THE FUTURE OF PATIENT-CENTERED REHABILITATION CARE

A strategic summit hosted by the Association of Rehabilitation Nurses

March 10, 2016
Chicago, Illinois
Proceedings Summary
The Future of Patient-Centered Rehabilitation Care

A Strategic Summit Hosted by the Association of Rehabilitation Nurses (ARN)

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Four Seasons Chicago Hotel
Chicago, IL

Background

The ARN Board of Directors is responsible for looking forward and governing strategically in order to provide appropriate programs, services, and resources to help rehabilitation nurses have a positive impact on patient care. As the ARN board planned to develop a new strategic plan in 2016 they acknowledged that change continue at an ever-increasing pace in healthcare. Therefore it would be wise to look beyond the walls of the organization and obtain a broader perspective and knowledge from a variety of stakeholders in the rehabilitation community.

To that end, ARN held a first of its kind strategic summit titled: The Future of Patient-Centered Rehabilitation Care. A small task force of ARN members including ARN president Cheryl Lehman, Terrie Black, Maria Radwanski and Jill Rye, worked over a five month period to plan the structure for the summit and identify key rehabilitation participants.

A variety of rehabilitation stakeholders attended the summit to discuss the future of rehabilitation, share perspectives and provide a broader understanding of the rehabilitation landscape and the changes on the horizon. The summit featured three distinct panel discussions on the topics of Health Policy and Legislation; Healthcare Quality; and Care Transitions. The panels featured experts responding to predetermined questions followed by discussion and feedback from all summit participants.

Legislative and Regulatory Issues

ARN Moderator: Terrie M. Black, DNP MBA RN CRRN FAHA
Panel Participants: Anne F. Deutsch, PhD RN CRRN FAHA; RTI International, Northwestern University, Rehabilitation Institute of Chicago
The Honorable J. Phillip Gingrey, MD; District Policy Group at Drinker Biddle & Reath, LLP
Pam Roberts, PhD OTR/L SCFES FAOTA CPHQ FNAP; Cedars Sinai Health System
Gregory Worsowicz, MD MBA; University of Missouri Health

Discussion Summary

The IMPACT Act and reimbursement models are the most relevant legislative and regulatory issues affecting rehabilitation. The IMPACT act will result in Post-acute Care (PAC) silos falling away while at the same time, the Affordable Care Act will push care towards the community. Reimbursement models will continue to change and payors will continue to drive care decisions. Bundled and/or site neutral payments will impact patient access to appropriate care.
Rehabilitation stakeholders will have a greater opportunity to impact legislation through regulatory channels rather than attempting to introduce legislation. Inter-professional collaboration (nursing, physiatry, therapy) will have a greater impact in advocating for the specialty of rehabilitation and the best outcomes for patients. To support advocacy efforts, continued education of members of the profession, patients, caregivers and the public is necessary. Members of the profession must be prepared to communicate the value of rehabilitation, and demonstrate how rehabilitation concepts result in better outcomes for patients.

Rehabilitation professionals working throughout the PAC continuum must be well-informed and communicate with other rehabilitation professional, using common terminology to ensure clarity of the advocacy message and effective communication between settings. The creation of a rehabilitation terminology glossary would educate and provide a guide for common language throughout PAC settings.

Standardized data must be collected and used that provides evidence to support care for the appropriate patient in the appropriate setting. Rehabilitation professionals must also continue to seek funding for meaningful research that will support the value of rehabilitation.

**Healthcare Quality**

**ARN Moderator:** Jill L. Rye, MA RN CRRN CNL

**Panel Participants:** Kathy G. Clark, MSN RN CRRN; Roosevelt Warm Springs Institute for Rehabilitation

Anne F. Deutsch, PhD RN CRRN FAHA; RTI International, Northwestern University, Rehabilitation Institute of Chicago

Robyn Grant, MSW; The National Consumer Voice for Quality Long-Term Care

**Discussion Summary**

Identification, standardization and scoring of Quality Measures will increasingly drive care decisions and may not be congruent with patient expectations or the principles of patient-centered care. Consistency of nurse staffing and competency are very important to consumers. A decrease in reimbursements will affect staffing levels for nurses, therapists, dieticians, housekeepers, etc. and will ultimately affect patient satisfaction.

Patient education is critical to provide an understanding of what to expect in a rehabilitation setting and what part patients and caregivers will play in recovery/outcomes. Rehabilitation providers can partner with consumer groups that provide education and health literacy to teach families about self-advocacy. Patient advisory councils may help improve or achieve for non-clinical, consumer experience measures more effectively than surveys. Councils include representatives from all disciplines involved in care as well as patients and caregivers; they can promote coordinative care that may improve quality outcomes.

While consistent staffing may be the gold standard for patients, it is not realistic. Again, educating consumers regarding reasonable expectations for the care experience and expectations for self-management in rehabilitation may help set up a better partnership for care. The more patients know about what to expect and their role in the process, the more quality standards may improve. Continued advocacy for reasonable nurse staffing ratios is needed.
Data is needed to demonstrate how inappropriate care in an inappropriate setting leads to complications with bad outcomes that will impede quality and increase cost.

**Care Transitions**

**ARN Moderator:** Maria L. Radwanski, MSN RN CRRN

**Panel Participants:** Lynn D. Burkett, MBA BSN RN ONC; The Reading Hospital and Medical Center, National Association of Orthopaedic Nurses

Robyn Grant, MSW; The National Consumer Voice for Quality Long-Term Care

Cynthia S. Jacelon, PhD RN-BC CRRN FGSA FAAN; University of Massachusetts Amherst College of Nursing

**Discussion Summary**

Current care transition models for PAC settings need improvement for better patient outcomes and reduction of preventable readmissions. The current practice model for transitions is immediate and does not provide enough time for planning ahead. Coordination of disciplines, resources, information, and equipment is difficult. Communication between settings during “hand-offs” need improvement. The process is typically handled by case managers or discharge planners who may or may not be well-informed about patient rehabilitation needs and most appropriate care level needed.

There is not currently consensus on the best discipline to provide patient-centered transitions resulting in the best outcomes for the patient and caregivers. Patients and caregivers do not understand that they can have a voice in care decisions and the implications of those decisions. While an individual may participate in advance planning for end-of-life care decisions, they rarely plan for care decisions related to chronic illness or disability.

Care transitions must be patient-centered. Patients and their families need a single care transition manager who will coordinate information regarding current health status, care needs and appropriate, patient-centered care goals. This information can be used for a discussion with the patient and their families to determine the appropriate care setting that will most likely help them reach care goals.

The care transition manager must be qualified and knowledgeable about rehabilitation nursing principles. It is recommended that a nurse with rehabilitation nursing knowledge lead care transitions. Nurses with rehabilitation knowledge are also needed in beyond typical PAC settings to ensure that nurses are able to apply rehabilitation principles to care in every patient unit helping to prepare for successful transitions and better outcomes.

A team approach to transitions is encouraged, not only within the current care setting, but also with the destination setting for continued care. Technology (e.g. video conferencing, conference calls) could play a role in allowing for team conferences and “hand-over” conferences to ensure smooth and effective transitions to the appropriate setting.

Both care providers and the public need education regarding the importance of “What-If” planning or advanced planning for care. Primary care physicians could play a role in facilitating these discussions.
ARN Strategic Planning Summit

The Future of Patient-Centered Rehabilitation Care

Participant Biographies

Mary Beth Benner, CAE
Director of Operations, Association of Rehabilitation Nurses
Mary Beth Benner is a Certified Association Executive that has worked with ARN in a senior management staff role since 2000 and has been fortunate to be involved in the development of numerous ARN initiatives with many talented rehabilitation nursing leaders. She has a background in a diverse mix of governance, implementation of strategic plans, operational management, budgeting, educational programing, continuing nursing education accreditation, volunteer management, project and publication management, government relations, and customer service.

Terrie Black, DNP MBA RN CRRN FAHA
Clinical Assistant Professor, University of Massachusetts
Terrie Black is a Past President of ARN and Immediate Past Chairperson for ARN’s Health Policy Committee. She currently serves on a CMS Technical Expert Panel for Potentially Preventable Readmissions in the Post-Acute Care settings. Terrie is a member of the Stroke Quality Measures Workgroup sponsored by the American Academy of Neurology. She also serves as a Merit Reviewer for PCORI and works as a Disease Specific Care Nurse Reviewer for The Joint Commission.

Katherine Hamilton Blasquez, MS BSN RN CRRN CCM-BC
Polytrauma/TBI Nurse Case Manager, Veterans Affairs Health Care System, Livermore Division
Katherine Hamilton Blasquez is currently stationed at the Polytrauma Network Service site as Polytrauma/TBI Nurse Case Management supporting military and Combat Veterans. She previously was stationed at the San Francisco VA as their Health Promotion Disease Prevention Nurse Case Manager. She holds a California license as a Public Health Nurse and Marriage and Family Therapist. She has over 20 years of public service at the county, state and federal levels, including public health nursing in a Northern California county outpatient setting, nursing at San Quentin State Prison, and a brief assignment at Kaiser within the Nurse Cardiac Residency Program in South San Francisco.

Michael Bourisaw, BS
Director, Professional Relations and Development, Association Management Center
Michael Bourisaw has worked in healthcare for over 30 years with experience in the pharmaceutical industry as well as with a number of healthcare associations. Michael has served in various roles including management, coalition building, and business development with an emphasis on improving
quality outcomes. He works to secure diverse revenue streams to enable organizations to achieve their objectives. In his current role with Association Management Center he works with 18 associations that operate in the healthcare space which includes 3 years of working with Association of Rehabilitation Nurses.

**Lynn D. Burkett, MBA BSN RN ONC**  
*Program Coordinator, Reading Health System*

Lynn Burkett has had the benefit of caring for patients in a variety of settings – Orthopaedic medical-surgical unit at a community hospital; home health; consultant to a variety of facilities; case manager; pathway manager and coordinator for a joint replacement program. She is also a member of National Association of Orthopaedic Nurses (NAON) and currently serves on the executive board as a director. As a NAON member, Lynn has served on the Education Committee and been involved in their Annual Congress, as well as the American Academy of Orthopaedic Surgeons Annual Meeting. She has also served as a NAON chapter president.

**Christine Cave, MSN RN CRRN HFS**  
*Health Services Director, Courtyards at Pine Creek*  
*DNP/FNP Full Time Student, University of San Francisco*

Christine Cave is a Master’s prepared Certified Rehabilitation Registered Nurse. Christine completed a fellowship program in evidence-based practice with the UCSF Bay Area Nursing Fellowship program in 2009. She was a nurse manager of an acute rehabilitation unit for 3 years. Christine received a NIWI scholarship through ARN in 2015. She was also the South Bay California ARN Chapter Secretary. Christine authored the recent manuscript “Evidence-based Continence Care: An Integrative Review” which appeared in the January/February 2016 *Rehabilitation Nursing* Journal. Christine is pursuing her DNP at University of San Francisco. She currently works as a Health Services Director in a residential care facility.

**Kathy Clark, MSN RN CRRN**  
*Director of Quality, PI & Compliance, Roosevelt Warm Springs Rehab & Specialty Hospitals, Inc.*

Kathy Clark has worked as a staff nurse, charge nurse, shift supervisor, nurse manager, assistant Director of Nursing, and Associate Nurse Executive in a 32 bed Acute Rehab. Her responsibilities included orientation, competency, policy development, Joint Commission accreditation as well as Disease Specific Certification in Stroke Rehab. Currently, she is responsible for Quality Performance Improvement for 2 hospitals; Acute Rehab and Long term acute care. Kathy manages the risk management and compliance for both hospitals. She is responsible for keeping current with CMS changes to quality reporting for the IRF and LTAC hospitals. Kathy has been a member of ARN since 1989 and served in all board positions at the local ARN Georgia Chapter. Kathy served as a director on the ARN Board of Directors for two terms and currently serves as the Secretary/Treasurer.

**Anne Deutsch, PhD RN CRRN FACRM**  
*Research Scientist, Rehabilitation Institute of Chicago*  
*Senior Research Public Health Analyst, RTI International*  
*Research Associate Professor, Northwestern University*

Anne Deutsch has a doctoral degree in epidemiology and community health. She was part of the team that developed the Continuity Assessment and Record Evaluation tool and was involved in training of data collectors and data analysis in the Medicare Post Acute Care Payment Reform Demonstration. Anne has an appointment as a Clinical Research Scientist at the Rehabilitation Institute of Chicago’s Center for Rehabilitation Outcomes Research and is a Research Associate Professor in the Department of Physical
Medicine and Rehabilitation in Northwestern University’s Feinberg School of Medicine. Anne’s research focuses on quality measure development and Medicare payment reform for post-acute care.

Scott Engle
Principal, Association Management Center
Scott Engle has served as a principal at AMC since 1981. Scott has been ARN’s “designated Engle” for many years and has been privileged to witness the organization’s growth and transformation. In his role, he provides corporate oversight to numerous client organizations, oversees several corporate operational functions and facilitates corporate initiatives. He is heavily involved in the community, holding board positions for his church and Lydia Home/Safe Families for Children. He is also a co-founder and regular volunteer for Solid Rock Carpenters, a non-profit organization that helps provide shelter for people in need. Scott received a Bachelor of Science Degree in Accounting from Miami University in Oxford, Ohio.

Julie Enichen, MEd
Education Manager, Association of Rehabilitation Nurses
Julie Enichen has been an Education Manager for ARN since 2012 focusing her efforts on online initiatives and educational products. She is responsible for the development and management of education activities including the webinar series, Introduction to Rehabilitation, Restorative Nursing Assistant and PRN online courses. Working closely with the Lead Nurse Planner, she oversees the implementation of the provider functions of the ANCC continuing education program. Starting in 2016, Julie will be the lead Education Manager for the ARN 2016 REACH Conference. Prior to ARN, Julie worked for several medical education companies and was also an elementary school teacher.

Ina Fletcher, MSN CRRN ARNP RN-BC
Case Manager, private practice
Ina Fletcher lives in South Florida and has been an active ARN Florida Chapter member since 1987 and currently serves as a director on the ARN Board of Directors. She started a private practice in 1988 providing case management, life care planning and expert testimony. Ina also works part time for Executive Health Resources in medical determinations and appeals and per diem at Broward Health Imperial Point as a case manager.

Paddy Garvin-Higgins, MN RN CRRN CNS PHN
Rehabilitation Clinical Nurse Specialist, MemorialCare Rehabilitation Institute, Long Beach Memorial, Long Beach, CA
Paddy Garvin-Higgins has been involved in the nursing field since 1968 and received her RN in 1975 from Lutheran Medical Center School of Nursing in Cleveland. Paddy is a clinical nurse specialist in the state of California. She has extensive experience in management, staff and patient/family education, performance improvement, research, and home care, in the medical-surgical, critical care, pediatric, geriatric and most notably in both the inpatient and outpatient rehabilitation settings, working with age groups from 2-100+. In addition to holding positions in medical-surgical, critical care, and home health care nursing, Paddy has worked as a rehabilitation staff nurse, charge nurse, nurse clinician and clinical nurse specialist in the field of rehabilitation nursing for the past 28 years.

The Honorable J. Phillip Gingrey, MD
Senior Advisor, District Policy Group
Phil Gingrey is a senior advisor in the District Policy Group at Drinker Biddle. Dr. Gingrey is a former U.S. Congressman who served Georgia’s 11th congressional district from 2003 to 2015. Given his medical
background and local, state and federal public policy careers, he is uniquely positioned to provide public
policy and government relations counsel to clients on issues related to health care, energy and
environment, education, communications, and life sciences.

Robyn Grant, MSW
Director of Public Policy & Advocacy, National Consumer Voice for Quality Long-Term Care
Robyn Grant is responsible for leading the development and implementation of the Consumer Voice’s
public policy agenda and growing and mobilizing the grassroots network to support the organization’s
policy work. Prior to assuming this role, Robyn was the Director of Advocacy and Outreach. Before
joining the Consumer Voice, she served as the Long-Term Care Policy Director at United Senior Action
and as a consultant with the National Long-Term Care Ombudsman Resource Center. She has a Master’s
in Social Work with a specialization in aging. Robyn was the Indiana State Long-Term Care Ombudsman
for eight years and president of the National Association of State Long-Term Care Ombudsman
Programs for two terms. She has also served on the Consumer Voice Board of Directors.

Mary Ellen Hatch, MSN RN CRRN
National Director of Nursing, HealthSouth Corporation
Mary Ellen Hatch has practiced nursing for over 30 years with 21 of those years in rehabilitation nursing.
As the National Director of Nursing for the last decade, Mary Ellen is leading the effort to grow
HealthSouth’s expertise in the professional practice of rehab nurses. As a CRRN, she launched a training
and incentive program within HealthSouth that has grown the volume of CRRNs from just under 300 to
nearly 1500 in the past 4 years. Embracing nursing sensitive metrics as nursing leadership strategies,
Mary Ellen strives to place data at the fingertips of the nurse leaders within the organization.

Cynthia Jacelon, PhD RN-BC CRRN FGSA FAAN
Professor, College of Nursing, University of Massachusetts Amherst
Cynthia Jacelon is a rehabilitation clinical nurse specialist certified in gerontological and rehabilitation
nursing with 35 years of experience. Her expertise includes dignity, function, self-management of
chronic health problems, and independence in elders. Cynthia has explored how elders affect the
outcomes of their hospitalization, the processes used to manage chronic health problems, the meaning
of dignity, and the role of smart environments and other technology in promoting independence. The
Jacelon Attributed Dignity Scale has been used internationally. She is developing a tablet-computer
application to support self-management. Cynthia recently led a project to reduce the risk of re-
hospitalization for frail nursing home residents.

Anne Leclaire, MSN RN CRRN
Chief Clinical Officer, UW Health Rehabilitation Hospital
Anne Leclaire has been a Rehab nurse her entire career. She has worked on an acute inpatient
rehabilitation unit at University of Wisconsin Hospital for 24 years in both staff nurse and leadership
roles. Anne has been heavily involved in ARN and her state chapter WARN since 2000. She has held the
roles of President and education chair in the state chapter multiple times. Anne is currently in her third
year as a Director for ARN and also has had roles in various committees. Anne has presented at
numerous ARN conferences and recently provided a webinar on Delirium in the Brain Injured Patient.
She has co-authored an article in the Rehabilitation Nursing Journal and a chapter in the latest edition of
the rehabilitation nursing core curriculum.
Cheryl Lehman, PhD RN CNS-BC RN-BC CRRN
Consultant, Retired from the University of Texas Health Science Center at San Antonio
Cheryl Lehman is the President of ARN. She is a graduate of the Decatur Memorial Hospital School of Nursing in Decatur, Illinois; Maryville University in St. Louis, Missouri; The University of Texas Medical Branch (UTMB) School of Nursing in Galveston; and the Graduate School of Biomedical Sciences at UTMB in Galveston. Dr. Lehman received her PhD in Rehabilitation Science at UTMB in 2005. She retired as Endowed Clinical Professor in 2014 after 24 years of service in the University of Texas System, the last 8 at the University of Texas Health Science in San Antonio, where she taught in the School of Nursing. Dr. Lehman is now a volunteer with the Hill Country Mission for Health in Boerne, Texas, offers legal consultation services, and manages a nursing education website.

Karen Linden
Marketing Manager, Association of Rehabilitation Nurses
Karen Linden came on board as Marketing Manager for Association Management Center and the Association of Rehabilitation Nurses in February of this year. Karen’s responsibilities in this role include supporting the Board of Directors in providing expertise to develop and implement successful comprehensive marketing and communications plans to recruit and retain members, and promote educational programs and products. She believes in analyzing and interpreting data and trends to support marketing efforts and track the effectiveness of specific plans. Prior to ARN, Karen was in sales and marketing for various public and private sector organizations.

Joey Maginot
Manager, Professional Relations & Development, Association of Rehabilitation Nurses
Joey Maginot has been working with the Association of Rehabilitation Nurses (ARN) for two years. He started as the Operations Administrator within Professional Relations & Development (PRD) and worked on multiple Association Management Center clients. His primary responsibility is to achieve or exceed client goals of non-dues revenue by obtaining funding for things such as advertising, product sales, annual meeting activities, commercial support, industry relations council activities, and job posting and recruitment activities. Joey has helped coordinate the transition of PRD into their new customer relations management database and has also co-founded the Young Professionals SIG at AMC.

Paul D. Meyer
President and Co-CEO, Tecker International, LLC
Paul Meyer provides strategy development and change management consulting for Tecker International, a consulting practice that has completed projects for over 2000 groups in the U.S., Europe, Canada, Asia, Mexico, and Central America. Paul’s areas of expertise include: strategic thinking and planning, future visioning, issues resolution facilitation, organizational governance reengineering, innovation training, operational analysis, board/volunteer leadership development, and research for corporations and not-for-profit organizations. Paul has an MBA from Marymount University and has earned his Certified Association Executive designation from ASAE. He is an active member of American Society of Association Executives serving on committees, contributing to publications, and speaking at conferences.

Kathleen B. Murphy, RN MSN CRRN FIALCP
Rehabilitation Nurse Consultant and Life Care Planner, Nursing Consultation Services, Ltd.
Kathleen Murphy has been practicing rehabilitation nursing for over 20 years. Her experience encompasses acute care, case management/care coordination, life care planning and expert testimony for individuals (pediatric and adult) with catastrophic injury and disability, including but not limited to,
brain injury, cerebral palsy, spinal cord injury, multiple trauma, burn injury, amputation, and cancer across the continuum of care. Kathleen has been active and involved with ARN since 1995 at both the local (Greater Philadelphia Chapter) and National levels of ARN and presently serves as a director on the ARN Board of Directors.

Karen Nason, CAE  
**Executive Director, Association of Rehabilitation Nurses**  
Karen Nason has served as the executive director for ARN for the past 10 years and has more than 25 years of experience in the management of healthcare associations. Karen began her career in the for-profit world as a marketing professional for several multi-national corporations. She has served on many nonprofit committees herself including the Association Forum of Chicagoland’s Content Committee, the nominating and educational planning committees of the American Board of Nursing Specialties and as a commissioner for the National Commission for Certifying Agencies.

Maria Radwanski, MSN RN CRRN  
**Owner, Chief Operating Officer and Corporate Vice-President, Health Calls Home Health Agency**  
Maria Radwanski has been certified in rehabilitation nursing since 1986 and has a Master’s Degree in Rehabilitation Nursing from Thomas Jefferson University, Philadelphia. Maria’s entire nursing career has focused on the specialty of rehabilitation nursing; initially in both inpatient and outpatient rehabilitation settings. For the past 15 years, her rehabilitation nursing practice has taken her into the community as a case manager and currently as the owner and COO of a Medicare-certified home health agency with a focus on chronic disease management and rehabilitation services.

Pamela Roberts, PhD OTR/L SCFES FAOTA CPHQ FNAP  
**Director and Professor of Physical Medicine and Rehabilitation**  
**Director of Academic and Physician Informatics, Cedars-Sinai Health System**  
Pamela Roberts has worked throughout the continuum of care as a clinician, administrator, educator, and researcher. Dr. Roberts teaches at the University of Southern California, and guest lectures at other local universities. She is a consultant for Uniform Data System in Buffalo, New York, and a surveyor for Commission on Accreditation for Rehabilitation Facilities. She is a member and Chair-Elect of the American Congress of Rehabilitation Medicine (ACRM) Stroke Interdisciplinary Special Interest Group and a member of the Vision Taskforce and Chair of the ACRM Program Committee. Additionally, she is Chair for the Accreditation Council for Occupational Therapy Education. Dr. Roberts has served as principal and co-investigator on a number of research projects. She has provided a variety of workshops and consultations on rehabilitation, informatics and health services research topics regionally, nationally, and internationally.

Tina Roma Fisher, RN MSN CRRN Caritas Coach  
**Director, Clinical Services Center for Inpatient Rehabilitation at Lehigh Valley Health Network**  
Tina Roma Fisher has over 25 years in the rehabilitation setting. Previously, she worked at MossRehab, as a Nurse Manager and Case Manager. Tina serves on the Board of Directors of ARN nationally and for her local chapter. She has also served on the ARN Chapter Support, Budget & Finance, and Awards Committees. Tina is an ARN NIWI scholarship recipient. She is passionate about Rehabilitation Nursing and has presented at numerous conferences, emphasizing caring and rehabilitation nursing.
Jill Rye, MA RN CRRN CNL  
**Clinical Nurse Leader, Avera McKennan**  
Jill Rye currently serves as the Clinical Nurse Leader for a 23 bed inpatient rehabilitation nursing unit. She has worked as a staff nurse, case manager, skilled nursing unit coordinator, and clinical nurse educator. Jill manages unit operations, clinical quality, competency and accreditation standards. She has been involved with ARN at the local and national level for over 10 years, serving on the Conference Planning Committee and Board of Directors.

Jeremy Scott  
**Senior Vice President, District Policy Group**  
Jeremy Scott has served as ARN’s Health Policy Consultant since 2007. He has a broad range of government relations and lobbying experience, with particular skill and knowledge in strategic planning, the federal appropriations and authorization processes, planning and executing Hill Days, and developing grassroots and grasstops programs. He represents clients in their legislative interests and policy goals. Before coming to the District Policy Group, Jeremy served as director of public policy for the national Tourette Syndrome Association, legislative associate with Kinghorn & Associates, LLC, a government consulting firm in Washington, D.C., and legislative correspondent and staff assistant for U.S. Senator Mike DeWine (R-OH)—focusing primarily on health issues.

Olubola F. Sode, MSN-Ed BSN CNML  
**Nurse Educator and Clinical Informatics Coordinator, Bacharach Institute for Rehabilitation**  
Olubola Sode has been a nurse for over 10 years. She has spent the last 4 years dedicated to working in a rehabilitation facility. Bacharach is a 52-bed acute and 30 bed subacute facility. Olubola’s current function is the nurse educator and clinical informatics coordinator but her role at the institute is not limited to her title. Olubola is also part of the Nursing Shared Leadership Council where through shared governance and shared mental model they are able to transition and transform the nursing department while integrating performance improvement projects to bring about positive patient outcomes.

Stephanie Vaughn, PhD RN CRRN FAHA  
**Associate Professor/Interim Director School of Nursing, California State University**  
Stephanie Vaughn not only works as an Associate Professor at the University, but also works as a part time CNS at HealthSouth Tustin Rehabilitation Hospital where she contributes to nursing/interprofessional education, provides patient/family caregiver education, and assists the team in care planning for complex rehabilitation clients. In addition, she facilitates a monthly community stroke support group. Her research program includes stroke prevention behaviors in the Latino population, management of stroke sequelae, such as post-stroke incontinence and dysphagia, and Latino caregiver needs. Stephanie has been an ARN member for 30 years serving a variety of roles, including President-Elect of the ARN Board of Directors.

Jordan Wildermuth, MSW  
**Health Policy and Advocacy Manager, Association of Rehabilitation Nurses**  
Jordan Wildermuth supports the health policy and advocacy program of the Association of Rehabilitation Nurses. Jordan’s responsibilities in this role include supporting the Board of Directors and Health Policy Committees by providing expertise and guidance relating to health policy and government relations, including legislative and regulatory issues. Jordan is the vice chair of the Government Relations Special Interest Group at the Association Forum of Chicagoland and holds a Master’s in social work from Saint Louis University.
Gregory M. Worsowicz, MD MBA
Chairman, Department of Physical Medicine and Rehabilitation and Professor of Clinical PM&R,
University of Missouri
Gregory Worsowicz, while at the University of Missouri, has served as the Medical Director of Rusk Rehabilitation Center and served for 7 years as the Chair of University Physicians Practice Group for the School of Medicine. Currently Dr. Worsowicz is the Medical Director of Post-Acute Care for the University of Missouri Health Care System and is President of the American Academy of Physical Medicine and Rehabilitation. Dr. Worsowicz received his Medical Degree from the University of Florida and completed his PM&R residency at Baylor College of Medicine in Houston, TX.