



A Letter from Our CEO

Our bonds with people will move us forward into the new decade and beyond.

Entering a new decade is a time that calls for reflection on both where we've come from and where we're headed. CORA was founded on the belief that **every patient** deserves access to high-quality physical therapy. This foundational belief comes with the understanding and responsibility that we must be a resource to each community we serve by providing everyone with competent, accessible and affordable rehabilitative care.

Over the decades, as CORA's role in the US healthcare economy has grown, we have held true to that belief and have made certain that people can trust and rely on us.

As we enter 2020, CORA is one of the fastest-growing leaders in our sector, a top 10 national provider operating more than 215 clinics with a consistent record of success. As a result of our **purposeful action**, our founding beliefs are becoming reality in cities, towns, and rural areas throughout the Southeast, Mid-Atlantic and Midwest.

After more than two decades of experience, our foundations are set. But it will be the growth atop those foundations that will continue to distinguish us as the leaders in beneficial change for the people we serve.

In the face of today's challenges—from rising out-of-pocket costs to clinicians burdened with student-loan debt to unfair payer systems and government policy—I believe it is our bonds with people that will stand the test of time. We will focus more on the human connections we can make and the experiences we can deliver that will last a lifetime.

Even as our role continues to grow and scale in complexity, we're increasing our efforts to advocate on behalf of the people we serve. We will be on the front lines to protect the rights of patients and help to influence policies that ring true to our core beliefs. We are committed.

We are more focused than ever on growing and developing the relationships we have with our patients, referral sources and employees. Through connection, communication, and competency, we will usher a new era for the rehabilitation industry.

I'm proud to lead a team that promotes empathy and authenticity. We operate with compassion and purposefully seek ways to exceed our patients' expectations. Through active listening, attentiveness, and a sense of warmth and hope, we cultivate ties with our patients and teammates.

Moving forward, we will continue to focus on the people we serve and invest deeply in developing the people we employ. We have come a long way. Yet we know there is much more work to do. We understand that living up to our beliefs means committing to them every day. We are about leading with purposeful action, showing up every day to be a force for change.



Yes, we have come a long way, but rest assured we are committed to a process of continuous improvement.

We are committed to the journey.

A handwritten signature in black ink, appearing to read "Dennis R. Smith". The signature is fluid and cursive, with the first name "Dennis" and last name "Smith" clearly distinguishable.

Dennis R Smith
President, CEO & Founder