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BONUS EPISODE!

Presented by Rehab Medical

Rehab Medical CRT Awareness Podcast, Part 1

Nikki: For nearly two decades, Rehab Medical has provided exceptional mobility solutions to more than 100,000 individuals. But how, how has Rehab Medical become one of the nation's leading providers of custom advanced medical equipment? What sets Rehab Medical apart from competitors and how has the company been able to consistently improve the lives of thousands of mobility users?

In our two-part podcast series, we'll be chatting with our executive team to uncover how we uniquely enable mobility freedom to individuals just like you.

Kevin, Jarrad, I'm looking forward to uncovering your why and the mission behind Rehab Medical that shows up so loudly, both externally to the people you serve, such meaningful work, you all are doing. And then internally for the employees who work for an outstanding cause bottom line, you lead a very purpose driven organization. So, tell us the backstory on choosing your mission statement, improving lives.

Kevin: Yeah. So, for us, we're in healthcare first and foremost and the patients that we serve, it just comes naturally that improving lives is our mission statement, but kind of taking a step back.

We've been growing as an organization a lot over the last five years. We've grown about 30% a year, every single year. And so, we're growing rapidly. And as we've been going through this about a handful of years ago, we were in a board meeting. And we were talking about the challenges of this growth and we're also in multiple states.

And so, the concern came up, which is, hey, how do we make sure that we've got just a clarity of message, right? I can't be in every meeting as we continue to grow, there's other individuals that can't directly communicate as we continue to grow. And so, the concern was how do we make sure that our mission is clear and understood across the organization?

So, we started talking about that and *one of the board members said, well, what do you guys want to be? And who do you want to be as a company? And we kind of looked at each other and we never actually asked ourselves that. So, it forced us to really sit down and say, okay let's work through this and let's be intentional with our mission and let's make sure that we're very clear about what we're trying to accomplish. And so, we really spent some time and worked*



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through that and the improve lives is our mission and that's the short version and that's really what drives us. (Listen to the audio at – 1:55)

But the longer version of our mission statement that we try and live up to is Rehab Medical, your mission is to improve and positively impact the lives of our patients, of our partners and our employees. And so we really got to that. It's very intentional and it also encapsulates everything we're trying to accomplish, which is take care of our patients, be a great business partner with those that we work with and then also we want to make sure that we're improving lives of our employees. It's been a long process, but it's something that we really had to sit down and make sure that we're very clear on and also very intentional with what we're trying to accomplish.

Nikki: So good, since you've brought improving lives to be alive, like bringing that this is a live mission and really working through that. How have you just seen the organization change and just the energy that people bring for work?

Kevin: I think it's been a great thing for us just in terms of the culture and again I think it's a mantra that people get behind, right. It's something outside of ourselves and so I think from an internal standpoint, the energy is really high because people know that, hey, we want to take care of our customers and our patients, and we really want to improve their lives.

And so, we really try and focus on that and also resonate that. One of the things that we do is, our customer experience manager, he's sending out emails every time he gets a customer compliment, and it just enforces and energizes everyone because we're getting that feedback of the impact that we're making on our patients out in the field and so it's just really exciting and I think he used the right word. It just energizes us overall in terms of seeing the impact that we're making on others.

Nikki: Alright so coming back to something I really want to dig in on is really talking about how improving lives lives loudly, both internally and externally, or in other words, affecting your employee experience and your customer experience at the same time.

Kevin: They both have to be front and center for us. As we look at improving lives, the employee experience is important because we want our employees to really like what they're doing, and we want them to be here a long time. We know that's what's going to give us a great company and it's also going to give us the best opportunity to have a great experience for our patients.



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And so for the employee experience, we break it down into a few areas. And you think about what do employees? They want one to be connected to something. And I think that's where our mission of improving lives and taking care of patients allows us as employees to be connected to the mission and to something bigger than ourselves.

They also want to make sure that they're being challenged, and they're being engaged. And so, as a company we're constantly focusing on how do we offer engagement opportunities? How do we offer development opportunities? How can we have a career progression for employees as well that they can continue to be challenged and mentally stimulated and engaged? Because we know that's something that's critical for people.

Otherwise, they get bored and then they want a different challenge, and they are going to find it elsewhere if we can't provide them with that challenge. And lastly, we also want to make sure that they're having some fun. We talk about making sure that we have fun as an employee that makes the business experience better, where people know that they're going to have some fun when they're also at work, right?

It can't just be work, work, work, go, go, go. So, we try and make sure that we have some fun as employees and make sure that we're enjoying the workday as well. From a customer experience standpoint for us, it comes down to really two things and that's speed and communication, right? Customer experience has to be really good.

And so, we support that with that speed and communication, because from their perspective, if we're improving their lives, they want to make sure that they're getting equipment as fast as possible. And they're also getting the communication, so they're not frustrated, so that they understand what's going on, how we're operating, and how we're going to provide them with equipment as quickly as possible.

So, focus on both of those obviously is very critical because we know that if we only have one of those, we're not going to be successful as a company.

Nikki: So, Kevin such great comments and just so important for us to think sitting down and strategizing on the internal, sitting down and strategizing on the external.

And then these things that came about it's really on the internal side, improving lives means meaningful work experience, employees wanting to be connected to something, wanting to feel challenged and engaged, wanting to have fun also that they're feeling meaning in that work. And then over here doing a strategy on how does improving lives show up in the customer experience, very different.



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The customer wants the speed and they want this rich communication. But even though these are different initiatives, they're running simultaneously on the same cause. And so, as we are sharing this amazing message today, I just challenge our listeners to think about how are you proactively, intentionally bringing your mission alive in sitting down and strategizing how that internal and external.

Strategy can come together, even though they're very different things, but how are they impacting the same end result? You guys do that so well, so just love hearing this. I think there's so many takeaways that our listeners can do already to impact engagement and customer experience, but we're going to dive in now to CRT awareness week because that's the reason why we're doing this bonus episode right now.

Talk about, Jarrad, what is CRT?

Jarrad: And our industry, which is obviously home medical equipment. There's two types of equipment. One is DME, which stands for durable medical equipment. And then there's CRT, which is complex rehab technology. And it's complex rehab technology is significantly different, obviously, it's complex and requires quite a bit more attention to detail, so to speak.

There are several requirements such as having a clinician involved. When I say clinician I'm meaning a physical therapist, occupational therapist, obviously a doctor has to be involved as well, but usually these patients who receive CRT are dependent on their equipment.

Whereas with DME, those products are mostly designed to kind of supplement a need, for instance, a wheelchair, maybe someone just has, they can walk but they just have difficulties at certain times, but with CRT, these patients are mostly dependent on their equipment. And I think that's why there's such an awareness and such a such focus put on those products because there's so much need out there for our patients that needs to be fulfilled.

Nikki: And Jarrad, can you share a story to really illustrate, bring this to life for us, your work with CRT.

Jarrad: Sure, while I was pulled into a situation where a family, I believe who had moved to the US and had a son, his name was Juan who needed a wheelchair and they were just really, actually, they were on Amazon, just searching for things and they were just throwing all kinds of things out there.

So, I got involved and I got our manufacturer involved first, and I asked him to go out and just take a look at the situation to see what was going on. And the more and more we got involved



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with him, we realized that he was definitely a complex need. He was in need of CRT. And so we went through the process.

Luckily there was an organization involved that was a charity organization. So we were working with them. And so we're able to move fairly quickly, but it turns out that Juan was unable to impact difficulties. Really keep holding his head and controlling his head and so a standard wheelchair was just not going to work.

And we got involved. We realized number one, they needed a wheelchair for their home. And so that's what we went out after first. And the end result was, again, a customized wheelchair was a wheelchair with a tilt in space mechanism and tilt in spaces are generally designed for people who are unable to shift their weight.

It's also designed for situations where we want to use the effects of gravity to help manage someone's tone or their inability to control their muscles, their head, their neck, their trunk, what have you. And we got him the tilt in space which helps kind of reposition him and keep him in the chair. And also gravity help keeps his head back.

We also got him a custom headrest, which has vital support. Which it was able to again, maintain his head in a neutral position and just make it really more functional. In addition, he got several other features on the chair. A chest harness and thigh guides and things of that nature. And they're all things that were to help manage his really low tone that he had an inability to control his muscles.

The end result, I think was, I think the family is very appreciative. So that was one result for his home. It's not uncommon in pediatrics where there's a need in multiple scenarios and a scenario that we were able to help with was transport. What happens when Juan needs to go out, when they want to go to the park and when he needs to go to school or when he needs to go to a doctor's appointment, when the mom has to go grocery shopping, and we were able to provide them with more of a customized transportable chair.

Which was just lightweight, something that mom could manage and throw in the truck, but it still had the additional support that Juan needed, which included some fixed tail, which was again, he was in very much in need of, and in addition to the lateral supports both on the lower extremities and his head and his trunk. Again, that kept him kind of midline. And so that he was not in danger of falling out of the chair, it was able to stay midline. And mom didn't have to worry about that.

Nikki: What's the main message you'd like to share for this year's CRT awareness week.



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Jarrad: Well, as far as we Rehab Medical, we're doing everything we can to really take the experience for our patients who need complex rehab technology to the next level. And I don't mean with customization, but just being very proactive with communication. Also making sure that we're providing the absolute best products available on the market.

Nikki: Kevin, what's the main message you'd like to share for CRT awareness week.

Kevin: I'd like to share two messages. One is I would like for people to become more aware of what complex rehab technology is, what is CRT and what is the impact on patients? And just understanding how incredibly important that equipment is for those patients. There's so many components that are involved in someone getting a piece of CRT equipment.

And it's really important because this is equipment that they're in all day for the most part. And it helps them really just remain a level of independence in their home, perform activities of daily living and just how critical that is to that patient and being able to have that independence and that ability to perform functions that you or I may take for granted. Becoming more aware of that is really important.

The second message is just how important CRT is to the overall healthcare system. And one of the challenges that we face as an industry is everyone's looking to make cuts. And so I think a lot of times policy makers are trying to make cuts in certain areas because they're trying to save money.

And what they don't understand is the impact that CRT has on that overall system in terms of saving costs down the line. A lot of what happens is they're making cuts because they think it's easy. But what they don't realize is CRT saves so much money in the system because we're reducing falls.

We're keeping patients in their homes instead of going into facilities, we're reducing the amount of pressure sores, which is an incredibly expensive treatment category down the line. And so CRT, one is obviously really important for patients. But it's also important for the system because it saves so much money and it reduces the amount of care needed downstream.

Nikki: So in your customer service focus, you've made some intentional efforts around service excellence, and this is a big differentiator for Rehab Medical. Tell us more about that.

Jarrad: Excellence starts from our initial encounter with our patients, we put a lot of focus onto the structure and how we are able to I guess, take that patient on as opposed to our competitors,



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we just throw a lot of resources into that. Well, so to speak sales structure, for instance, we have, not only a sales rep or a marketing rep, who's involved with quarterbacking, the whole process. We also, obviously CRT have to have a specialist involved on our side called an ATP, which is an assistive technology professional, which is someone who is certified by RESNA.

And that they understand complex conditions, medical diagnosis. Then they also are able to kind of correlate those diagnosis to available products on the market. Our sales reps, ATPs, oftentimes there's kind of an internal customer service, we call them care reps who are involved to just help with some of the administrative types of things and scheduling appointments and things of that nature.

So we have a lot of people involved to help the patient get through the process, to walk them through the process as quickly as possible, because we realize that with CRT often these patients are dependent. And so everyday counts. And so we're doing everything we can to make our service delivery turnaround time as quick as possible.

The other thing is over communication. We try to find ways to over communicate with our patients, whether it's through technology platforms, such as texting and apps, or simply just through a phone call from our customer care team, just to give them updates, where are they at in the process?

Just so that they're not left reaching out to us, we're reaching out to them again and again, pointing to that proactivity, what kind of equipment are they getting? Making sure they fully understand the products they're getting, why they're getting it. And also, you know, answering any questions they may have after delivery.

We have a program called 30 day fit for you. So once a patient gets up the product and we give them 30 days for them to really kind of try out the product, but it's just to kind of fine tune the product, so to speak. So if there's anything that is wrong or maybe it's not comfortable, or they want to do something different, they have that 30 day kind of grace period so that we can make those changes fairly quickly.

We try to encourage our patients to take advantage of that so that they can have the best possible outcome.

Nikki: You can really tell that you spent time, dedicated time, intentional time, looking through the lens of those you serve, what would this experience be like if I were them? So another great key takeaway just for listeners is how can we do that better?



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All of us have someone that we're serving, whether that's in a work capacity or a personal life, and how can we come from the lens of those we serve? I want to hone in on customizing experience and why this is such an important factor to Rehab Medical's delivery of services.

Jarrad: Ultimately, our job as a provider is to provide a successful outcome for our patients.

In the way we can do this, especially for CRT patients, is through customization and when I say customization, it's not only through the product, but it's really having a thorough understanding of our patients and everything that's involved with their life and their independence and their home. We provide an evaluation as part of the process where we get to know the patient, their daily activities, where they work.

If they go to school, all of those different things to make sure that we come to equipment that is going to be able to work in all of those different environments. We realized that CRT is also an extension of the customer as well. If you can imagine being wheelchair bound or unable to ambulate, you want your equipment to be a reflection of you.

We realize that, and we want to, again, that's part of the process and the customization that we want our patients to feel like that equipment is an extension of them, which will help us lead to a successful outcome.

Nikki: So communication is a challenge for everyone everywhere, right? Or let's call it an opportunity for growth. We all have to continue to work and get better at this. And there's so many professionals involved in the CRT process. Tell us more about how you're championing excellence through communication.

Jarrad: A couple of ways. Number one is again, through that evaluation process itself, it requires a high level of communication.

There's a lot of red tape when it comes to working with insurance companies in order to get the patient approved again, the evaluation process with the patient and making sure we're communicating and setting expectations upfront with the patient. So that again, once the product is delivered our patients fully understand what they're getting, how that equipment is going to help them and why they're getting it.

So on and so forth. And the next also to provide extra additional communication is through technology or as on the clinician side, we have an app basically where clinicians can kind of keep



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track of their patients. So they're seeing a number of patients who need equipment and oftentimes they have no way to really track where those patients are in the process.

And we have an app that is dedicated to that. We also provide that for our patients as well, where they can kind of keep track of where things are so they can get on the app, they can register. And from a distance, keep track of where they are.

And then lastly, on the scheduling side, once the order is approved or their services are approved our internal application will send out a scheduling time for them once that's confirmed with them over phone and also shoot them some links to some different tools, again, just some links to their particular chair and just some of the features of the chair and also some supporting documentation that they can read through to kind of prepare themselves for delivery.

Nikki: So good. And I just see now on the external side of serving the customer, improving lives is really intentional design of the strategy constantly customizing the experience for every single person that we serve. So that that experience is as best as it can be. And then communication excellence and the constant championing of how do we do that better?

Really, really good stuff that you all are doing. I'd love to bring it back to Kevin to tie this all back into meaningful work. Meaningful work is so important for all of us to experience. So share Kevin, how the work you do with CRT fulfills you and what your most proud of.

Kevin: For me, fulfilling is really just making a difference in people's lives, whether it's external or internal and just seeing that impact and being able to help patients get a better life through the equipment that we provide them and the experience we provide them.

And also just our employees. One of the things we talk about is we have a growth mindset as a company. And obviously we've been growing a lot and in our growth mindset is really around those two factors. It's why do we want to grow? Well, we want to grow because we want to take care of more patients.

I also want to grow because we want to create opportunities for employees, more jobs and also the opportunity to get promoted and expand their opportunities as employees and individuals. And so I think both of those it all kind of comes together to really fulfill me personally, just it's, taking care of people and impacting lives.



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And, I think the growth that we've seen as a company ties in with that, and just allows us to really do a lot more of that as we continue to grow and expand, I think what I'm most proud of is just the team that we have. I'm really proud of what we've built as a company and the culture that we've developed. And it's all about our people.

We want to have great people that are aligned with what we're trying to do and I'm so proud of that because we have such an incredible team. We have such great leaders, we have such great, just team members all across the board and they're all aligned around what we're trying to accomplish. (Listen to the audio at – 21:30)

And so when I look at our organization as a whole, I'd say, that's what I'm most proud of.

Nikki: Mm. So good. So heartwarming, thank you for sharing that. And Jarrad you to share how the work you do with CRT fulfills you and what you're most proud of.

Jarrad: As an ATP, kind of myself worked in the field for a number of years. And it truly is just being able to connect with our patients. And, and even now I still have patients that contact me and either text or maybe an email where they're just how, hey, how are you doing that kind of thing? It's really just connecting with. I try to establish connection with each patient because at the end of the day, we're all the same.

We're all looking for the same things. And they just happened to have a need that I think I can help them with. And ultimately that's my goal. And then, so as far as being fulfilled, that's it for me. Also I think probably most proud of being able to be part of a company that has allowed such kind of growth and allowed us to kind of allow me to grow with the company.

And so our employees, other employees as well, allowed us to grow both as professionally and as individuals and into creating a great culture and a great company. And so I've been with Rehab Medical for over 15 years. And so it's been a great journey.

And the work we do is very meaningful and we see it each and every day we get the customer and *we get great feedback from our customers every single day, I get the email saying how it affected someone's life. And it's just truly an honor to be part of an organization like that.* (Listen to the audio at – 23:08)



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Nikki: And who doesn't want that. And that's why we do this podcast is to inspire other leaders to continue to just always work on that for your people, because nothing is more fulfilling than being able to spend the majority of what we do in our lives, which is work to be able to, to do what you just shared.

Jarrad and Kevin, the experience that you get to have about rich relationships and really feeling like you're taking something you're good at and pouring into the world to make it better. If all people could experience that right there. And that's what we're on a mission for. So as we wrap this up, I'd love to know what is the best advice you have to our listeners around mission-driven work, living simultaneously, both for employees internally and for the customer experience.

Just leaving the last words of wisdom and I'll let you go first, Kevin.

Kevin: The best advice I have is you can't have one without the other.

I think if you want to have a truly mission-driven company, you have to focus on your employees and you have to focus on the customers or in our case, the patients that you serve. I think the approaches can be very different. I think tactically, you're going to do different things for each of those, those categories, but they both have to support the mission and the outcome that you want. And I think they both have to be aligned in that regard. (Listen to the audio at – 24:08)

So I think the best advice is really to focus on both of those areas and, and also just to be intentional, make sure that you're really thinking through, and you're very clear on what are you trying to accomplish and how are they going to support your overall mission

Nikki: And Jarrad?

Jarrad: Yeah, I agree. Kevin spot on. And I guess I would add that.

One thing I'm really learning is it's trying to connect, our employees and our customers. Obviously through phone is one way, but also for them to be able to see outcomes and be able to see, we've kind of started a thing called, case studies and where we're able to kind of



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see, patients in their equipment, patients who, what the end result looks like for our patients. So it's not just someone on paper they're able to see a face and see what their work, the result of their work and what they're doing every day and how they impacted someone's life just by simply getting approval for that patient or making a phone call for that patient. (Listen to the audio at – 24:50)

They would see that end result. And I think tying those two together in conjunction with what Kevin said, ultimately is the best advice I could probably give.

Nikki: Thank you for tuning into this episode. We hope you enjoyed uncovering more about Rehab, Medical and how we enable mobility freedom. For more content on how we positively impact the lives of mobility users. Stay tuned for our [second part in this series, where we'll be chatting with our sales leaders to discuss the direct impact of custom mobility equipment on patients and clinicians.](#)