



Calendar Of Events

- **May 19, 2006**—
Annual Stockholder’s Mtg.
- **September 20, 2006**—
Conference & Trade Show



A Message From the President

As we look forward to spring, Kairos and its Board of Directors have scheduled a Strategic Planning Meeting to address how Kairos can assist its members in managing the changing long-term care environment. We feel that now more than ever, Kairos must provide its members with needed services that ensure optimal reimbursement, decreased exposure to risk, and increased cost savings.

Our staff now consists of Lorrita Keller as Health Services Contract Manager, Dan Harnick as Account Executive for group purchasing and consulting services, and Anne Marie Williams as Administrative Manager. Our goal is to provide increased value and improved customer service to all of our members. As we visit each member organization, we are working to open communication and to outline our service enhancements which include the following:

- Negotiating contracts with Medicare as the minimum benchmark
- Skill level negotiations that focus the dollars on actual utilization
- Provision of additional and more specific carve outs to per diems
- Adding and improving medication caps
- Claims recovery service (over \$200,000 in the past 6 months)
- Availability of tools to assist admissions and billing. These include:

1. Benefits and coverage verification tools
 2. More detailed contract summaries
 3. Contact phone numbers and addresses
 4. Leveling guides to ensure that compensation matches care provided
 5. Insurance reference tools
- Availability of service contract review (i.e. rehab contracts) to evaluate your organization’s risks of incurring costs related to reimbursement changes and utilization
 - Enhanced GPO services that are competitively priced, focused on customer service, and that address labor cost savings
 - Research and communication to proactively address industry changes effecting revenue, compliance, services, market standing, and more.
 - An improved and enhanced website coming this summer that will provide members fast easy access to insurance contract rates, skill level descriptions, reference tools, CMS updates, and other services.

In 2006, we will also be evaluating the managed care fee structure to ensure the assessment of fair and reasonable fees for our members. Our goal is to support operational costs through the GPO and consulting services and reduce our reliance on managed care fees.

Our strategic planning meeting is scheduled for March 24, 2006. If you have any observations or comments that you would like us to address in our plan, we encourage you to give us your feedback.

Jennifer Wimer

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Our Newsletter Name

The meaning of Kairos is a “critical time when opportunity and action meet”. In keeping with this meaning, we have changed the name of our newsletter to The InterSection. We hope that you find that the information intersects with you business needs.

Besides a change in our newsletter name, you will begin to see materials from Kairos that show a geese formation as the arms of the “K” for Kairos. We feel that this concept represents our goal to work together with our members to support each

one to gain greater “flying range” (performance) than if they operated alone. We hope you will contact us and use Kairos as a part of your team to support you in meeting your goals.



Productivity – Making the Best of Your Intangible Assets

With the increased cost of healthcare benefits for employees, the decreasing pool of qualified employment candidates, increased costs related to regulation, and decreasing or unchanged reimbursement; it is increasingly important to get the best and the most from each employee (your intangible assets) to ensure continued business growth. According to a recent Gallup poll, senior executives believed that management issues are the main barriers to productivity in an organization. A study commissioned by Proudfoot Consulting completed along with this poll found that the three main barriers to productivity were:

1. Insufficient management planning and control
2. Inadequate supervision
3. Ineffective communication

Employees polled, believed that to improve productivity, they need clear communication, understanding of what the tasks are, and of what the expected outcomes are.

What do these two perspectives mean for an organization? Increasing work hours is not an effective strategy for improving productivity since employees already work full schedules and overtime is usually not in the budget. In addition, the upcoming dominant workforce places a much higher value on work/life balance and may be resistant to increased working hours.

So how do you increase productivity in all staff positions?

1. Make sure managers clearly define job expectations and goals.
2. Help time-stressed managers be more available to employees.
3. Have managers provide ongoing direction and feedback.
4. Support innovation by creating a collaborative work environment.

5. Ensure that your teams consist of individuals who create good working relationships.
6. Use flexible schedules to boost productivity and improve work/life balance. (Studies show that team developed schedules reduce transaction completion times and reduce absenteeism.)
7. Encourage collaboration and teamwork to improve communication between teams, employees, and leadership and create an atmosphere where the team can thrive, produce, and grow.
8. Use of technology, although not proven to increase productivity, may stimulate new processes, better communication, and development of new knowledge and skills. All of which, contribute to improving productivity.

Implementing health measures has also resulted in improved productivity. These include employee assistance programs, return-to-work programs, health promotion programs, health risk appraisals, paid-time-off banks, and personal health coach/advocates.

Productivity changes are not easily obtained, but are achievable with the right structural changes, reward strategies and commitment to constant improvement. An organization's strategic plan should address the significance of future workforce issues to ensure that the intangible assets related to human resources generate a positive value for the business.

References:

1. Promoting Productivity, Workplace Visions, Exploring the Future of Work, SHRM, no.1, 2006.
2. Gerchiek, K, Better Management Would Improve Productivity, survey finds, SHRM.org/hrnews_published/archives/CMS_011253
3. Laura Fore & Jack Kondrasuk, PhD, The Quest for Productivity: A Look At "The New Organization", www.shrm.org/hrresources/shitepapers_published/CMS_000269.asp

Jennifer Wimer

Roof Maintenance

What are the two best ways to extend the life of your roof? First, select a quality contractor who provides a quality application. Second, have a strong preventative maintenance program. With a regular preventative maintenance program, investing a little money now saves later by deferring the eventual expense to reroof at the end of the roofs' life.

A good preventative maintenance program is a combination of scheduled inspections and the performance of the recommended corrective action. Three main steps are the foundation of a solid program.

- Developing a roof database for your building/portfolio is key. For the new roof or reroof, keeping warranty information readily accessible is extremely important. Tracking leak history, repair history and keeping an inspection log helps keep any inspector well informed prior to their inspection. It also allows them to place additional focus on problem areas.
- Performing regular inspections prevents little things from becoming larger issues with more costly expenditures. Ideally, an

inspection in the Fall and Spring keeps a roof well maintained. The inspection should include a visual inspection of the roof components, identification of any deficiencies, recommended action steps and supporting photos.

- Completing the recommended repairs as described in the inspection report. Identifying and correcting deficiencies early-on, normally, keeps repairs less costly. Procrastinating on repairs creates more damage to your roof and more expensive repairs in the long run.
- Make sure these steps become part of your permanent roof database file. Owners and Managers need to treat the roof as a valuable asset. Complying with these steps allows companies to maximize their roof's life. Timely and sound roof preventative maintenance programs will slightly increase short-term expenditures but will definitely help defer or reduce long-term roof expenditures.

Submitted by Joshua Attanasio, Centimark Roofing



Kairos' Current GPO Partners

A Dose of Bloom offers plant scape design, products, and maintenance services to Maryland organizations. Contact: Donald Cheek (410) 521-0507 or (410) 963-4457

Aegis Therapies is a provider of therapy services for SNF's, ICFs, ALFs, hospitals, and schools. They provide customized rehabilitation, training, appropriate resident care, and provide complete documentation and accurate billing information. Contact: Dan Harnick (717) 509-9716.

Airgas is a gas products manufacturer that provides large and small quantities of gases such as medical oxygen at extremely competitive pricing. In addition to cylinders, they offer a portable oxygen unit with a permanently attached regulator. Contact: Sue Krotzer, cell—610-715-2068, 215-627-6706 x26

Albert Bogner specializes in healthcare advertising and web site design by building powerful brand identities through Image Marketing with a wealth of creative and strategic experience. They create design strategy that determines the look, feel and voice of your CCRC to drive purchasing decisions and build brand equity. Contact: Kelly Albert (717) 399-4094

Archives One designs a record storage, retrieval, retention and destruction program that meets your unique needs. Offsite records management saves time, space and money and can produce the information you need, when you need it. Contact: Liza Campbell (800) 525-1131

Centimark Roofing is a commercial roofing company that offers new or renovated flat roofs in addition to an attractive warranty, roof maintenance programs, asbestos testing, infra red scanning, storm damage and insurance estimates. All of these services are at reduced or no charge to Kairos members. Contact: Art Collios (800) 478-0709

Columbia Ancillary Services, Inc. provides top quality respiratory equipment, supplies, and technical service to the senior care market and the community. They provide rental of oxygen concentrators, emergency service, low monthly payments, free back up units, respiratory therapist on staff and available for consultation, and monthly service that exceeds the manufacturers specifications. Contact Tom Peacock (800) 475-4425

Continuing Care Rx (CCR) provides a full line of pharmaceuticals and infusion drugs. They provide ongoing quality service and have developed a designated team to provide your facility with a seamless transition to their pharmacy service. Contact: Dominick DeSarro (717) 503-9687

Deer Park provides bottled water service. They utilize an established delivery service and manage your inventory based on individual needs. There are no setup or service fees and no minimum orders. Nestle/Deer Park can also provide emergency water supplies. Contact: Brian Wolvert (856) 486-9066 x2174

Ellis Coffee is one of the largest family owned coffee roasters in the Mid Atlantic region. They produce distinctive coffees, teas and other products while providing superb customer service. Contact: Mickey Steinmetz (800) 822-3984 x423

Entegra is a product of Sodexo Services and provides food procurement and distribution services to non-managed clients. They provide access to brand names at competitive and controlled prices. Contact: Colleen Coady (215) 836-4573

EQuIP for Quality is an Internet-based continuous quality improvement tool developed by NYAHS to help evaluate and improve outcomes and the quality of care in your facility using 24 quality indicators adopted by CMS. Contact Christie Teigland, PhD, (518) 449-2707, x119

ErgoSciences, Inc. product lines include low air loss mattress replacements, alternating pressure mattress replacements and various mattress overlays for patients at risk or requiring pressure relief therapy. Ergo Sciences also provides reliable, simple to use and technically superior equipment for the bariatric patient. Contact Steve Kenny @ (484) 356-0211

Home Care Solutions provides a quality private duty care service for your residents. An on-site manager provides staff supervision and resident interaction. Use of this program decreases your liability by controlling the staff entering your facility and providing care to your residents. In addition, it provides an incremental rental and profit sharing opportunity for your organization. Contact: David Mainguy (410) 479-1939

Inglis DME, affiliated with Inglis Foundation, is a leading area provider of specialty wheelchairs and rehab products and has long been noted for excellence in customer service. They also provide wound care products such as pressure reduction overlays and mattresses. Contact: (215) 788-4004

Intensive Therapeutics, Inc. addresses the leading challenges for wound care. They specialize in products and services that are specifically chosen to be unique, clinically effective, and financially sound alternatives and exceed the guidelines for foam as a pressure reduction modality. Contact Matt Dudonis, (866) 736-8484

Lifetime Healthcare Products serves the expanding long-term market by providing institutions with beds, furnishings, bathing systems, oxygen concentrators and related products. Their design team can help you create the proper mix of comfort, function, style and cost. Contact: John Anderson, (610) 647-9668

Life Uniform is the world's largest provider of healthcare uniforms, scrubs, nursing shoes, hosiery and healthcare accessories. Life Uniform offers multiple uniform shopping options with special savings and benefits. Contact: Dave Weiner at 732-513-2029

Mobile X-Ray Imaging (MXI) provides quality mobile diagnostic services through quality customer service and timely delivery. Contact: Robin Nagy (717) 561-4940.

MobileX USA (formerly Symphony Mobile X) is the largest provider of mobile diagnostic services including x-ray, EKG, Holter monitoring, Ultrasound & Bone Densitometry. Contact: Robbin Reichert, (610) 921-8123

Novartis Nutrition is a market leader in oral supplements, fortified foods, tube feeding formulas, and enteral formulas and supplements. They support their products through an enteral nutrition program and other continuing education programs. They are dedicated to Long Term Care and committed to regular benchmarking of customer satisfaction. Contact: Valerie Wendel (800) 622-2689, ext. 4288

Phillips Group is a strong customer service oriented business that supplies all of your office supplies, office furniture, and office technology. Their "EZ order" online ordering system allows you to browse the catalog, create most frequently used lists, and have access to customized reporting. Pricing is more than competitive. Contact Paige Fessick, 1-800-538-7500, ext 4637

Premier Companies, LLC uses a broker / general contractor concept to provide integrated and objective telecom / datacom and utility solutions. Contact Kyle Heller, (888) 581-1231

Rehab Works provides successful rehabilitation programs that keep you competitive, provides outstanding compliance, QA programs and a reimbursement hot line. Contact: Mike Herr, (877) 957-7100

Reliant Healthcare / Standard Medical is a product and service provider for the long-term care industry. In addition to medical supplies, they provide home healthcare services, portable diagnostic services, temporary medical staffing, and information technology management services. Standard Medical Supply provides medical and respiratory care supplies, Medicare Part B services and DME to its clients. It has a unique Capitated Program for routine medical supplies that reduces expenses and administrative overhead for nursing

Provide Quality &
Save with Kairos'
GPO Partners



homes. Contact: Frank Wilson (610) 328-9767

The Reschini Group is a benefits and consulting firm offering a wide range of insurance and financial services for over 60 years. These include employee benefits, commercial underwriting, property/casualty underwriting, risk management, and bonding. Contact: Paul Haines, (800) 442-8047

Resource Systems-CareTracker - is Clinical IT documentation that improves MDS completion and positively effects reimbursement. Contact: Jason Cooper (800) 338-3681

Sodexo creates and offers essential food and facility services to improve your residents' quality of life. They provide dining, housekeeping, and nutrition services and environmental, engineering, and laundry service components. Contact: Sandy Hegelein, 888-798-4445 x7886

SunDance Rehabilitation provides comprehensive occupational therapy, physical therapy and speech language pathology to long term care facilities, outpatient clinics and hospitals across the country. SunDance provides quality rehabilitation programs that are built on compliance, best practices and all state and federal regulations. Contact: Amy Warner (800) 815-8577

Surface Logic delivers customized flooring solutions to healthcare and senior housing providers. They assess a client's current processes for selecting, procuring, installing, and maintaining flooring as well as their flooring budgets and costs. They work with the client to select and install the most appropriate products, maintain peak performance and optimize the associated finances. They provide a single point of contact for purchasing and project management. Contact: Amy Hubbell (904) 940-8200

3M a leader in the healthcare market, delivers a complete range of products designed to promote quality outcomes, standardization, and utilization. The products are supported by educational services, professional and technical support and ongoing research and development. Contact: Patrick Smith, (800) 958-6621

Transworld is one of the nations largest accounts receivable and bad check recovery companies, increases revenue and recovery, lowers internal expense and eliminates the high cost of debt collection. Contact Tony Norris (717) 236-3730

TSI Associates, Inc. is a forms management company that offers printed documents, commercial printing, promotional products, warehousing, fulfillment services, and company clothing. Contact Gary Miller (610) 375-4371

UtiliTech, Inc. brings about utility and telecommunication refunds, expense reductions and operating efficiencies by applying their knowledge of communications and utility rates, tariffs, regulations, billing procedures and related technologies. Contact: Charity Quinn (610) 898-1103

Waste Associates, Inc. provides dependable waste and recycling industry expertise to review, analyze, recommend, and implement improvements in your existing waste and recycling program. They review your current contracts, analyze whether you have proper charges, recommend changes and expected cost reductions, and help you implement these changes to improve efficiency. They continue to monitor account activity to ensure proper charges. Fees are a percentage of savings achieved. Contact: Anne-Marie Charland (717) 431-8869.

For more information on our
Group Purchasing Partners call
(717) 509-9716

Special Announcements from Kairos Facilities



What's new at Kairos' facilities?

Please notify us of any special events, projects or awards for your facilities. We want to share in your success. Call or e-mail us at the address on the back page.

Margaret Ferroni was recently named the new NHA at **Manatawny Manor**

Staffing Changes at Glen Meadows — Congratulations to Chuck Brown on his recent retirement. Yolanda Walton is the new Executive Director joining Glen Meadows in October.

Tanya Gillis joined Glen Meadows in October as the new Assisted Living Manager.

Staffing Changes at Hebrew Homes—Margaret Gillis named new Senior Director of Nursing,

Jeanne Janosko promoted to VP of Clinical Development, and Pat Carter promoted to Sr. VP of Operations.

Allegheny Lutheran Social Ministries recently named Judith Ward as Director of Development.

Masonic Village at Sewickley announced the promotion of BJ Franks to Director of Organizational Planning and Robert Kocent to Executive Director.

Congratulations!

Liberty Lutheran Services & Affiliates celebrate anniversary -

- **Liberty Lutheran Services**—5 years
- **Artman Lutheran Home**—90 years
- **Lutheran Children & Family Services**—85 years
- **Paul's Run Retirement Community**—25 years

Augsburg Lutheran Village is in the process of building "Reformation Square" which will add 42 new one and two bedroom deluxe apart-

ments to the 96 apartments already in existence.

Luther Crest broke ground on Southgate at Luther Crest, a planned community of homes for active adults. In addition they are renovating all existing apartment buildings.

Hospice of the Good Shepherd will hold its 2nd annual children's bereavement camp "CAMP S'MORE" on Sat. 5/20/06 @ Camp Nawakwa in Biglerville.

Kairos is Pleased to Welcome the Following New Members:

Lutheran Home Care Services, Inc.—a Lutheran Social Services of South Central Pennsylvania facility

Presbyterian Homes, Inc.

- Williamsport Presbyterian Home
- Westminster Woods at Huntingdon

- Woodland Retirement Center
- The Presbyterian Home on Moshannon Heights
- Windy Hill Village of the Presbyterian Homes
- The Presbyterian Home at Hollidaysburg

Diakon Lutheran Social Ministries

- Twining Village

BRAND CAMP

by Tom Fishburne



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GPO Update

Apologies to Airgas—we inadvertently published an incorrect contact number in our last newsletter. Sue Krotzer can be reached at 215-627-6706 x26.

New vendor contracts—see GPO Partners for contact information.

- | | |
|---|---|
| <input type="checkbox"/> Centimark Roofing | <input type="checkbox"/> Phillips Group |
| <input type="checkbox"/> Lifetime Healthcare Products | <input type="checkbox"/> Sodexo |
| <input type="checkbox"/> Novartis Nutrition | <input type="checkbox"/> Waste Associates |

New GPO products / services under evaluation are kitchen & bath cabinets, furniture, wallpaper, paint, security, pest control, uniforms, architectural design products, and exterior landscaping.

MEDICARE UPDATE

Last spring I began discussing the Medicare changes for 2006. As we know, things are still changing and I would like to give a current review.

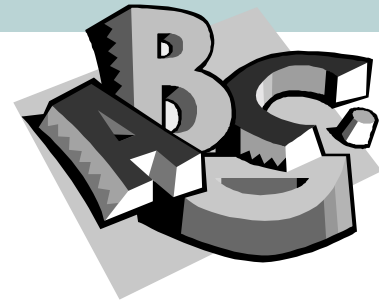
The first change is how to identify par and non-par payers. You can no longer verify if you are par or non-par by the payer name. For example, last year there was only one choice and one name for Gateway Health Plan. In 2006, Gateway now has traditional Medicaid HMO and Medicare Advantage plans. For those facilities who were participating with Gateway last year, you are still participating in the traditional plan, but not in the Medicare plan. The Medicare plan is a separate contractual agreement. Each facility must use care in identifying the resident's insurance by plan type and not payer name to determine participation. A resource of plan types by payer is available from our office.

It is important for each organization to know which plans your residents (IL, AL and SNF) are enrolled with and who your organization is participating with. Medicare has given residents the opportunity to choose new types of coverage from traditional Medicare to the Medicare Part C programs (Medicare Advantage). In order to guarantee that all of the residents on your campuses have access to covered skilled care when needed it is imperative to communicate to them who you are and are not participating with. Adding this information to your resident newsletters, on your website, and in other advertising educates current and prospective residents and their responsible parties about who will pay for services in your facility. Surveying your campus residents on which plan types they currently have will allow you to identify which payers you may want to contract with. If a

resident is a member of a plan that you are not able to participate with (poor reimbursement or payer participation restriction reasons) you can proactively discuss with the resident/responsible party possible referral issues. Some payers will not allow the resident to be treated in your facility if you are not participating. Knowing ahead of time what your resident's status is could prevent loss of payment or the inability to care for one of your residents in the future. Educating them on who you participate with, may help them in their insurance coverage decisions.

You could participate in all the various plans that are offered however, I strongly discourage it. Not only would you need to manage multiple payer plan policies such as pre-certification, but you also would need to more closely manage and monitor your budget. CMS mandates a minimum benefit plan, but not the payment methodology. Therefore, each payer's reimbursement, co-payments, co-insurances and deductibles will vary. In addition, Part C plans are designed to eliminate the purchase of MediGap, supplemental, or secondary plans. Depending on the reimbursement, this may have the potential to limit revenue. It is more important than ever to verify insurance coverage, benefit criteria/limitations and pre-certification requirements prior to admission to ensure timely and accurate reimbursement.

In 2006, Medicare added nine (9) new RUG categories. Although the new category rates are higher, some of the other highly utilized RUG rates have decreased. The new RUG categories were added to address the cost of nursing care for residents with co-morbidities



receiving rehab. In addition, therapy caps, effective January 1, 2006, place a financial limitation (therapy cap) on outpatient rehabilitation services. These caps apply to outpatient Part B therapy services from all settings except the outpatient hospital and the emergency room. Outpatient physical and speech therapy has a combined annual limit for 2006 of \$1,740. Occupational therapy has a separate annual limit of \$1,740.

Some of the rehab providers have taken these changes as an opportunity to increase rates or re-negotiate contracts. It is important to remember that the rehab portion of the new RUG categories remains the same, only the nursing portion was increased. From this perspective, neither the new RUG categories nor the rehab cap warrants an increase in rehab rates. It is a fact that Part B residents could exhaust their benefits more quickly than before. These changes effect the treatment of our residents, the facility, and the rehab provider. Both the facility and the rehab company need to share the risk rather than placing it solely on the facilities. Currently Kairos has sent out rehab RFPs in an effort to find a rehab partner who will provide high quality care, help control inflating costs, and be accountable for risk sharing.

Please contact me at 717-509-9716 or email @ lkeller@kairoshealthsystems.com if you have questions or would like more information.

Lorrita Keller

Medicare As Secondary Payer

Effective July 1, 2006, Medicare Secondary Payer (MSP) claims will be rejected if the paid amounts and the adjusted amounts paid by the primary payer do not equal the billed amounts at the line level and if the claim lacks standard claim adjustment reason codes.

Also, if a provider's paper claims have been denied due to Administrative Simplification Compliance Act (ASCA) enforcement by Medicare contractors, the provider may resubmit paper claims if they submit appropriate documentation

that establishes that they meet the criteria for submitting paper claims. Providers have until the 91st day after the initial ASCA letter to submit documentation that proves eligibility for submission of paper claims. If a provider establishes eligibility later than the 91st day of the initial enforcement letter and then resubmits paper claims, payment will be denied for dates of service between the 91st day and the effective date for submission of claims.



MEDICARE UPDATE, CONT'D

National Provider Identifier Standard

All HIPAA covered healthcare providers **must** obtain an NPI by May 23, 2007 to identify themselves in HIPAA standard transactions. Once enumerated, a provider's NPI will not change.

Three ways to apply for an NPI:

1. By using the web-based process (See Re-

lated Links within CMS for a link to the National Plan and Provider Enumeration System (NPPES)). This process was available beginning May 23, 2005.

2. By filling out a paper NPI Application / Update form and mailing it to the Enumerator. This process was available beginning July 1, 2005.

3. With your permission, an organization may submit your application in an electronic file. This process is known as "electronic file interchange" (EFI) for bulk enumeration. This process is not yet available. For more detailed information on EFI, please refer to the EFI web section.

Timeframes	
Jan. 3, 2006–Oct. 1, 2006	Medicare systems will accept claims with an NPI, but an existing legacy Medicare number must also be on the claim. Note: CMS systems will reject any claims that include only an NPI.
Oct. 2, 2006–May 22, 2007	CMS systems will accept an existing legacy billing number and/or an NPI on claims. Note: Provider may not be paid if there is an issue with the NPI and no Medicare legacy identifier is submitted.
May 23, 2007–Forward	CMS systems will only accept NPI numbers. Small health plans have an additional year to be NPI compliant.

Therapy Cap Exception Process

The moratoria are no longer in place, and caps were implemented on January 1, 2006. Congress has provided that exceptions to these dollar limitations of \$1,740 for each cap in 2006 may be made when provision of additional therapy services qualify as medically necessary services. The provider must submit documentation, sufficient to support medical necessity, in

accordance to the revised Medicare Benefit Policy Manual and the Medicare Claims Processing Manual.

Types of documentation to be submitted:

- Evaluation and Certified Plan of Care (1-2 documents)
- Certification—Physician/NP approval of

the plan required 30 days after initial treatment or delayed certification.

- Clinician-signed Interval Progress Reports (when treatment exceeds 10 treatment days or 30 days)
- Treatment Encounter Notes

- △ It is recommended that the request for exception be received before the therapy cap is actually exceeded.
- △ If your Medicare contractor does not make a decision within 10 business days of receipt of the request, then the decision for the therapy cap exception is considered to be deemed approved as medically necessary for the number of future visits requested (not to exceed 15).



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We're on the web at:
www.kairoshealthsystems.com

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