

Roxborough Memorial Hospital

2026 HAP Achievement Award Optimal Operations Award—Small/Medium Division

Reinvigorating the Inpatient Rehabilitation Unit

The Goal

A chronically low census in the inpatient rehabilitation unit was limiting access to local post-acute care and adding pressure to patient flow. Patients who could have benefited from intensive rehabilitation were often referred elsewhere or discharged to skilled nursing facilities, reducing opportunities to return home sooner. The team saw a chance to rebuild confidence in the unit, improve appropriate referrals, and make rehabilitation a stronger part of the hospital's discharge strategy.

The Intervention

The team advanced a two-year plan to rebuild the inpatient rehabilitation unit as a stronger part of the discharge process. They added a board-certified physiatrist as medical director, hired dedicated rehabilitation staff, and brought in a new operations leader to create more structure around daily workflows, staffing, and performance expectations.

The work also focused on rebuilding trust in the unit among referring providers. Physicians and residents received education on rehabilitation criteria and patient benefits, while internal and external partners were reintroduced to the service through targeted outreach. Standardized patient selection, interdisciplinary care planning, and outcome tracking helped ensure patients were referred appropriately and supported through discharge.





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Results

The revitalization strengthened the inpatient rehabilitation unit as both a clinical service and a discharge destination. Admissions increased by 91 percent, and departmental net revenue grew by 52.3 percent from CY2024 to CY2025, reflecting stronger referral patterns and better use of the unit. Patients also were more likely to return home after rehabilitation, with the community discharge rate rising from 55.4 percent to 69.3 percent. The unit exceeded regulatory requirements, improved staff retention, and became a more dependable resource for patients, referring providers, and the hospital.