Delivering Solutions Through Innovation and Partnerships

2018 Quality, Innovation and Responsibility Report
Building on a History of Performance and Growth.

For more than a decade Kindred at Home has highlighted the high-quality care and strong patient outcomes that have been synonymous with the Kindred name. This year, it is my pleasure to share with you the strong performance of our people in improving the lives and experiences of our patients, and supporting the innovations that focus on wellness and quality outcomes.

This year, we will reflect on how the 45,000 employees of Kindred at Home, an organization dedicated to delivering care and support solutions in patients’ homes and in the community, continues to build on a history of outperforming national benchmarks in key quality metrics, how we emphasize a culture that celebrates the growth of our dedicated clinicians to better serve our patients and families, and how we deliver cost-effective post-acute solutions in the setting most consumers want, their home.

We are pleased to demonstrate how Kindred at Home is more than just delivering quality post-acute care, we are providing new tools and solutions to patients and their families to help navigate a confusing health system, provide ongoing support after they are discharged from our care and ensure efficient care management for each patient for which we have the honor to care.

We know that none of this is possible without skilled and committed employees, and we are proud of a culture that respects and develops our dedicated clinicians in order to continue to best serve our patients.

Improving the lives of patients and their families is what we do. On behalf of our dedicated and talented people, I thank you for letting us share the story of just how we do it.

David Causby
President and Chief Executive Officer
Kindred at Home

As one of the nation's leading home health, community care and hospice providers, Kindred at Home prioritizes superior clinical outcomes provided to patients in their own home, a positive patient experience and strong partnerships to deliver the right care at the right time.

**HOME HEALTH MISSION**
To always keep our patients and their families first by providing clinical excellence, extraordinary service and compassionate care.

**HOSPICE MISSION**
To make a difference in the lives of our patients and families by working hand in hand throughout their journey.

**45,000**
dedicated employees, delivering life-saving care and rehabilitation to nearly **150,000**
patients each day from **600**
sites of services to patients in their own home or community across **40**
states

To achieve our missions we will pursue a culture where our people, our patients and their families, and our partners thrive.
Quality Care: The Foundation That Supports Innovative Solutions for an Aging America

Achieving High Quality Performance…

Nearly 95% of Kindred at Home home health locations had three or more stars in CMS’s 5-Star Rating System (quality of patient care).

In 2017, Kindred Hospice’s services outperformed national benchmarks in nearly all quality measures.

To Improve the Patient Experience, and…

In 2017, our Personal Home Care Assistance locations significantly outperformed national benchmarks in client satisfaction.

Kindred at Home hospice and home health locations nationwide have very high rates of patient satisfaction.

In 2017, Kindred at Home hospice was rated at nearly 100% by patients and families for addressing their treatment preferences, beliefs and values.

To Make Recovery and the Best Quality of Life Possible.

Our home health locations outperformed national benchmarks for rehospitalizations and unplanned emergency department care in 2017.

Kindred at Home’s community care and home health professionals delivered condition-specific clinical programming that enabled patients to improve — and remain in the comfort of their own home.

Kindred at Home professionals deliver cost-effective skilled home health care and support in the setting most desired by patients, with the goal of enabling wellness and quality of life at home.

Our dedicated and compassionate, interdisciplinary hospice teams respect and honor our patient’s throughout the dying process.

Kindred at Home community care professionals deliver needed assistance with daily living activities - primarily for Medicaid beneficiaries, low-income individuals, veterans — for patients who prefer to remain at home rather than in an institutional setting.

Personal home care assistance offers unique support and assistance for individuals in the comfort of their own home. Services are primarily nonmedical, including homemaker duties, respite care, transportation and assistance with personal care needs.

Kindred at Home’s palliative care offerings promotes quality of life through pain and symptom management for people suffering from severe, serious life-limiting illness.

We recognize that for many patients, an injury or chronic illness can make it difficult to attend doctors’ appointments outside the home. When you need to receive care at home, the physicians, nurse practitioners, physician assistants and care teams of Kindred House Calls provide the compassion and expertise our patients need to live life to the fullest.
The Post-Acute Imperative
The Demographic Demand
America is facing a tsunami of aging Americans with growing healthcare and other needs. In terms of demographics, the numbers are quite striking:
• By 2030, there will be 72 million americans 65 or older – up from 56 million today.
• The Medicare population is growing rapidly, with 11,000 beneficiaries added to the program each day.
• Not only are there more aging Americans, they are also sicker, with more than 2/3 of Medicare beneficiaries having two or more difficult and costly chronic conditions.
• In fact, these Medicare beneficiaries account for half of all Medicare spending.

In addition to the significant challenges from this demographic wave, the nation’s healthcare system, as a whole, is not well organized or equipped today to meet the needs of this population, either in terms of the care received or addressing rising costs. This includes ensuring the medically appropriate interventions are available where and when patients need them and ensuring that care transitions are smooth. It is estimated that poor transitions between care settings costs the system upwards of $45 billion in wasteful medical spending through avoidable complications and unnecessary hospital readmissions.

Rethinking Approaches to Meet Patient Need
These trends demonstrate that the future holds strong demand for quality, cost-effective post-acute care services, especially when considering that nearly half of all Medicare beneficiaries who have a hospital stay will require ongoing post-acute services in one or more settings.

This evolving healthcare environment demonstrates that, as a nation, we need effective solutions to promote optimal aging, improve outcomes, enhance the patient experience, and reduce unnecessary healthcare spending.

Kindred at Home’s trained and supported clinicians provide comprehensive care based on each patient’s unique circumstances and needs, resulting in optimal outcomes and minimal hospital readmissions.

By 2030, there will be 72 million americans 65 or older – up from 56 million today.

72
Million Americans

The Medicare population is growing rapidly, with 11,000 beneficiaries added to the program each day.

11,000

65+
experience, and to rein in spending. Based upon its experience across the continuum and patient care management success, Kindred at Home has positioned itself to play a leading role in transforming our healthcare system to meet the needs of senior Americans.

While each area of post-acute care provides a unique value in meeting care needs, there is growing demand from consumers and payers for care services to be delivered in the comfort of one's own home at a lower cost.

**A Post-Acute Care Solution for Hospital Systems**

Kindred at Home’s home and community-based patient-centered care in local markets nationwide – complemented by its key capabilities of care coordination, data analytics to predict the optimal patient discharge setting and tools that follow and support a patient on an ongoing basis – helps hospital systems develop high-performing post-acute networks, efficiently manage patients and appropriately navigate any associated risk. Positive partnerships between hospital systems and Kindred at Home can advance integrated care and expand the reach of the hospital far beyond its four walls, particularly when hospitals are increasingly discharging patients home rather than to another care setting.

**Solving the Post-Acute Care Puzzle for Payers**

At the same time that health providers are experiencing new risk-based payment models, payers are demanding higher quality clinical outcomes, shorter lengths of stay and lower rates of rehospitalizations. Kindred at Home has become the efficient and lower-cost solution for these payers. This is increasingly important for patients with multiple chronic conditions.

Providing the right care in the home or community setting allows us to create care models that support wellness and prevent the need for a hospital admission. Transition management and post-discharge patient support further enable Kindred at Home to deliver population health and care management.

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**67% of Medicare beneficiaries have 2+ chronic conditions**

Centers for Disease Control (CDC)
1.866.KINDRED
We recognize the difficult decisions, and confusing information, that patients and their families face when trying to figure out the best options to meet their needs after being treated for an illness or injury in a hospital. That’s why we offer our toll-free resource, 1.866.KINDRED. Calls are answered 24/7 by Registered Nurses who help identify the best and most convenient care options – even if it’s not with Kindred at Home. The goal of 1.866.KINDRED is to be a trusted consumer resource as nurses answer questions about insurance or Medicare coverage, discuss medical conditions and detail the care options available to patients in their local community. In 2017, these nurses helped more than 315,600 patients, families and loved ones identify the best care for their unique needs.

Continuing the Care After Discharge
In order to maintain personal, consistent and compassionate communication with patients after they are discharged from Kindred at Home services, trained nurses call patients at regular intervals – post-discharge 14, 30, 60 and 90 days – to track patient progress, answer ongoing questions, identify any new care needs and ensure a positive patient experience. This personal, individualized touch is valuable in preventing a decline in patient condition and helping avoid costly hospitalizations. For patients with multiple chronic conditions, the follow-up calls with trained clinical professionals familiar with their personal situation are invaluable to their ongoing condition management and well-being.

Condition-Specific Support
Kindred at Home has developed condition-specific clinical programs to help patients recover from illness or injury, effectively manage chronic conditions to prevent decline, and address dementia and cognitive decline in the comfort of post-discharge home. We also understand that care goes beyond treating specific conditions, so we have wellness programs to encourage activity to preserve independence.
Targeted Clinical Programming for Safety at Home

The National Council on Aging recommends the use of evidence-based, proven fall prevention programs to provide older adults with education on fall prevention, exercises to increase strength and balance, and strategies to proactively address any environmental concerns. Successful programs improve the health and wellness of aging populations - helping them to safely remain in the community and avoid costly hospitalizations.

In response to this need, Kindred at Home utilizes Safe Strides®, a unique, multidisciplinary home-based fall prevention program, to uncover and treat the root causes of a patient’s fall risk. To address each patient’s specific needs, we create a plan of care that can include skilled nursing, physical therapy and occupational therapy as well as speech and language pathology. The result is a dramatic reduction in fall risk that helps patients age in place and remain independent.

Safe Strides® outcomes are proven to exceed ordinary homecare in key activities of daily living (ADL) measurements. In a clinical study involving nearly 4,000 patients, Safe Strides patients were shown to have lower fall risk, heightened independence and lower risk of rehospitalizations. In virtually all of the ADLs examined in the study, Safe Strides patients fared better than those who received ordinary homecare.
A Culture Celebrating the Growth of All Clinicians

Achieving Clinical Excellence
Understanding that strong clinicians and dedicated employees are the foundation of delivering the very best in care and services to the customers we serve, Kindred at Home is proud of its Achieving Clinical Excellence (ACE) program. The ACE Program was designed to improve the overall quality of care provided by Kindred at Home as it celebrates the work of our clinicians through recognition and enhances their professional growth and development. The goal is to create a diverse team of clinicians who demonstrate a personal commitment to exceptional care and clinical quality, and who position Kindred at Home as an industry leader and an employer of choice.
We Honor Veterans
Kindred at Home’s hospice professionals are proud to participate in We Honor Veterans, a program of the National Hospice and Palliative Care Organization and the Veterans Administration which is designed to recognize the contributions that our veterans have provided to our country and to meet the unique needs of terminally ill veterans. Our hospice team presents certificates of appreciation and American flag pins to each veteran, and recognizes them in individual ways on military commemorative dates throughout the year.

The program embraces respectful inquiry, compassionate listening and grateful acknowledgement to comfort each patient with a history of military service. The dedicated team remains vigilant to environmental and other factors which could trigger fear, anxiety and/or painful memories from the past.

Camp I Believe
Camp I Believe is a free children’s bereavement camp funded by Kindred Hospice Foundation that provides support to grieving children and families across the country, with an emphasis on strong clinical programming and community engagement. Camp activities and programming focus on providing campers aged 7 – 17 with the opportunity to express feelings and tell their story in a safe environment. Although all of the campers have been identified as bereaved, not all of the programming is focused on grief and loss. Many of the children who come to camp attend for the opportunity to have fun and to feel “normal” again. All activities help campers, either directly or indirectly, establish a sense of community and provide teambuilding opportunities; activities place an emphasis on personal growth through creative expression and through establishing positive relationships with peers.

Financial Assistance to Hospice Patients
We understand that having a loved one on hospice can present financial challenges as well as the emotional issues surrounding the dying process. The Kindred Hospice Foundation provides limited assistance to our Kindred at Home hospice patients based on critical financial needs that are identified by medical social workers in each local program. Patient assistance grants may be granted for items such as improving or repairing a hospice patient’s living quarters, help with utility bills. Patient needs at the end of life can vary and the Foundation may be able to assist in providing for appropriate unforeseen needs when other resources are unavailable. Our goal is to support hospice patients and their families in identifying available resources at this difficult time in their lives.
As the largest provider of skilled home health nationwide, our trained professionals deliver care and services for people who need medical care, are homebound and can avoid an inpatient care setting. They also continue the care for patients who require ongoing rehabilitation or nursing care after a stay in another care setting in order to support complete recovery and to safely transition home.

In addition to being the patient’s preferred setting for care, home health has been proven to play a significant role in reducing healthcare spending by treating patients in a clinically appropriate, cost-effective manner.
Managing Daily Activities, Pain and Treating Symptoms

- How often patients got better at walking or moving around: 74% (Kindred at Home), 72% (Benchmark)
- How often patients had less pain when moving around: 79% (Kindred at Home), 76% (Benchmark)
- How often patients’ breathing improved: 80% (Kindred at Home), 74% (Benchmark)
- How often patients’ wounds improved or healed after an operation: 90% (Kindred at Home), 91% (Benchmark)

Preventing Unplanned Hospital Care

- How often patients’ wounds improved or healed after an operation: 14% (Kindred at Home), 17% (Benchmark)
- How often patients receiving home health care needed any urgent, unplanned care in the hospital emergency room – without being admitted to the hospital: 4% (Kindred at Home), 13% (Benchmark)

Preventing Harm

- How often the home health team began their patients’ care in a timely manner: 94% (Kindred at Home), 94% (Benchmark)
- How often the home health team taught patients (or their family caregivers) about their drugs: 98% (Kindred at Home), 98% (Benchmark)
- How often patients got better at taking their drugs correctly by mouth: 62% (Kindred at Home), 63% (Benchmark)
- How often the home health team checked patients’ risk of falling: 100% (Kindred at Home), 100% (Benchmark)

Patient Satisfaction

- Locations with 3+ Star Rating (patient survey): 95% (Kindred at Home), 85% (Benchmark)
- How do patients rate the overall care from the home health agency: 90% (Kindred at Home), 88% (Benchmark)
- Would patients recommend the home health agency to friends and family: 82% (Kindred at Home), 78% (Benchmark)

Source: CMS Home Health Compare 2017

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CMS Five-Star Rating System, which recognizes the highest quality care, awarded **111 Kindred branches 4 stars** and above for Quality of Care and **176 Kindred at Home branches 4 stars** and above for Patient Satisfaction.

**86** Kindred home health care locations received SHPBest Home Health Care Consumer Assessment of Healthcare Providers and Systems Awards for 2016 survey data.

SHPBest programs acknowledge home health and hospice providers that consistently offer high quality service to patients.

**140** Kindred at Home Locations Named to HomeCare Elite®
Hospice
When healing and curative treatments are no longer an option for individuals at the end of life, Kindred at Home's hospice teams provide a family-oriented, interdisciplinary model of care designed to meet the spiritual, emotional and physical needs of patients. We focus on comfort instead of a cure so that a better quality of life can be maintained for as long as possible.

**Interdisciplinary Approach to Patient Preferences**

Our specially trained hospice physicians and caregivers work together to create and support a familiar and comfortable environment while delivering expert medical care, pain management and extensive emotional and spiritual support tailored to the needs and wishes of the patient and their loved ones. We are committed to compliance and compassionate patient-centered hospice care as we create the most dignified end-of-life experience possible. Additionally, our hospice professionals provide ongoing educational and grief support for families throughout the dying process.

**Recognizing Quality in Hospice Care**

In 2017, 14 Kindred at Home hospice locations received awards from SHPBest Hospice Care Consumer Assessment of Healthcare Providers and Systems Awards based on 2016 survey data. SHPBest programs acknowledge home health and hospice providers that consistently offer high quality service to patients and to families and caregivers of patients receiving hospice care.

### Kindred Hospice Benchmark

When healing and curative treatments are no longer an option for individuals at the end of life, Kindred at Home's hospice teams provide a family-oriented, interdisciplinary model of care designed to meet the spiritual, emotional and physical needs of patients. We focus on comfort instead of a cure so that a better quality of life can be maintained for as long as possible.
Kindred at Home community care and personal home care assistance offers unique support for clients and their loved ones. The services provided in the comfort of one's home are primarily nonmedical, including homemaker duties, respite care, transportation and assistance with personal care needs.

Customer Satisfaction Exceeds National Benchmarks

For the past four years, Kindred at Home Personal Home Care Assistance has consistently outperformed national benchmarks in the key quality measure for client satisfaction. We provide extensive care coordination, and meet higher standards of care than home care franchises or companies that do not also offer home health services.
Community Care

Community care professionals deliver needed assistance with daily living activities for Medicaid beneficiaries, low-income individuals, veterans and families who want support to care for a loved one. Eligible individuals receive medical support services in their own home or in a community-based setting without being required to move to a facility or institutional setting. Community care services are particularly targeted to serve the elderly or those with disabilities.

Palliative Care

Palliative care promotes quality of life through pain and symptom management for people suffering from severe illness – while still delivering curative treatments. This level of care complements the patient’s primary medical treatment programs, and supplements it with symptom management as well as emotional and spiritual support. Kindred at Home is rapidly expanding its footprint in delivering palliative care solutions for patients in new communities nationwide.

Physician Care at Home

Sometimes an injury or chronic illness can make it difficult to attend doctors’ appointments outside the home. When individuals need to receive care at home, our house call physicians, nurse practitioners, physician assistants and care team provide the compassion and expertise patients need to live life to its fullest.

Kindred House Calls, our Home-Based Primary Care practice, remains one of the largest in-home physician practices in the U.S., with approximately 70 practitioners serving 8,500 patients in four states. Kindred House Calls brings high-quality house call services to homebound patients who are at high risk for hospitalization and cannot easily access traditional outpatient services. Kindred House Calls is one of 2,900 primary care practices in the U.S. participating in Comprehensive Primary Care Plus, which is designed to improve access to quality healthcare at lower costs.
We accept patients for care regardless of age, race, color, national origin, religion, sex, disability, being a qualified disabled veteran, being a qualified disabled veteran of the Vietnam era, or any other category protected by law, or decisions regarding advance directives.