Walls is to establish and implement a seamlessly coordinated continuum of care, ensuring individuals recovering from acquired brain injuries, along with their families, have access to the highest quality care and rehabilitation services. Our ultimate goal is to empower them to lead productive, fulfilling lives with the utmost independence.



2024 HIGHLIGHTS

In 2024, we strengthened our commitment through key expansions, program investments, acquisitions, and technological advancements. Investments in technology, compliance, and workforce development positioned us to retain top talent, reduce turnover by 5%, and create a culture of accountability and innovation. From securing new accreditations to advocating for industry-wide reimbursement improvements, we are strengthening our impact and influence. Through Lean Six Sigma strategies, we streamlined and improved processes with our revenue cycle partners, operations teams, and clinical quality resources. These strategic investments enhance access to top-tier care, ensuring that more individuals receive the specialized support they need to achieve meaningful recovery and long-term success.

Expanding across 21 states and Canada, Rehab Without Walls offers a continuum of care for individuals with neurological injuries and complex needs. Our recent expansions in 2024 include Home and Community locations in Las Vegas, Nevada; Reno, Nevada; and Philadelphia, Pennsylvania in early 2025. Our Home and Community services extend therapy within a considerable radius around each city, ensuring broader access to our services for individuals in need.



- Home & Community Office Locations
- Outpatient Service Locations
- Outpatient Senior Living
- Residential Service Locations
- Day Treatment Clinic

For a full list of locations, please visit:
RehabWithoutWalls.com/Locations

RehabWithoutWalls.com



Expansions, Capital Investments, and Acquisitions:

Rehab Without Walls Expands with Acquisition of Rehab in Motion

In August 2024, Rehab Without Walls proudly acquired Rehab in Motion, a leading provider of outpatient rehabilitation services within senior living communities across Arkansas and Florida. This strategic acquisition enhances our ability to deliver comprehensive, patient-centered rehabilitation, strengthening our nationwide network and expanding access to high-quality care.

Under the leadership of Jennifer Donahue, VP of Rehab in Motion, we expanded into Savannah, Georgia, and Manassas, Virginia, with further growth planned for 2025. Rehab in Motion's expertise in serving senior living communities seamlessly aligns with our mission, allowing us to broaden our rehabilitation services, foster stronger partnerships, and improve patient outcomes across the country.



Rehab in Motion

A Rehab Without Walls® Program

RWW's 2024 Capital Investments: Strengthening Neuro Rehabilitation for the Future

In 2024, RWW made significant capital investments to enhance our programs, reinforcing our commitment to top-tier neuro rehabilitation. These strategic improvements support the recruitment and retention of highly skilled therapists and staff, ensuring personalized, high-quality care. By expanding and modernizing our facilities, we have increased treatment efficiency, patient accessibility, and overall rehabilitation outcomes, ultimately reducing long-term healthcare costs and strengthening our neuro services program.

Colorado Westminster Outpatient Clinic Expansion

The Westminster Outpatient Clinic grew by 1,338 square feet, bringing the total clinic space to 4,932 square feet. This expansion enabled the relocation of the front lobby to a more accessible area and created a dedicated employee space, allowing the transformation of the former breakroom into an Activities of Daily Living (ADL) room—complete with a washer, dryer, sink, and countertops for real-life skill practice. The new gym space features designated zones for Physical, Occupational, and Speech Therapy, equipped with a leg press machine, mirrored walls, and a weight station, increasing patient capacity from 8 to 15. Additionally, the clinic now includes five private treatment rooms for Speech Therapy, Dry Needling, and sensory-sensitive sessions, significantly improving patient experience and care delivery.

San Marcos Residential Program Renovations

RWW's San Marcos Residential Program completed a multi-year renovation project in 2024, focusing on participant residences, therapy centers, and overall property enhancements. These investments have not only elevated the quality of living and therapeutic spaces but also contributed to census growth, demonstrating the positive impact of an inviting and well-maintained environment on both patients and staff.

Pate Day Neuro Expansion

Pate's Day Neuro program underwent a 5,000-square-foot expansion, with a state-of-the-art gym now open and supporting our expanded Day Neuro services and other RWW patients. The new facility features two restrooms, two private treatment rooms, a large conference room, and additional storage. Additionally, plans are in place to expand the dining area to accommodate the growth in Day Neuro patients.

Expanding Access to RWW Home & Community Services within Pate's New Expanded Rehabilitation Program

As part of RWW's commitment to expanding access to high-quality neuro rehabilitation, we have integrated our Home & Community office within Pate's newly expanded Rehabilitation Program which included a 5,000-square-foot gym. This strategic addition enhances our ability to serve Home and Community-based patients by providing state-of-the-art rehabilitation resources when our patients community resources are limited.

New Residential Homes Expansion

As part of our Maine Residential programs, RWW has invested in the development of four new four-bedroom residential homes. The first home was completed in December 2024, with admissions expected by the end of Q1 2025. A second home is slated to open in Q3 2025, followed by a third later in the year, and the final home is projected for Q1 2026.

For the initial home, MaineCare (Maine Medicaid) will serve as the primary referral and payer source, ensuring critical access for individuals in need. As additional homes become operational, RWW plans to broaden its payer mix to include Workers' Compensation contracts and potentially the Veterans Administration, increasing accessibility and service reach. These new residences will provide specialized care in a home-like environment, further strengthening our residential neuro rehabilitation offerings.

Our Downer Grove, Illinois residential program has undergone a transformational renovation featuring a 2,886-square-foot expansion and a cutting-edge rehab gym. This state-of-the-art facility will soon include a fully equipped aquatic therapy program, highlighted by the installation of a 14x10-foot therapy pool, setting a new standard for rehabilitation excellence.

These capital investments reflect RWW's unwavering commitment to innovation, excellence, and patient-centered care. By expanding our facilities and enhancing resources, we continue to elevate neuro rehabilitation services, benefiting patients, families, and communities for years to come.



OUR PEOPLE

Our success at Rehab Without Walls is driven by the dedication, compassion, and expertise of our team. Each member plays an invaluable role in delivering high-quality care and support to our patients and their families, through consistently embodying our core LEGACY values. In 2024, we hired 926 new team members including caregivers, CNAs, nurses, rehab technicians, transporters, physical therapists, occupational therapists, speech language pathologists, social workers, counselors, and neuropsychologists to serve our expanding patient referrals to our programs nationwide.



2024: **357** New Therapists



2024: **382** New Caregivers/DSPs

New and Promoted Leaders:

We strengthened our leadership team with the promotions of **Scott Mayo to Vice President of the Northeast Region** and **Renée Lach-Sharon to Vice President of the West Region**. Additionally, **Jennifer Donahue is Vice President of our newly acquired Rehab in Motion**, further expanding our impact and expertise.



Scott Mayo

Vice President of the
Northeast Region

Since joining BrightSpring in 2013, Scott Mayo has been instrumental in expanding and strengthening Rehab Without Walls' services across the Northeast. Under his leadership, Maine's three outpatient clinics have flourished with experienced rehab managers leading the way. He developed Maine's Care Coordination Program, now serving over 120 individuals, and played a key role in launching Maine's Residential Programs in 2016, achieving consistent high occupancy rates. His impact continued with the 2022 acquisition of Robin Hill Farm, adding 42 residential beds in New Hampshire, and the expansion of Home & Community Services across Maine and New Hampshire.

Scott is a dedicated mentor and advocate for neuro-rehab services, fostering high-performing leaders and shaping statewide policies through his involvement in Maine's Brain Injury Advisory Council and the Governor's Advisory Council on Brain Injury. His leadership has significantly improved access to high-quality rehabilitation services, ensuring individuals recovering from brain injuries receive the support they need to regain independence and thrive.



Renée Lach-Sharon

Vice President of the
West Region

Since joining RWW in September 2022, Renée has been a driving force in enhancing clinical and quality standards. As Manager of Therapy Clinical and Quality Services, she led the development of outpatient standards of practice, improving regulatory compliance, efficiency, and outcome collection. Her leadership was instrumental in standardizing RWW Specialty Programs, particularly in a major initiative to enhance care for the frail elderly in collaboration with BrightSpring's executive medical team.

With over 30 years of experience in post-acute care, Renée brings extensive clinical and operational expertise. She holds a bachelor's degree from the University of Oregon and a master's in physical therapy from Duke University. A lifelong learner, she has earned multiple certifications, including Board-Certified Geriatric Specialist, Advanced Competency in Home Health and Vestibular Rehabilitation, and Certified Expert for Aging Adults. She is currently pursuing her Doctor of Physical Therapy (DPT) to further expand her expertise.



Jennifer Donahue

Vice President of
Rehab in Motion

Jennifer Donahue, RWW's new Vice President of Operations, leading out our new Outpatient business line in the Senior Living Community healthcare space. Jennifer is an executive leader with over 18 years of experience across various healthcare settings with a large focus on the geriatric population. She holds a master's degree in occupational therapy from the University of Mississippi Medical Center.

Jennifer's leadership legacy over the past 18 years encompasses extensive experience in developing new clinics and creating specialized programs tailored to the senior population all while fostering individual team leadership growth. She has a passion for providing a culture of autonomy for employees and excellent care for all clients following the vision of "therapy the way it was meant to be."

Christine Martin, Christi Ewing, and Julia Mazick were promoted to Regional Directors, further strengthening our leadership.



Christine Martin has been promoted to Regional Director of Operations, Northeast overseeing Home & Community (H&C) services in Maine, New Hampshire, Massachusetts (Q4 '25), and Pennsylvania. With 10 years of leadership at RWW, she has been a driving force behind growth, quality, and operational excellence. A past recipient of RWW's Legacy Leader, Quality Leader, and Operational Leader of the Year awards, her leadership continues to make a lasting impact.



Christi Ewing as the Regional Director of California Home & Community Operations! A Loma Linda University graduate and seasoned physical therapist, Christi has over 20 years of expertise in orthopedic and neurorehabilitation. Before joining Rehab Without Walls in 2020, she held key leadership roles, including Vice President of Operations for a large outpatient clinic. Since joining during the pandemic, Christi has built a powerhouse team, driven revenue growth, and upheld top-tier patient care. Her excellence earned her the RWW Quality Award and Legacy Leader of the Year.



Julia Mazick's promotion to Regional Director, overseeing Texas Home & Community (H&C), Texas Outpatient, and Michigan H&C services. Her exceptional leadership has driven financial, clinical, and operational improvements, making a significant impact across multiple locations. Julia's leaderships journey began at TIRR Challenge Program where she developed her passion for brain injury rehabilitation. As a Director of Rehab at Mentis she managed inpatient and outpatient facilities. Her expertise spans brain injury, stroke, Parkinson's, autism, and complex medical conditions. Julia has earned RWW Operation Leader of the Year Award.

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Duke Lee, Director of Clinical Management began his career in a Skilled Nursing Facility in Pueblo, Colorado. Early in his career, Duke gained leadership experience as a Rehab Director in a downtown Denver facility. After the birth of his second son, he stepped away from management to focus on direct care in an inpatient rehab facility and later transitioned to PRN work to support his family while his wife completed her PhD. Upon joining RWW, Duke quickly embraced the organization's model and mission, finding a deep connection with the population served.

Bethany Thorson, Clinic Manager over our Colorado Outpatient clinic in Westminster, has been a Medical Speech Language Pathologist for over 11 years since she graduated with her master's from Northern Arizona University. She has always been extremely passionate about her work with stroke and brain injury survivors at all levels of care (previous positions in the hospital system with UHealth, inpatient rehabilitation facilities, home health care, and skilled nursing facilities). She is LSVT LOUD and AmpCare Esp certified, with hopes to eventually become a Certified Brain Injury Specialist (CBIS). She is skilled in cognitive and language rehabilitation, prioritizing functional and personal needs and goals of her clients. She additionally runs a monthly aphasia support group for patients and family members, as aphasia is her passion.

Corinne Johnston, our Outpatient Rehab Director has been employed by MCIR/RWW for 26 years. She is a Licensed Social Worker and started off providing case management services to the program's patients, assisting with social service issues and any internal needs they had which helped facilitate a better rehab experience. She transitioned to the position of Admissions/Discharge Coordinator shortly thereafter and then accepted the role of Program Manager. Her background in mental health services and Social Work has added to the success of the program in that she has been able to facilitate good, working relationships with her patients and their families. She also has the Qualified Brain Injury Specialist-Mentor certifications.

Carolyn McElfresh, Outpatient Rehab Director has been with Maine Center for Integrated Rehab since 2000 and obtained her Bachelor of Science in Therapeutic Recreation and her CTRS certification in 1997. In 2006, she went back to school and obtained her RN. She has both her CBIS and QBISP-M certifications. She began in the Winslow office (now Fairfield) as a CTRS, then transferring to the Rockland office in 2013 as the Program Manager.



Barbara Mansir, Outpatient Rehab Director has worked for MCIR/RWW Fairfield for 24.5 years. Barbara started as an Admissions/Discharge Coordinator and worked her way up to Program Manager. Barb as grown and learned many things over the years in her position. She has been an RN for 32 year and has worked as a staff nurse on an acute rehab unit and was a charge nurse for 28 years (8 years full time and 20 years per diem). Barbara received her Certification Rehabilitation Registered Nurse in 1995 and has maintained it to present day. Barbara is a Certified Brain Injury Specialist and Qualified Brain Injury Specialist-Mentor.

Sonya Smith, Executive Director of RWW in Southern California, brings 17 years of expertise in neurological rehabilitation. She earned her Doctorate in Physical Therapy from Western University in 2007 and has taught at Azusa Pacific and Western University. Since joining RWW in 2020, Sonya's leadership quickly advanced her to Director of Clinical Management, where she played a key role in CARF accreditation and the EMRG committee. Now, as Executive Director, she is committed to providing exceptional care and improving the lives of individuals with neurological conditions.

Shannon Oxtan, Manager of Clinical Quality Services, joined RWW in 2019 as a Speech-Language Pathologist in San Antonio, and quickly earned a promotion to Program Manager in 2020. She helped launch a new home and community location and introduced innovative programs like the Comprehensive Driver Rehabilitation Program and Specialized Vestibular Program. In 2022, she relocated to Boise, Idaho, transitioning into Talent Acquisition Manager by 2023. With 15+ years of clinical experience across multiple healthcare settings and a Master's in Speech-Language Pathology from the University of Florida, Shannon brings invaluable expertise to her new role.

Summer Olmstead, Executive Director for Michigan's Home & Community program at RWW has 24 years of neurorehabilitation expertise. Summer has spent the last seven years demonstrating exceptional leadership, focusing on communication, process improvement, and mentorship to elevate her team and ensure top-tier patient care. A Western Michigan University graduate in Occupational Therapy, Summer specialized in neurodevelopmental disorders and has been deeply involved in neuroplasticity research. Since joining RWW in 2017, she has led key initiatives, including the pilot Return to Work Program, program development, and CARF accreditation.

Catherine Bussey, Executive Director of Colorado Home & Community and Colorado Outpatient Clinic at RWW has proven leadership and outstanding performance. Catherine is the ideal leader to drive continued growth and excellence in Colorado. A Texas A&M and Angelo State University graduate, Catherine has a passion for complex patient care and operational excellence. She previously led a custom equipment department at a non-profit children's hospital, surpassing five-year goals in just one year. Catherine has led the Home & Community team, now, brings her expertise to Colorado's Outpatient Clinic, focusing on expansion, increasing access to care, and strengthening the continuum of care between Home & Community and Outpatient services.

Nicole Montgomery, Admissions Manager of Michigan H&C and Residential business lines, joined RWW in April 2021 and has since excelled as the Admissions leader for Michigan H&C. She seamlessly navigates changes in Auto No-Fault Coverage and secured the first commercial funders and workers' compensation cases for some locations. A Certified Occupational Therapy Assistant with a diverse healthcare background, Nicole is known for driving new programs, conducting comprehensive analyses, and tackling challenges with action-oriented problem-solving.

Daniel Sego, Director of Rehabilitation for Greenwood Indiana Outpatient Clinic, is a Greenwood, Indiana native, and earned his clinical doctorate in occupational therapy from Indiana University in 2021. For the past two years, he has been a full-time Occupational Therapist with RWW, specializing in evidence-based rehabilitation for individuals with neurological conditions. With experience across various recovery settings and a strong academic and research background, Daniel brings a unique perspective to his practice, ensuring the highest level of rehabilitative care.



Laura Williams, Executive Director for the San Jose and Sacramento, CA Home & Community locations has demonstrated exceptional leadership and made a significant impact in Sacramento, and she now brings her passion, dedication, and expertise to both locations to ensure strong support for teams and individuals served. Since joining Rehab Without Walls in 2019, Laura has gained deep expertise in Home & Community services, business office operations, EMR functions, and compliance regulations. Her journey began as a Physical Therapist Assistant in Sacramento outpatient services before transitioning to Business Office Manager in Texas, overseeing five clinics. After moving to California, she joined the revenue cycle team as Revenue Cycle Supervisor and was later promoted to Operations Specialist, supporting Home & Community and Residential business office functions.

Elizabeth Whitehead, Executive Director, for the Lynnwood, WA location has 20 years of experience working with children and young adults with intellectual disabilities. Inspired by a skilled Behavior Analyst, she made the decision to pursue this career full-time, which led her to RWW. Starting as a Behavior Technician, Beth earned her credential as a Board-Certified Assistant Behavior Analyst and quickly became a key contributor to the organization. She played a vital role in the development and success of three Early Intervention Autism Centers, where she was part of the small team that helped establish them. Over time, Beth transitioned into a leadership role as an ABA Program Manager, where she oversaw the centers and school-based services for several years. In 2023, Beth made the transition from RWW School and ABA Services to RWW Home and Community, taking on the role of Director of Clinical Management.

Michele Pierry, Executive Director for Rehab Without Walls' first Home & Community business line in Pennsylvania holds a Doctorate in Physical Therapy from Rutgers School of Health Professions and an MBA in healthcare administration from Holy Family University. With a passion for neurorehabilitation, she is a Certified Brain Injury Specialist (CBIS), Certified Stroke Rehabilitation Specialist (CSRS), and Certified Dementia Practitioner/Trainer (CDP/CAADCT). Michele has extensive experience in acute care, inpatient rehabilitation, sub-acute rehab, skilled nursing, and long-term care. She also holds a Medical Rehabilitation Management Certification (MRMC).

Gregory Curry, Executive Director of Residential Services in Niagara-on-the-Lake, has been with Rehab Without Walls for 18 years, starting as a Direct Support Professional before becoming Program Manager in 2022. Now, as of 2024, he oversees daily operations of the neuro-rehabilitation program, managing direct care staff and collaborating with healthcare professionals, case managers, participants, and families to develop and implement goal-driven care plans. A dedicated advocate for brain injury recovery, Gregory serves as a camp leader at Camp Dawn, supporting survivors of acquired brain injuries. He holds undergraduate degrees in Business Administration and Honors English from Brock University, along with certifications in neurorehabilitation and cognitive interventions.

Erin Tucker, Executive Director of North Carolina's Home & Community location rejoined RWW in July 2023 as a Physical Therapist before transitioning into a Clinical Coordinator role. Erin holds a Bachelor of Science in Psychology, a Master's, and a Doctor of Physical Therapy degree from Southwest Baptist University in Missouri. Her career began with ResCare's residential program in Downers Grove, IL, a role she considers her favorite. Now, coming full circle with RWW, she is excited to apply her passion for neurological rehabilitation in her leadership role.

Deborah Wessel, Executive Director for the new Reno, Nevada location brings 25 years of experience in acute care settings as both a floor Physical Therapist and a leader, most recently serving as Director of Therapy at Sierra Medical Center in Reno. Deb earned a Bachelor of Science in Health Science from the University of Nevada, Reno, and a master's in physical therapy from Western University of Health Sciences. Her clinical expertise includes pediatrics, wound care, acute neurological injuries, and multi-trauma patients.

Kristin Cole, Rehab Director Washington Pediatrics Lynnwood, earned her Bachelor's Degree in Human Biology from Indiana University and her Doctorate in Physical Therapy from Texas Woman's University. With a strong background in neurorehabilitation, she has worked in Skilled Nursing, Outpatient Day Neuro, and RWW Home and Community in Texas before transitioning to Outpatient Pediatrics in Washington. Kristin's passion for pediatric therapy is deeply personal, rooted in her long-time involvement with a nationwide walk-a-thon supporting Angelman Syndrome. Advancing her career at RWW, she progressed from Staff Physical Therapist to Lead Therapist and became certified in Dynamic Movement Intervention (DMI), allowing her to provide specialized therapy during summer Intensive Programs in 2024.



Leader Recognition:

We are pleased to recognize and celebrate our company's top performers in virtual awards celebrations, honoring their achievements in 2024. **CONGRATULATIONS, Laura McLaren, Janet Keith, Darrell Madkins, Lindsay Chapman, Christine Martin, Daniel Sego, Paulina Mendoza, Jennifer Lopez, Leticia Garcia, Barbara Mansir, Julia Mazick, Crissy Nelson, Scott Mayo, and Kathy Underwood!**



Employee Engagement:

To continue our efforts in providing our new hires and current employees with a superior employment experience, we solicit feedback at different intervals, through 1:1 session, and electronically via our new platform, REACHOut powered by “GoHappy.” Currently, new hires receive a request to complete a 15-45-90-day pulse survey in which they score their experience using a 1-5 Like scale and can also input comments for Executive Director and Regional HR review. These survey results support our strategic initiative of increasing employee retention and reducing turnover. All current employees are invited to complete an annual Employee Experience Survey inviting all employees to complete the anonymous survey; aggregate results are analyzed and utilized in our retention planning initiatives. Additionally, Indeed and Glassdoor review are tracked and resulted in a 3.7 rating score for 2024. Engagement and reviews are encouraged to highlight our people and teams, positive culture, and opportunities for new candidates.

2024 Employee Engagement & New Hire Survey Results

Employee Engagement Survey

- 44% Response Rate (Line of Business)
- 73% Positive Engagement Score (e-SAT)
- Top 3 Strengths:
 - Collaboration – Teams work effectively together to get things done.
 - Care – Employees feel valued and cared for as individuals.
 - Team – High satisfaction with work teams.

New Hire 15-Day Pulse Survey

- 10% Participation Rate (32 new hires)
- 84% Favorable Score
- Top 3 Strengths:
 - Preparedness – New hires felt ready for their roles.
 - Inclusion – New hires felt welcomed and included.
 - Support – New hires felt supported during orientation and onboarding.





OUTCOMES

Patients Served:



Patient Outcomes:

RWW Home and Community utilizes the Mayo Portland Adaptability Inventory (MPAI) to evaluate patient impairment across abilities, adjustment and participation in their homes and communities. In 2024 our comprehensive interdisciplinary teams improved patient’s independence demonstrating an average **8-point improvement** from admission to discharge surpassing the minimal clinically important difference (MCID) of a 5-point improvement, indicating patients experienced meaningful, functional improvements in their day to day lives.

The Supervision Rating Scale (SRS) also utilized and assesses the level of supervision patients receive from family or caregivers upon admission, discharge, and three months. For patients admitted to RWW services, we establish a goal to promote independence and to reduce the supervision required for everyday activities. At admission only 20% (n of 751) of patients were independent for 8 hours or more. By discharge, **54% (n of 739) of patients were independent 8 hours or more**. Three months post discharge **72% of patients were independent for 8 hours or more (n of 155)** maximizing functional independence and improved quality of life.

Our Outpatient therapy programs utilize the Patient-Specific Functional Scale (PSFS) which measures progress based on each patient’s unique challenges, with higher scores indicating better function.

- **75% of patients experienced a meaningful improvement** (MCID: Minimal Clinically Important Difference), meaning three out of four patients saw significant, real-world improvements in their ability to perform daily tasks that were previously difficult. These results demonstrate the effectiveness of our personalized therapy approach in helping patients regain independence and enhance their quality of life.

The Dizziness Handicap Index (DHI) measures how much dizziness affects a person’s daily life, with lower scores indicating improvement. In 2024, our outpatient therapy service made a significant impact on patients experiencing dizziness.

- **61% of patients experienced a meaningful improvement** (MCID: Minimal Clinically Important Difference), demonstrating that the majority saw noticeable, real-world benefits from therapy—not just small changes, but significant improvements that positively impacted their daily activities.
- **41% average improvement in scores from the start of therapy to discharge**, showing that, on average, patients’ dizziness-related difficulties were reduced by nearly half after completing their therapy program.

Our outcomes results highlight the effectiveness of our approach both in Home and Community and Outpatient with helping patients regain confidence, independence, and improved overall quality of life.

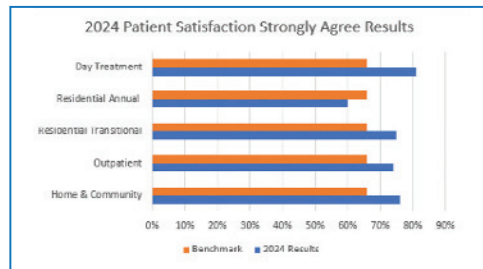


Patient Satisfaction:

We value our patient satisfaction feedback and are always looking for ways to not only improve our results but our processes as well. In 2024 RWW developed Satisfaction PowerBI reports that supports our ability to visualize our patient experiences in multiple ways.



Patient satisfaction can be reviewed by diagnosis, specific questions as well as trends. Additionally, we can review results by patients who choose 'Strongly Agree' and compare with industry benchmarks. 'Strongly Agree' responses provide RWW with valuable insights into patient satisfaction, highlighting not only overall approval but also the areas where we excel in delivering exceptional patient experiences.



Stakeholder feedback is gathered by program, diagnosis, and the type of stakeholder which is also trended and is viewed by stakeholders that not just 'Agree' to services provided but 'Strongly Agree' to our services. Stakeholders which include Physicians, Hospital Discharge Planners, and External Case Managers would recommend our services to a friend or family member **96%** of the time (**79% 'Strongly Agree'**) and satisfied with our services **97%** of the time (**73% 'Strongly Agree'**). One Stakeholder shared "A Godsend for my patient's that cannot travel or do not have the ability to travel in a car (SCI). Going into the home provides additional hands-on support."

CARF/ACHC Accreditation:

Rehab Without Walls is committed to ensuring we deliver the highest level of care within all our neuro rehab programs nationwide, evidenced by our investments in CARF and ACHC accreditations. CARF, an independent, non-profit accreditor of health and human services, with its purpose to support providers' ability to provide quality services by meeting internationally recognized organizational and program standards. Many of our Rehab Without Walls programs are CARF-accredited with varying re-accreditation dates. Accredited organizations commit to a higher level of performance and greater focus on patient care. Our Home and Community Programs as well as Maine and Pate Residential and Day Treatment programs, PRA, and Level Eleven Outpatient programs are prepped and ready to go through re-accreditation in 2025.





OPERATIONAL EXCELLENCE

Leveraging Technology:

Expanding Innovation: Virtual Sally's Impact on RWW Outpatient Clinics

In 2024, Virtual Sally, an advanced virtual front office system, was successfully integrated into multiple Rehab Without Walls outpatient locations, enhancing efficiency and improving the patient experience. This cutting-edge solution streamlines front desk operations by managing appointment scheduling, check-ins, and patient inquiries, all while reducing administrative burdens and enabling seamless cross-coverage across multiple locations.

Building on this success, RWW plans to expand Virtual Sally to an additional 5-8 locations in 2025 while also enhancing its capabilities to support back-office functions, further optimizing workflow across outpatient clinics. By automating routine administrative tasks, Virtual Sally continues to drive operational efficiency, cost reduction, and an improved patient experience, reinforcing RWW's commitment to innovation in neurorehabilitation services.

GoHappy (RWW Way/REACHOut) Overview

GoHappy, also known as REACHOut, is our platform designed to enhance employee engagement and communication.

- **New Hire and Exit Surveys:** Facilitates 15-, 45-, and 90-day pulse surveys for new hires, as well as exit interviews.
- **One-Way Text Communication:** Enables EDs and DORs to send messages directly to employees.
- **Employee Engagement Features:** Employees receive survey requests, company updates from BHS/RWW, anniversary recognition, and birthday messages.
- **Feedback and Reporting:** EDs and DORs have access to detailed reports for analysis and insights.



QuickMAR

QuickMAR assists our employees by providing a streamlined medication and documentation process reducing the risk for medication errors and improving the overall efficiency of our medication administration processes across our residential programs. RWW has continued to deploy QuickMAR across our Residential programs including Maine, Texas Hill Country School, and Pate.



Bioness

The Bioness Integrated Therapy System (BITS) is a cutting-edge rehabilitation technology designed to enhance patient outcomes through engaging and effective therapy programs. Several of our Arizona locations have successfully integrated the BITS system into their rehabilitation services, allowing for a more personalized and comprehensive approach to therapy. The system's interactive, evidence-based programs with built in outcomes measures have proven to improve motor skills, coordination, and cognitive function. The system provides patients with an innovative and motivating recovery experience that optimizes neuroplasticity. By incorporating the Bioness Integrated Therapy System, our Arizona locations are setting a new standard in therapy, helping patients achieve their goals, and participate in outcome through Bioness faster while maximizing their potential for long-term recovery.

PowerBI Enhancements & Data Analytics Accomplishments

With the support of our data analytics and engineering team, PowerBI has significantly expanded its capabilities within Rehab Without Walls, enhancing visibility into program metrics, outcomes, and accounts receivable functions. Real-time visualization of operational, revenue cycle, and quality metrics has empowered RWW to make faster, data-driven decisions—improving key performance indicators and driving performance improvement initiatives.

Key 2024 Accomplishments:

Enhanced Data Visualization & Reporting:

- **H&C Productivity Report:** Improved calculations, validation, full delivery, and enhanced visuals for better report speed.
- **H&C Outcomes:**
 - Performance enhancements to Outcomes & Outcomes Detail.
 - New Reports & Pages:
 - MPAI 3 Months & 1 Year Post-Discharge
 - Outcomes Detail - Patient Outcomes Record
 - Outcomes by Payor
 - CHART Outcomes
- **Infographic Report Updates:** Added Satisfaction Survey Results, updated visuals, and improved printability.
- **New Satisfaction Survey Report:** Covers Home & Community, Outpatient, Day Treatment, Residential, and Stakeholder Surveys.

RWW remains committed to leveraging data analytics to enhance operational efficiency, clinical quality, and financial performance. We enhanced training resources for our field teams and produced standardized referral and admission tracking systems making our division more efficient and scalable for future growth.

WellSky Update

We continue to enhance our Home and Community EMR, WellSky, through the efforts of our EMRG Committee. In 2024, we introduced training videos and new clinical templates, including Skin Integrity, Annual Review, and Home Safety Evaluations. Looking ahead to 2025, our Outpatient and Residential business lines will transition to WellSky, with significant groundwork completed throughout 2024 to ensure a smooth implementation.

Elevating Our Research and Education:

Medbridge Implementation

In November 2024, all full-time clinicians gained access to Medbridge, a leading online platform for professional development and patient care. This new resource provided accredited continuing education courses, interactive patient education tools, and customizable home exercise programs to enhance treatment outcomes to our clinicians. The platform's built-in tracking and analytics allowed therapists to monitor progress, optimize learning, and improve patient engagement. By leveraging Medbridge, healthcare professionals expanded their expertise and elevated the quality of care delivered across all disciplines.

Clinical Affiliations: Expanding Expertise in Neurological Rehabilitation

Rehab Without Walls has established over 56 college affiliations, providing Physical Therapy, Occupational Therapy, and Speech Therapy students with invaluable hands-on experience in neurological rehabilitation. These partnerships not only help shape the next generation of therapists but also strengthen our commitment to advancing clinical excellence.

By fostering these affiliations, we ensure that students receive specialized training in treating neurological injuries, equipping them with the skills and knowledge necessary to provide high-quality care. Additionally, we are dedicated to supporting and educating our new clinical leaders, offering ongoing training and mentorship to enhance their expertise in neurological rehabilitation. Through these efforts, we continue to build a highly skilled team, improving patient outcomes and expanding access to innovative, evidence-based therapies.

Community Education and Research

Throughout 2024 we continue our commitment to education, training, and continuous learning within our communities through immense clinical content focused on neuro recovery. Special recognition goes to our skilled and knowledgeable trainers including [Dr. David Salisbury](#), [Nelson Gonzales](#), [Janet Keith](#), [Christine Martin](#), [Christine Nelson](#), [Amber Richardson](#), [Dr. Jacob Lowe](#), [Dr. Mary Anise](#), [Jacqueline Lauder](#), and [Trina Terrion](#).

- Health Literacy
- Psychiatric Comorbidities with Traumatic Brain Injury
- The Brain, Brain Injury, and Recovery
- Vision and Visual Perception
- Neuroplasticity
- How Vision, Perception, and Memory are Affected by ABI
- Stroke Rehabilitation
- Driver Rehabilitation: The Road to Recovery
- Neuroplasticity: Evidence-Based Clinical Application
- Understanding Concussions
- Spinal Cord Injury Consideration in the Home and Community Settings
- Outcomes through the Maine Care Grant
- Behaviors after TBI
- Home and Community NeuroRehabilitation Treatment Models and National Outcomes





Community Education and Research Leader Spotlight



Nelson Gonzales, OTR/L, CHHC, CCT, CPMT, CORE, CLT and **Dr. David Salisbury**, Psy.D., ABPP-CN

These two team members of RWW are leading voices in community education and brain injury rehabilitation research. Each of them is making significant contributions to advancing knowledge and best practices in the field. Nelson Gonzales, Dr. David Salisbury, and our many RWW presenters exemplify a commitment to education, research, and innovation, driving forward the field of neurorehabilitation and improving patient outcomes through both academic contributions and real-world application.

Nelson Gonzales has been a dynamic educator and speaker, delivering impactful presentations at national conferences, universities, and professional associations on topics ranging from community reintegration to chronic stress and brain injury recovery. His thought leadership extends to publications, including a dedicated column on men's health in Bloom Magazine and an article on the intersection of AI and occupational therapy for the Florida Occupational Therapy Association (FOTA) Magazine.

- [Summit Holding Work Comp Conference](#) – Opening Speaker
- [Bloom Work Comp Conference](#) – Speaker
- [Nova Southeastern University OT Department](#) – Guest Lecturer (Three-hour lecture on Traumatic Brain Injury)
- [University of Texas Health Department of San Antonio OT Department](#) – Guest Speaker (Topic: RWW Services and Leadership) (Virtual)
- [Florida Occupational Therapy Association CONNECT Conference](#) – Presenter (From Therapy to Thriving: The Power of Community Reintegration)
- [Florida State Association of Rehabilitation Nurses \(FSARN\) Conference](#) – Opening Keynote Speaker
- [Brain Injury Florida \(Affiliate of BIAA\) Conference](#) – Keynote Speaker
- [LIVE Webinar on Medbridge](#) – The Gut-Brain Axis: Unveiling a Silent Culprit in Healthcare
- [Alliance of Women in Work Comp \(AWWC\) Event](#) – Featured Speaker
- [Southern Association of Workers' Compensation Administrators \(SAWCA\) Conference](#) – Speaker
- [Florida Risk and Insurance Management Society \(FL RIMS\) Conference](#) – Closing Speaker
- [Leadership Development Conference at Florida International University \(FIU\)](#) – Keynote Speaker
- [USIS/Amerisys \(Davies\) Event](#) – Featured Speaker (Chronic Stress)
- [Bardavon Staff Virtual Session](#) – Speaker (Chronic Stress)
- [University of St. Augustine Physical Therapy and Occupational Therapy Graduation](#) – Keynote Speaker & Force for Good Award Recipient
- [Bloom Magazine Columnist](#) – Quarterly column focusing on Men's Health
- [Florida Occupational Therapy Association \(FOTA\) Magazine](#) – Contributing Author (The Intersection of AI and Occupational Therapy)
- [Bloom Awards Recipient](#) – Men Leading the Way in Workers' Compensation Award
- [Mental Health & Suicide Risk Response Panelist](#) – Participated in two panel discussions

Dr. David Salisbury has been instrumental in expanding the scientific understanding of post-hospital brain injury rehabilitation, co-authoring through FABR multiple peer-reviewed studies published in the Journal of Head Trauma Rehabilitation. His research explores critical aspects of supported community living, rehabilitation program outcomes, and the distinguishing characteristics of post-hospital admissions, providing valuable data to shape evidence-based treatment approaches. Such research puts our company at the forefront of research for post-acute brain injury care and advocacy for brain injury survivors.

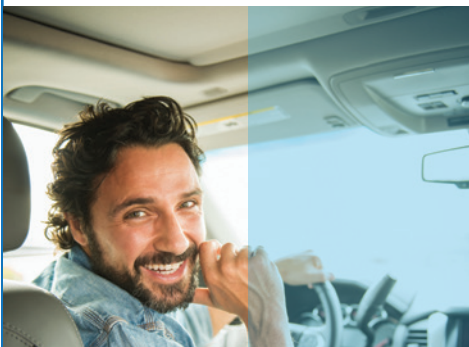
Eicher, V., [Salisbury, D.B.](#), Thomas T.F., Shelton, J.A., Altman, I.M., & Malec, J.F. (2025). The Foundation to Advance Brain Rehabilitation: Organization, History, and Collaborative Database. Journal of Head Trauma Rehabilitation, 40(1), 1-7. DOI: 10.1097/HTR.0000000000001000.

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[Salisbury, D.B.](#), Parrott D., Walters G.J., McGrath, C., Logan D.M., Altman, I.M., & Malec, J.F. (2025). Outcomes of Six Specific Types of Post-Hospital Brain Injury Rehabilitation Programs. Journal of Head Trauma Rehabilitation, 40(1), 27-37. DOI: 10.1097/HTR.0000000000000980.

[Salisbury D.B.](#), Parrott D., Altman I.M., Eicher V., Logan D.M., McGrath C., Walters G.J., & Malec J.F. (2025). Distinguishing characteristics of admissions to various types of posthospital brain injury rehabilitation programs. Journal of Head Trauma Rehabilitation, 40(1), 17-26. DOI: 10.1097/HTR.0000000000000953.





Location News:



Kids Chance of Indiana



Amanda, Outpatient Clinic Manager and Stephanie, Community Relations Manager volunteer at Dune Days, an adaptive off-roading event where participants could safely ride the enormous dunes at Lake Michigan.



LoneStar Paralysis Fundraiser, Central Texas: Where every dollar raised goes towards scholarships that provides support to uninsured and under insured SCI patients.



Central Texas Food Bank - 4500 pounds of carrots bagged in 3 hours providing 3750 meals.



PATIENT SUCCESS STORIES

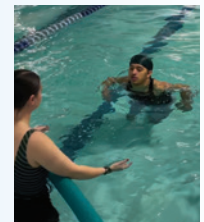
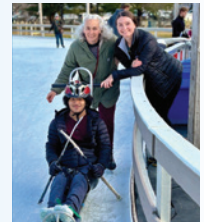
Overcoming a Stroke at Only 12 Years Old

In September 2024 at only 12 years old, Bella F. was attending her gym class at school just like any normal day when she felt *“my brain just stopped working”*. After school on the bus ride home the driver noticed she was dragging her right side and had a ride-sided facial droop. Once home, they took her directly to the emergency room where they concluded Bella had suffered a stroke. Following her stroke, Bella had to wear an arm sling, ankle brace and had to use a wheelchair or walking aid for mobility. She also could not write, shower, crochet, or play her clarinet, and reduced attending school to half days. Bella started therapy at Rehab Without Walls in October 2024 and since being with us, she is no longer using a sling, brace, or walking aid, and is attending full days at school. She is traveling to school on her normal bus without requiring any assistance. Bella is back to writing, walking, jumping, and playing in gym class. Bella said thank you to all her therapists and a special shout out to Daniel for playing tag with her and always making therapy fun!



Adaptive Sports Therapy

At 19-years-old, Keyshawn P. was involved in a motorcycle accident in September 2023, where he sustained a thoracic level spinal cord injury. He was in several hospital and rehab settings before starting services with Rehab Without Walls in July 2024. When he began, he had strict precautions severely limiting his ability to be independent and he could only sit up in his wheelchair a few hours at a time. Keyshawn’s physical therapist Katie worked with him on functional mobility, wheelchair management, upper body and core strengthening, community reintegration, and more. Since working with his RWW team, Keyshawn has joined a gym, developed an exercise routine, and started to explore adaptive programs, such as ice skating, skiing, and more. Keyshawn reflects on his journey stating, *“I had an amazing time ice skating for the first time with my physical therapist Katie, and occupational therapist Adair, in collaboration with Northeast Passage. I am hoping to join the hockey team next season.”*



Our Continuum of Care

Teana is a vibrant and social young woman whose life was remarkably impacted when she sustained a spinal cord injury. Teana received care in acute rehabilitation as well as home health immediately following her medical event; however, after several months she continued to find herself unable to leave the home and participate in life the way she desired. *“I wasn’t getting out of my house at all before being here. The first time I went out to dinner at a restaurant was with the recreational therapist and those outings were a highlight each week,”* Teana shared. Following her stay at Dixie Lodge, Teana transitioned to outpatient therapies at Level Eleven Physical Therapy (a RWW Clinic) near her home where she has continued making tremendous progress.



For more patient stories about the outcomes and impact of Rehab Without Walls, visit RehabWithoutWalls.com/News