

Questionnaire

1. Describe your firm's interest, understanding and approach to provide services for this engagement, including a schedule for accomplishing the project.

Symbria Rehab has proudly served DuPage Care Center for 20 years, and we deeply value the partnership we have built together. Over the years, we have worked side by side with your team to support the residents and the community, and we are committed to continuing to strengthen and expand this relationship.

Our interest in this engagement is rooted in our shared mission: to provide compassionate, individualized, and evidence-based therapy services that improve quality of life for every resident. We understand the unique needs of DuPage Care Center—both the clinical and operational priorities—and bring with us a long-standing history of collaboration, adaptability, and proven outcomes.

Because we are already fully staffed on-site, we are positioned to immediately continue services without interruption. Our team members are familiar with your residents, staff, and culture, ensuring seamless care delivery and continuity. We also provide ongoing training, clinical oversight, and program development to ensure that services remain innovative, compliant, and aligned with your goals.

Approach & Schedule

- **Immediate Continuity of Care:** With our established on-site team, services will continue without disruption from day one.
- **Collaborative Planning:** Within the first 30 days, we will review existing programming, outcomes, and staffing together with your leadership to identify opportunities for enhancement.
- **Ongoing Communication:** We will provide regular updates and data-driven reporting on therapy outcomes, regulatory compliance, and resident satisfaction.
- **Continuous Improvement:** Our clinical experts will work with your team to implement best practices, address emerging needs, and ensure alignment with evolving industry standards.

Our approach is centered on partnership, responsiveness, and a deep commitment to the residents of DuPage Care Center. With two decades of shared experience and a dedicated on-site team, Symbria Rehab is uniquely positioned to deliver consistent, high-quality services while continuing to grow with you into the future.

2. Do you use subcontractors for therapists? If so, who?

Our goal is always to provide our therapists with full-time, consistent positions within premier skilled nursing facilities such as DuPage Care Center. This approach ensures continuity of care, strong relationships with residents, and alignment with the facility's culture and expectations. Any additional coverage needs are complemented by our highly qualified PRN therapy team, who are integrated into our model and familiar with our clinical standards.

Because our therapy model is guided by Symbria's proprietary **Therapy Best Practices** standards, we typically see significant program growth within each facility. This growth often requires an increase in dedicated staff to meet the evolving service needs of both short-term rehabilitation patients and long-term care residents.

We have also invested significant effort and focus on **unique recruiting and retention strategies**. These efforts have enabled us to attract top clinical talent and retain experienced team members, ensuring stable staffing and consistent delivery of high-quality care for our partner facilities.

To ensure that patient and resident needs are always met, we have, on rare occasions, supplemented our team with carefully selected temporary staffing firms. This is used only on a short-term basis to maintain service quality and ensure seamless care while we expand our own internal staffing resources.

This flexible, proactive staffing strategy—combined with our emphasis on recruitment, retention, and best practices—allows us to deliver consistent, innovative, and reliable therapy services while adapting to census changes, program expansion, and resident needs without interruption.

3. Provide the number of years in business using current name in Illinois.

Symbria founded in 1995, has been in business for 30 years. May 2021 marked Symbria Rehab's (formerly Alliance Therapy) 26th year in business, starting operations in the Chicagoland market in May 1999. January 2017 is when Alliance Therapy changed its name to Symbria Therapy.

4. Provide the Employee turnover ratio for the past two years (by category: P.T., C.O.T.A., etc.).

Disciplines – 2023-2024	Number of Employees	Turnover Ratio	Industry Average
COTA - Occupational Therapy Assistant	30	5.1%	9%
OT - Occupational Therapist	30	5.1%	9%
PT - Physical Therapist	36	6.1%	16%
PTA - Physical Therapy Assistant	38	6.4%	13%
RT - Respiratory Therapist	7	1.2%	14%
SLP - Speech Language Pathologist	22	3.7%	11%

Symbria consistently outperforms industry benchmarks, delivering results well above the standard across key metrics. Our clinical outcomes, staff retention, and client satisfaction rates all exceed the industry average, reflecting our commitment to excellence, personalized care, and operational efficiency.

5. List of clients lost in the last three years.

Illinois clients lost in the past three years:

- Greenfields of Geneva – Community sold
- Westmont – Community sold
- Prospect – Community sold

- Oakcrest – Staffing challenges
- Central Baptist – Pricing
- Village Woods – Community closure

6. Provide copies of your current annual report including audited financial statement.



7. Provide outline of support training and development programs.

Symbria has proudly provided therapy services to DuPage Care Center for 20 years, delivering consistent, high-quality rehabilitation and wellness support. Throughout nearly three decades of dedication, our staffing has successfully navigated the natural ebbs and flows of demand. While staffing across this region can present challenges, Symbria remains fully committed to ensuring uninterrupted, high-quality therapy services for DuPage. We actively recruit and employ qualified clinicians, leveraging our regional network and resources, to maintain consistent coverage and deliver the top-level therapy care that patients and the community expect.

New!- Symbria Emerging Professionals Mentorship Program: Symbria's Emerging Professionals Mentorship Program is a new, structured, six-month initiative designed to support and guide new therapy graduate employees as they transition into their professional roles. The program provides a comprehensive introduction to Symbria's policies, processes, and expectations in a supportive environment.

Each new graduate is paired with an on-site peer for daily guidance and an experienced mentor to facilitate knowledge sharing, professional growth, and engagement within the Symbria-owner community. Participants also benefit from collaboration with a broader team of seasoned therapists and clinical experts across regions, fostering a strong network of support.

Through this program, new graduates develop the skills, competence, and confidence needed for successful integration into their roles, while building meaningful connections with fellow mentees and experienced Symbria team members. The Emerging Professionals Mentorship Program reflects Symbria's commitment to professional development, clinical excellence, and nurturing the next generation of therapy leaders.

Symbria provides comprehensive new hire training as well as regular ongoing training to all therapy staff. We take a global approach to training to ensure that all therapists and assistants are knowledgeable about:

New hire training: Therapists are educated on discipline-specific documentation requirements and use iPads and chrome books to accurately document therapy session times. Initial new hire training topics: HIPAA Compliance, Harassment Training, Medicare Parts C & D Fraud, Waste, and Abuse, General Compliance Training, Dementia Training, Freedom from Abuse Education and Resident Rights, Infection Control and Prevention Program.

Program Manager Orientation: Patient-Driven Payment Model (PDPM), Care Guides/Clinical Pathways/Diagnostic Quick References, Survey Preparedness, Medicare Regulations, Part B Programming, Medicaid CMI, ABN/NOMNC, NCCI Edits, BIMS/PHQ 2-9, Section GG Coding, Alternate Modes of Therapy, Billing and Coding, Denials Management, Auditing, AL/IL Outreach, and EMR Training

Ongoing training: Quarterly documentation guidelines and updates are reinforced at program manager meetings, where critical information is shared with staff and specific training is provided as needed.

In addition to this quarterly training, therapists receive ongoing training on new initiatives through lunch-and-learn sessions with PowerPoint presentations and educational materials provided by program managers. Sessions cover clinical, regulatory, and management content to enhance therapy services in the community.

Our Area Managers provide training, supervision, and support to program managers at the community level. Additionally, our Clinical Consulting Team ensures therapists complete documentation and compliance training at each community.

Training topics are reviewed annually and as needed for regulatory changes. Our Clinical Consulting Team conducts audits at Client Communities and provides improvement plans and additional training as necessary. Here are our current training topics: HIPAA Compliance, Harassment Training, Medicare Parts C & D Fraud, Waste, and Abuse, General Compliance Training, Dementia Training, Freedom from Abuse Education and Resident Rights, Infection Control and Prevention Program, Code of Conduct, Alternate Modes of Treatment, ADR and Denials Management, Billing and Coding, Medical Necessity Documentation/Regulations, Medical Necessity/Technical/Specialty Audit Training, FAQ Training – Hot Topics from the Year.

Clinical Education Rotation: Screening Tools, Maintenance Therapy, Section GG Coding, Low Vision, Specialty Programming, Part B Programming, Quality Measures, MDS Changes, Specialty CPT Codes, Supervision, Restorative Nursing Programming, BIMS/PHQ 2-9, Telehealth, Daily Note Documentation, Respiratory Therapy Considerations, SLP Coding, Wounds, Balance Screening Program, Splinting, Wheelchair Positioning, IPA Training Series, Outdoor Therapy, COVID-19 Rehabilitation, etc.

8. Provide name of the therapy software company that firm uses. Is it compatible with Point Click Care? Are these readily accessible to facility staff?

Symbria Rehab utilizes **Net Health** as our therapy software platform. Since we are your current provider at DuPage Care Center, our systems are already fully implemented and ready to continue without disruption.

Net Health is fully compatible with **PointClickCare**, allowing for seamless integration of documentation, billing, and reporting. This ensures efficient workflows, accurate data exchange, and compliance with regulatory standards.

In addition, therapy documentation and reporting are **readily accessible to facility staff**, providing transparency and ease of communication across interdisciplinary teams. This integration supports continuity of care and streamlines collaboration between therapy, nursing, and administrative staff.

9. Identify plan for improving and maintaining post-acute census and relationships with referral networks.

The healthcare industry continues to evolve rapidly, and one of the most critical factors for success is becoming a trusted partner in the continuum of care with hospitals and home health providers. Symbria

Therapy's integrated therapy and wellness model helps set DuPage Care Center apart from other rehabilitation facilities in the region.

Our approach is unique in the marketplace because it is built on Symbria's proprietary Therapy Best Practices. These standards create a consistent foundation for therapy planning, program development, and optimized utilization—resulting in superior clinical outcomes. By combining therapy and wellness programming, including the use of ZIBRIO for advanced falls risk assessments, DuPage Care Center is positioned not only to deliver exceptional care but also to strengthen its market differentiation, increase referrals, and improve census.

As part of these best practices, we have developed Disease Management Modules that target the most common chronic conditions, including those tied to hospital readmission penalties. This programming supports safe, successful discharges and directly aligns with the needs of referring hospitals, who are increasingly seeking post-acute partners capable of reducing readmissions and supporting patients' safe return home. DuPage Care Center has consistently demonstrated its strength as a solid, reliable partner for hospitals in the area.

In addition, the Symbria Therapy team collaborates closely with Dr. Pasquale, Physiatrist, to drive improved patient outcomes and enhance facility differentiation. This integrated therapy and wellness model has positioned DuPage Care Center as a preferred destination for patients discharged from Central DuPage Hospital and Elmhurst Memorial Hospital.

10. Provide evidence of strong network of local management and support staff. Include information on how ongoing corporate support will be provided to DPCC.

Your **Program Manager, Suzanne Russell**, is responsible for daily therapy operations at DuPage Care Center. She works closely with MDS, nursing, and administration to ensure an efficient and effective operation. Supporting her is **Regional Director, Mandy Cline**, who in turn is supported by **Vice President, Courtney McGhee**, and the administrative staff at our corporate office in Woodridge, IL.

Our corporate staff is available to assist both our field team and DuPage Care Center administration in areas including rehabilitation oversight, program development, program enhancement, supervision, quality assurance, and other areas of operations. In addition, IT and billing support from our corporate office allow the Program Manager to efficiently address billing and technical issues.

Our **Human Resources department** is readily available to provide support to the therapy team regarding employment and human resources matters, ensuring a stable and consistent staffing environment.

Therapy Documentation System

Symbria uses the **Net Health** electronic therapy documentation system. Both our field staff and client staff are supported by our corporate Information Technology department as well as by NetHealth's technical support team. NetHealth offers extended support hours and an efficient ticketing system to ensure that inquiries are quickly assessed and resolved. We also maintain a corporate operations consultant who specializes in NetHealth to provide additional expertise and support. Symbria works very closely with our vendors to ensure all regulatory and compliance requirements are fully met. We don't just adopt an EHR—we collaborate to tailor it, making it truly our own to best serve our clients and residents.

Collaboration & Program Development

Suzanne and Mandy will meet regularly with facility administration to identify specific program opportunities or areas of concern that need to be addressed. They will also review quarterly operations to evaluate key performance indicators such as CMG achievement, Part B programming, length of stay, and outcome measures at DuPage Care Center, with comparative benchmarking against other Illinois communities, other states, and Medicare Pepper Reports.

Suzanne will also meet with management quarterly to review program operations, staffing, and program development. These meetings will include a review of program activity by payer source and provide updates on ongoing initiatives across Symbria communities. This process ensures transparency, accountability, and alignment on mutually defined goals.

Executive Team Engagement

Our executive team remains available to participate in strategic planning sessions, joint presentations to payers or referral entities, or other initiatives that advance the shared goals of DuPage Care Center and Symbria.

11. Provide evidence of staffing resources and turnaround times for providing skilled rehabilitation staff during vacations, emergency situations and caseload increases.

Symbria maintains a **dedicated staffing infrastructure** to ensure consistent coverage and high-quality care delivery. We employ **five full-time recruiters** and **four full-time Staffing Coordinators** who work closely with Program Managers to address staffing needs, coordinate vacation and planned time-off coverage, and support ongoing recruitment efforts. This proactive approach allows us to maintain stability within our therapy teams and respond quickly to staffing challenges.

We are proud that many of our therapists at partner communities have been with Symbria for **10 to 25 years**, a testament to our **low turnover rate** and the supportive, desirable work environment we provide. Therapists are required to provide advance notice of time-off requests, at which point the Staffing Coordinator and Program Manager collaborate to determine the level of coverage needed to maintain uninterrupted patient care.

When staffing challenges occur, our **contingency plans** allow us to adapt quickly. These include temporarily reallocating Symbria therapists across communities, leveraging our robust and growing **PRN pool**, engaging contracted local staffing agencies, or utilizing travelers on 12-week assignments. While our priority is always staffing consistency, PRN therapists are used when necessary to ensure patient care is never compromised. Importantly, there are **no additional charges to the community** if we need to engage independent contractors to meet patient care needs.

With our **corporate office based in Woodridge, IL**, Symbria maintains a strong local presence. Our executive and management teams are readily available and can respond quickly to any issues, concerns, or requests that arise at DuPage Care Center, ensuring a seamless and reliable partnership.

12. Describe any ACO networks or managed care provider contracts you are associated with?

Symbria does not directly contract with managed care companies; instead, we work through **facility-specific managed care agreements** and coordinate closely with the associated case management representatives. This structure ensures that our therapy and wellness services are fully aligned with each facility's contracts, priorities, and patient needs.

The **managed care organizations** we serve under these agreements consistently recognize the value of Symbria's integrated Therapy and Wellness model, which is designed to optimize outcomes, reduce readmissions, and support cost-effective care. Our emphasis on evidence-based best practices and disease management programming directly addresses the goals of managed care payers.

Symbria partners with numerous **Accountable Care Organizations (ACOs)** across the nine states where we operate, leveraging our expertise to improve care coordination, manage costs, and achieve measurable quality outcomes. By providing programming that facilitates safe transitions of care and enhances patient wellness, Symbria strengthens the facility's role as a preferred partner within both managed care networks and ACOs.

13. Identify any specialty programs or services that you currently provide to clients.

Respiratory Therapy

Symbria has and will continue to provide a Respiratory Therapist at DuPage to support the community's ability to serve clinically complex patients. By offering respiratory therapy services, our clients are well-positioned to achieve strong outcomes under the Patient-Driven Payment Model (PDPM), as these services directly align with higher-acuity patient needs.

To ensure our partners have the tools and support required to deliver high-quality care, Symbria has developed a suite of resources, including:

- Respiratory Therapy Resources Overview – outlining best practices and implementation strategies.
- Respiratory Therapy Fact Sheet – a quick reference guide for staff and leadership.
- Respiratory Therapy Formulary – ensuring access to evidence-based interventions and treatments.

These resources, combined with the on-site expertise of a dedicated Respiratory Therapist, help ensure that each patient receives the appropriate level of care while also allowing the community to be properly reimbursed for the specialized services provided.

Clinical Consulting team and qualifications

The Clinical team is led by Leanna Bahwell, Director of Clinical Operations, and is made up of a group of clinicians that cover each of the major therapy disciplines. Between the four group members, the following credentials are held:

- Leanna Bahwell, PT, DPT, CLT, QCP, RAC-CTA, RAC-CT
- Mary McVay, MS, OTR/L, RAC-CTA, RAC-CT

- Hayley Pedroso, MS, CCC-SLP, RAC-CT
- Angela Klein, OTR/L, CHC

Three of our consultants are Certified Resident Assessment Coordinators with in-depth knowledge of the RAI Manual and MDS item sets, providing crucial support for coding and reimbursement collaboration to enhance patient care quality and optimize PDPM reimbursement. Our Clinical Consulting Team completes various audits annually to ensure compliance with federal and state requirements, provides ongoing education, and manages ADR and denials. Our consultants are adept at handling medical record requests, probes, appeal letters, and ALJ testimony. We collaborate with facility staff to ensure proper claim payment and maintain high communication standards through Symbria Partner News and MDS Insights. We offer prompt and comprehensive responses for any questions or consultation needs. Our active involvement in key industry organizations like Advion, NARA, AAPACN, APTA, AOTA, and ASHA allows us to stay informed and advocate effectively. Our goal is to make a meaningful difference in patient care and the success of our partners through the expertise and dedication of our Clinical Consulting Team.

Tools

Symbria has a variety of tools built specifically to ensure coding and reimbursement under PDPM is accurate. (We have on-demand training available for each of these tools.) These tools include:

- IPA Focus – explores the various elements in the MDS, when scored differently, as changes occur, may warrant the completing of an IPA. It provides examples to help MDS staff understand how small changes in a patient can support a community's decision to complete an IPA.
- IPA Check – provides MDS with a grouper type tool that allows staff to enter new data that will compare with the Initial Medicare Assessment data and assist MDS personnel to determine whether an IPA will result in a positive or negative financial impact.
- Case Mix Impact – a tool to help MDS and other personnel sort through functional scoring scenarios and resultant impact we see on case mix.
- Nursing IPA Considerations – tool outlines the impact of the presence or absence of depression has on the reimbursement for patients in the clinically complex, special care low or special care high nursing categories. Other factors that can make a difference in patient placement in a nursing RUG/CMG include participation in respiratory therapy services on a daily basis, and involvement in restorative nursing programs.
- PT/OT IPA Considerations – tool outlines how changes in diagnostic categories and functional changes can impact the decision-making regarding IPAs.
- SLP IPA Considerations – tool ensures that any SLP co-morbidities are considered and that all of the SLP factors are reviewed in decision making around the completion of an IPA. Neurological diagnosis with any level of cognitive impairment, swallowing difficulties and mechanically altered diets are all factored into the decision-making process.
- NTA IPA Considerations – tool provides a structured framework for reviewing the 50 elements considered in the NTA component of the PDPM payment so that as patients change and potentially new conditions are considered as a part of the plan of care, pertinent items are properly captured for reimbursement.

- NTA/ST Comparison Report
- BIMS participation

As the speech therapy component of PDPM is one of the most complex, we have a *Speech and Language Pathology PDPM Worksheet* that is meant to be a direct line of communication from the Speech Therapist to the MDS Coordinator to ensure that all the tier 1 and tier 2 speech items that should be coded, are coded.

Case Mix and Part B Program Support

Symbria is actively expanding our staffing to meet the growing needs of DuPage Care Center's Medicare Part B program, ensuring that residents receive the appropriate level of therapy while optimizing case mix performance. We collaborate closely with our partner organizations to enhance resident care and provide comprehensive, detailed training to our Program Managers on case mix principles and Part B program requirements.

Weekly meetings with Symbria Regional Management focus on Part B programming and case mix, fostering productive discussions and strategy development. Program Managers are empowered to develop and maintain their own case mix formulary based on current therapy activities that impact outcomes. This enables them to provide timely updates on case mix projections throughout the quarter and ensure performance benchmarks are consistently achieved.

At Symbria, we go beyond standard therapy services by providing specialized support tailored to resident needs. For our partners at DuPage, this includes proactive contracture management to maintain mobility and comfort, as well as routine reassessments for residents on altered diets to ensure safety, nutrition, and overall well-being. These added services reflect our commitment to individualized care and improved quality of life for every resident.

Symbria Regional Management will be conducting quarterly reviews of case mix with each Program Manager, addressing challenges and supporting efforts to maximize scores for each community. Additionally, Program Managers conduct monthly walking rounds to assess Long-Term Care residents' needs, ensuring that all residents are appropriately screened quarterly. Regular communication with nursing staff and aides in the SNF promotes timely identification of changes in resident status that may require therapy intervention.

Through these proactive measures—and our expanded staffing—Symbria ensures that DuPage Care Center is well-positioned to support Part B growth while maintaining high-quality, resident-centered care.

14. Therapy related denial rate with current client base and measures taken to counteract denials.

For the 2025 reporting year to date, our company's overall denial rate stands at **0.006%**, reflecting **166 denials out of 27,567 episodes of care**. This exceptionally low rate underscores our strong clinical, operational, and documentation processes that consistently withstand payer review.

Symbria's Clinical Team partners closely with community administration to proactively reduce ADRs and denials through comprehensive auditing and education. Opportunities are identified quickly, and solutions are implemented immediately. If a denial occurs, a dedicated regional consultant collaborates with facility administration throughout the appeals process—supporting timely communication, next steps, and resolution.

through effective appeal letters, probe management, and participation in administrative law judge hearings. Our commitment is to ensure claims are rightfully paid for the critical care our patients receive.

Each facility receives annual audits covering medical necessity, technical accuracy, and specialty areas to ensure documentation aligns with federal and state regulations and supports skilled service justification. Audit summaries and targeted training address areas for improvement and foster growth. Monthly clinical education sessions for therapy teams focus on enhancing care quality, documentation, and industry knowledge—contributing to our strong track record and low denial rate.

For denials, our clinical consulting team works collaboratively with facility administration through all appeal stages, including redetermination, reconsideration, and ALJ hearings. A regional consultant experienced in appeals, probe management, and hearing testimony leads the process. For Part A denials, our Denials Workbook helps clients navigate factors affecting nursing and NTA CMGs. Symbria remains dedicated to ensuring claims are paid appropriately for the care delivered.

15. Main attributes that differentiate your firm from other competitors.

We understand the challenges mission-driven organizations face.

Symbria was founded by non-profit organizations, and as a result, we have a rare perspective on what it takes to support mission-driven clients such as DuPage Care Center. We strive to ensure alignment on critical business objectives while living up to our mission and helping you live up to yours. But we understand the reality that to fulfill your mission, you need to maintain your financial health.

We are 100% employee owned.

Being employee owned means our employees are empowered to do what's right for our clients and patients, first because it's the right thing to do, but also because they have a vested interest in keeping our company strong. Our employees demonstrate the kind of engagement and commitment that eludes other companies because of one simple factor: our employees own our company and drive our success. We hold each other accountable to do what is in the best interest of our partners, our patients, and our company.

We are progressive and innovative.

Symbria has developed several programs to help our clients remain on the cutting edge. Our analytics capabilities have not only identified opportunities for innovation but also help to ensure their ongoing success is tracked and measured. Our team of industry experts, which includes our Clinical Advisory group, excel at staying on the leading edge of industry trends and take steps to ensure our partners do the same.

Symbria Rehab distinguishes itself from competitors through a combination of longevity, innovation, and an integrated model of care. While many therapy providers focus solely on short-term rehabilitation, Symbria's approach extends beyond therapy to include **wellness, disease management, and interdisciplinary collaboration**. This broader focus positions our partner communities as leaders in outcomes, referrals, and resident satisfaction.

Unlike competitors that often rely heavily on PRN or temporary staffing, Symbria has invested in a **robust recruiting and retention infrastructure**. Our low turnover rate is a direct differentiator in an industry known for staffing volatility.

Our proprietary **Therapy Best Practices** set a consistent standard for therapy planning, programming, and utilization across all partner sites. Competitors may offer therapy services, but few can demonstrate the same level of structured, evidence-based processes that drive measurable results and reduce hospital readmissions. Paired with our **Disease Management Modules**, we directly support value-based care initiatives and align with the goals of managed care organizations and ACOs—an area where traditional providers often fall short.

Finally, Symbria's **local presence** in Woodridge, IL, ensures rapid responsiveness and hands-on support from both our field and corporate leadership. Our executives and clinical experts are actively engaged in strategic planning, program development, and payer relations, providing a level of partnership that goes beyond transactional service delivery.

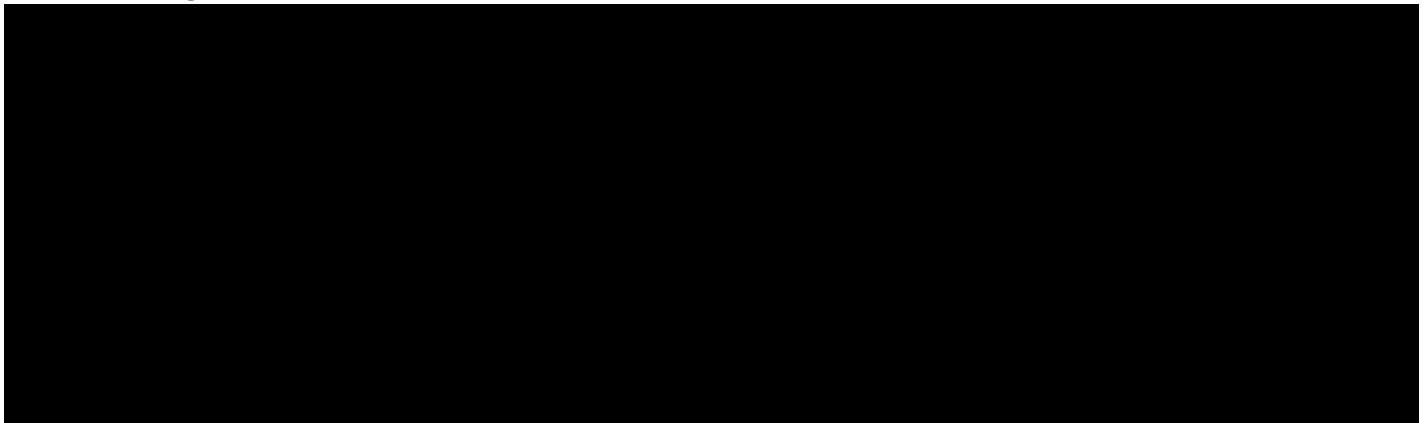
In short, Symbria delivers not only therapy services but a **comprehensive, outcomes-driven, and partnership-focused model** that differentiates DuPage Care Center in a competitive marketplace, strengthens hospital and ACO relationships, and positions the facility for sustainable census growth.

16. Provide the typical number of PT, OT, and ST frequency per week including but not limited to minutes provided by each discipline per day under skilled stay.

While **industry average is typically 300 minutes**, Symbria focuses on providing the level of therapy that is truly **best for each resident**, rather than simply meeting benchmarks. At Symbria, PT and OT are typically scheduled 5 times a week and ST can range from 3–5 times per week, with sessions typically lasting 30–40 minutes, depending on the resident's individual needs.

This additional therapy time allows our clinicians to address each resident's unique needs, optimize functional outcomes, and support a safe and successful return to independence. By prioritizing quality over quantity, Symbria ensures that residents receive the right care at the right intensity, every day.

17. Provide references of your firm's experience (minimum 2 years) with other skilled nursing facilities.



18. Provide samples of reports including but not limited to those specified below:

See Addendum C – Sample Reports.

- a) Evaluation forms.
- b) Progress notes.
- c) Discharge summaries.
- d) Screening reports/forms.
- e) Treatment/billing logs.
- f) QA and QI reports.
- g) Billing reports.
- h) Satisfaction Surveys.
- i) Rehabilitation utilization reports.
- j) Patient Outcome reports.
- k) Length of stay reports.
- l) Other audit process/reports.