



## What's Inside

### PAGE 3

A New Opportunity

### PAGE 4

Personal Reflections on Virginia Fraser

### PAGE 5

Person-Centered Services at Piñon Management

### PAGE 6

A Commencement Address for the Piñon Class of 2011

### PAGE 7

Black Swan Events...Reprise

### PAGE 8

You Were Always Waiting for Your Moment to Arrive

### PAGE 9

The New Dawn

### PAGE 10

A Tribute to Jeff Jerebker

### PAGE 11

The Evolution of Technology at Piñon Management

## FROM THE PRESIDENT

### The Art of Letting Go

By Jeff Jerebker | *President, Piñon Management*

*“My heart is not weary, it’s light and it’s free.  
I’ve got nothing but affection for all those who’ve sailed with me.”*

*Bob Dylan – Mississippi*

One never knows when it is time to move on. My mentor, the visionary Jim Smith, decided it was time for him to leave long term care after the unfortunate demise of Everett Court. For some mysterious reason, he anointed me to “carry it on.”

Thirty years later, David Stang and I were visiting a bed-bound Jim Smith, who was suffering from Parkinson’s disease. I said, “Jim, I did my best to implement your vision.” Though Jim could hardly speak due to the disease, he stuttered “You expanded my vision – thank you.” I knew right then and there, holding back my tears, that I had the peace of mind to succeed myself.

I created Piñon Management 32 years ago with the philosophy of the yin/yang, which I adopted as the logo for Piñon. I love the yin/yang because it depicts the oneness of the universe, containing within it the duality of the material world. It’s also a symbol of balance, unifying polar opposites into an integrated whole entity. When you ponder it, the transitional care movement should adopt the same symbol as it attempts to unify – or make seamless – the diverse service models in a wasteful, siloed health care system.

True to its logo, the business model for Piñon became the integration of good financial stewardship with progressive clinical and psychosocial programs. Piñon employed as many RN’s, MSW’s, and therapeutic recreational therapists as it did accountants and field analysts. Even within the health care area of Piñon, there were almost as many psychosocial professionals as there were medical professionals, further reflecting the principle of a holistic balance.

Over the 1980’s and 90’s, Piñon implemented psychosocial programs in numerous turnaround situations as well as advocating a holistic quality of life awareness in public policy and reimbursement arenas. With the advent of the early 2000’s, I decided to integrate and expand the psychosocial philosophy to the incipient culture change movement. Piñon subsequently became Eden educated and heavily involved in the Eden Alternative™ and the Pioneer Network. Presently there are ten Piñon nursing homes that have received the distinction of being Eden Registered Homes. Additionally, through a civil monetary penalty accountability grant, Piñon developed a neighborhood guide curriculum that has recently been purchased by the Eden



Alternative™. Piñon has also contracted with the Housing Authority of the City of Loveland (HACOL) to develop the first Green House project in Colorado for the HACOL campus.

After the Jim Smith experience mentioned earlier, I began exploring a succession plan. My fervent desire was to keep the uniqueness of Piñon intact, and explore an opportunity for a synergistic increase in organizational capacity. There was only one organization, in my opinion, that had a similar business model, was locally owned, and offered psychosocial niches with outstanding outcomes in turnaround facilities. Jay Moskowitz, CEO of QLM, is a professional colleague whom I have known for 25 years. He has developed an amazing team, attracting highly talented and dedicated professionals parallel to the Piñon organization.

Besides being a worthy and friendly competitor over many years, we have worked together on several projects, including a hospice for several years, as well as jointly hiring a lobbyist to assist in the passage of the new Medicaid reimbursement system in 2008. Additionally, while Piñon was managing the State Veterans Home at Fitzsimons, QLM was the consulting contractor for the other State Veterans Homes.

Over the last two years, Piñon and QLM were involved in a Medicaid rate appeal over management fees. When the Department of Health Care Policy and Finance reversed the previously agreed-upon position on management fee allocation between A&G and Direct Health Care, both Piñon and QLM were uniquely affected due to the nature of our business model.

It is also worth noting that 100% of Piñon and QLM nursing homes participated in the pay for performance (P4P) incentive system. Since only 79 nursing homes applied last year, our two organizations accounted for one third of all the P4P applications across the state.

With all this in common, my succession plan became clear. While there are stylistic differences between Jay Moskowitz and me, there are many substantive and value-oriented attributes that we have in common. Piñon and QLM are both locally owned, adopt a holistic approach to quality of life, and have a robust belief in earning profit through high level quality of services to their customers. Additionally, Piñon and QLM have adopted distressed homes, dominated by Medicaid and “special” populations and turned them into communities of excellence. Piñon and QLM have been leaders in associations, HCPF,

Health, Ombudsman, reimbursement committees, veterans, etc. – the list is numerous and impressive.

Another compelling area of commonality is the awesome, dedicated professional staff of both organizations. The potential for synergistic expansion of services and innovative programs is palpable.

It is with peace of mind and great anticipation that I see a team led by Jay Moskowitz, including John Brammeier (Piñon’s CFO) and Steve Silva (QLM’s CFO) assume the mantle of leadership for a new era of opportunity to expand resident-directed care in a turbulent and uncertain environment. I will continue to be involved as an executive consultant for several years to assist in moving this forward, as well as engaging in public policy work. I also intend to remain on the Board of Directors for both CHCA and the Pioneer Network, which I currently serve as treasurer.

I will be forever grateful for all the wonderful people who have enriched my life in this amazing profession – both past and present. Some of the past associations were revisited at the inspiring Virginia Fraser memorial. The present team at Piñon is strong, dedicated and committed to offering up more innovation and financial success to its clients, residents and customers. ■

The present team at Piñon is strong, dedicated and committed to offering up more innovation and financial success to its clients, residents and customers.

## A New Opportunity

By Jay Moskowitz, CEO | *Quality Life Management, Piñon Management*

It is an honor and a privilege to announce the joining together of two quality healthcare organizations, Quality Life Management and Piñon Management. The new organization will provide long term and post-acute care service in the state of Colorado and beyond. Our mission will be to continue to meet and exceed the expectation of our customers. I am confident that combining these two healthcare organizations will bring substantial benefits and opportunities to Colorado's challenging and growing adult and senior health care population.

We are positioning our facilities for the next decade as we strive to deliver cutting edge services to the communities we serve. These two companies bring extensive expertise among our leadership teams in addition to the many dedicated workers in each facility we operate. With the growing demand of senior health care services and the economical challenges, the uniting of two organizations creates greater expansion of services and employment opportunities for all involved.

I am both enthusiastic and excited as I take on the role of CEO within the new company. Through the continual support of my colleagues, John Brammeier and Steve Silva, along with the guidance of my peer Jeff Jerebker, our organization is enabled to meet future challenges head on. Our unwavering commitment to excellence will remain the driving force of the new organization.

For the last 25 years, Jeff and I have built an exceptional professional relationship that has helped us to remain friendly competitors. For many years Jeff and I, along with other providers, sat on committees such as the Health Care Policy and Finance to bring about substantial change in the current long term care reimbursement model in Colorado. Because of these meetings and through private discussion, Jeff expressed his desire for an exit from the business and asked me, since we share the same vision, if I would consider purchasing Piñon in order that his vision continue on through the synergy intrinsic in a unified company. I am honored by his trust.

We have both assisted the state in recognizing the inherent realities in how we provide care to the diverse residents that not only reside, but live in our niche communities. Whether it was Piñon Management's journey into Culture Change or Quality Life Management's superior clinical outcomes, our shared main priority has always been to provide quality care to our residents. Now under the new QP Health Care Services Management Company, two like-minded organizations unify to serve the Colorado senior population and beyond.

The statistics are overwhelming. For the last few years the entire nation has been touched by the declining economy. We have heard the somber predictions regarding health care, unemployment and nursing home cuts. Whether it is a co-worker, family member, neighbor or friend, we all know someone who has been affected. Truth be told, when the loved one in need of care is your mother or father, sister, friend or colleague, statistics become irrelevant. We each strive to care for our residents and elders as though they were our own loved ones, and it is precisely because of this philosophy that our combined organization has consistently been recognized as being at the pinnacle of the care-giving profession.

Based on the nationally recognized comparative "My Innerview" survey, which provides both residents and staff the opportunity to rate the quality of care provided at over 6800 facilities throughout the U.S., we have achieved the highest scores possible. We care for an extremely diverse patient population; providing services for veterans, ventilation-assisted and diabetic patients, geriatric and special needs populations, just to name a few. It is our moral mission to care for each and every resident and elder, while at the same time we are committed to also care for our employees. Despite the fact that congress chooses to make huge cuts in health care, we continue to recognize that our strength lies in unification. Each day I think about how we, as two small organizations, made a difference in the lives of the people we serve. Now, as we join together and expand, I promise to not lose sight of that shared commitment to quality, and sincerely believe that together our shared journey will pave the way to a better future in long term care.

I give thanks to each and every one of you for your undaunted commitment, hard work and dedication and am truly grateful for this tremendous opportunity to make a difference. ■

## Personal Reflections on Virginia Fraser

By Jeff Jerebker | *President, Piñon Management*

Time it was  
and what a time it was...  
a time of innocence  
a time of confidences.”

*Paul Simon (Bookends)*

I was introduced to Virginia (Ginny) Fraser by Jim Smith sometime in 1978 before she was appointed as the Colorado State Ombudsman. We were serving on a community advisory board for the ill-fated Everett Court, a psychosocial community for homeless, alcoholics, people with mental illness, and other assorted “misfits” who didn’t fit the mold to reside in a typical nursing home.

In the ensuing five years, Ginny, myself, Mary Reilly (Executive Director of the Colorado Association of Homes for the Aged) and others worked tirelessly to push quality of life initiatives as well as Medicaid reimbursement reform in Colorado.

We achieved much. The establishment of an Ombudsman Advisory Committee consisting of providers, both associations, ombudsmen, adult protective services, etc. to assist Ginny in establishing an ombudsman program that would become a national model is one example.

Another major milestone was the new Medicaid reimbursement system passed in 1982. Potent testimony from Piñon Management, Virginia Fraser, CAHA (Mary Reilly), and consumer advocates resulted in establishment of a separate cost center for direct health care (nursing, activities, social services, medical records and raw food), where initially a 100% percentile set the ceiling with no cost containment incentives. The cost containment incentive was now confined to administration and general costs. This Medicaid reimbursement reform allowed for innovative programs, including psychosocial models, to be adequately reimbursed by Medicaid.

A third initiative occurred when the Health Department was reworking state regulations in 1982 and asked Virginia to define what quality of life is in a nursing home setting. We had two weeks to submit something. Virginia, Mary and I labored feverishly and came up with a statement of principles that was transcribed by Virginia onto a chalk board. Interestingly, this statement preceded similar principles of person-directed care from the Eden Alternative™ and the Pioneer Network by 10-15 years.

In 1984, Piñon was retained to manage a nursing home on the verge of decertification. This Commerce City nursing home housed residents with chronic mental illness and developmental disabilities. Mary Arthur and I had developed the organizational model for a psychosocial program that we desired to implement at this facility (Sunshine). Of course, we ran it by Ginny for both input and support. Ginny enthusiastically endorsed it and during the challenging implementation phase of this new approach, Ginny would visit us at the facility several times per week offering support, insight and suggestions. All of that resulted in dramatically improved outcomes for a neglected resident population and a validation of the efficacy of the psychosocial model.

Over the ensuing couple of decades, Ginny and I would work and/or provide joint leadership resulting in further reform. Of particular note was the quality incentive program known as ResQuip, which became the precursor to the pay for performance system currently in place.

Ginny Fraser was more than a professional colleague to me; she was a muse, a friend and a confidante. She comforted me over the tragic death of Jim Spearly, a dear friend of us all. Jim headed up the Masters Gerontology Program at the Naropa Institute and also worked part-time at Piñon Management before his untimely death.

CONTINUED ON TOP OF PAGE 5

In 2001 Ginny phoned me to give me advance notice that she was resigning her State Ombudsman job after 21 years of developing a nationwide model of advocacy for the nursing home resident. Obviously I attempted to talk her out of it, but she seemed at peace with it. You see, after 21 years, the state Department of Human Services, which contracted the ombudsman program through The Legal Center, insisted that all public testimony or public statements by Ginny needed to have prior approval from the Department. Ginny, true to her pristine character, wanted to resign in a “controversial” way to raise the standards of advocacy. She fervently believed that advocacy demands the independence to speak for the voiceless in an uncensored manner.

After retiring from the ombudsman position, Ginny came to work for Piñon, assisting us in the development of Culture Change models. While at Piñon, she was a daily source of inspiration to all of us and her engaging and humorous spirit pervaded the hallways of our office.

Ginny died on November 18 from a massive stroke inflicted a few days prior. I was honored to be one of the speakers at her memorial a week later. In my presentation, I called Ginny the Mahatma Gandhi of long term care, a statement I fervently believe. Her legacy will live on in the spirit of advocacy for the voiceless in a world which desperately needs Gandhi-like principles to be heard. ■



Virginia Fraser | 1928–2011

## Person-Centered Services at Piñon Management

By Ina Katich | *Elder Concierge Services*

*This article is a long time coming - probably 6 years.*

So what prompted it finally? Two things – Jeff Jerebker selling Piñon Management and the American Health Care Association hiring an “expert in Person-Centered Care.”

Seven years ago I was walking around the park with a friend who was always broadminded and future thinking. We were talking about my business, Elder Concierge Services, that provides one-on-one life enhancement for seniors. Sandy Widener asked why we were not looking to provide these services to people living in long-term care facilities.

So I asked Jeff what he thought. What quickly followed was the inclusion of person-centered concierge services in all of the Piñon facilities in the metropolitan area of Denver.

One nursing home asked for three hours of service a week – they are now at 12 hours per week integrating this person-centered concept into their living environment.

Yes, other facilities have incorporated our services into their homes. But it is Piñon that integrated it into their consciousness seven years ago.

Thank you, Jeff, from all the staff at Elder Concierge Services as well as the hundreds of clients we were able to meet. ■

## A Commencement Address for the Piñon Class of 2011

By Nancy Fox, Chief Life Enhancement Officer | *Piñon Management*

I am honored today to speak to the 2011 graduating class of Piñon Management. All of us who have had the great opportunity to work in the Piñon community are truly students, learning and growing together in a new and audacious way. We have been blessed to sit at the feet of a master in person-directed and person-centered care. Jeff Jerebker has been an inspiration to each of us, as together we have built the road as we travelled. As Jeff's journey takes him in a new direction, our hearts are saddened by the loss of our mentor, teacher, and leader.

It would be very easy at this juncture in our journey to lose faith, or to become mired in the past, or to dwell upon what might have been. But that approach would be dismissing the lessons that Jeff has taught us. Through this transition, Jeff is offering us a diploma. December 31, 2011 is graduation day! School is out, and now we must take the lessons Jeff has taught us and carry on the mission.

*The writer Fredrik Buechner once wrote, "You are called to the place where your deep gladness and the world's deep hunger meet." Each of us has found happiness and meaning in our work at Piñon because we have been able to pair our passion and the world's need. That passion and that need remain as we move into the crossroads of Piñon and QLM. In fact, your passion is needed now more than ever.*

The future and changes in long-term care are becoming radically new and different at warp speed. Ours is above and beyond all an exponential world, changing faster than at any previous period of history. With our new brothers and sisters at QLM, the time is ripe for looking back over the days, the weeks, the years, and trying to figure out where we have come from and where we are going, for sifting through the things we have done and the things we have left undone for a clue to who we are and who we are becoming. Jeff has prepared us well for this new journey. But if we are to meet the future and master it, it will take each of us striving to understand our own particular genius and our own particular purpose in the new community we are shaping together.

In one of her poems, Edna St. Vincent Millay wrote, "Oh, world, I cannot hold thee close enough." Now we have to be honest and say that the world of long-term care is not easy to cuddle up to. Neither is it easy at times to embrace this big dysfunctional crazy family that populates that world. The world of long-term care is rife with agonies, challenges, and disappointments. But it's also rife with beauty, compassion, and goodness. And for all its darkness, it is still ours.

Speaking from personal experience, however, it can be daunting to put your true self and your particular genius in the world in the hopes of making your contribution. Whenever there is a turning point in life – and we are now at such a grand one – it is common for fear and thoughts of inadequacy to rise up in the vacuum of the unknown.

The trick is: do not let those fears keep you from diving in anyway. Each of us is blessed to have found a purpose grand enough for our life. And remember, your genius and your purpose are necessary for the world too. Do not shy away from the challenges ahead.

**Congratulations, graduates! Throw your caps into the air. Go make your big beautiful dent, and as you do so come down on the side of boldness. As Jeff has taught us well, if you err, may it be for too much audacity, and not too little. For you really are enough. You have untold strengths and resources inside. You have your magnificent self and a world that needs you. ■**

## Black Swan Events...Reprise

By Mary Fuentes, Vice President of Financial Services | *Piñon Management*

*S*ome events defy prediction.

In the previous Piñon News, I wrote about black swan events. At the time, I was focused solely on macroeconomics...legal challenges to federal health care law, national entitlement reform, Medicare or Medicaid funding. I was addressing the broad health care ecosystem. But now, at the end of one Piñon Management era and the beginning of a new one, I write once again about black swan events...this time a singular *microeconomic* event.

As the reader knows, Jeff Jerebker has announced the combining of Piñon Management with Quality Life Management under the umbrella of a new company. Jeff is handing over the CEO baton and will continue as consultant and advisor.

While I contemplate this significant event and the ten-plus years I've been privileged to be part of the Piñon family, I find it challenging but compelling to articulate a small bit of that experience and consider the new combined future.

### Meeting Life Head On

In Star Trek's *Menagerie*, the doctor wisely counsels, "You have to meet life head on." I've seen Piñon meet life head on many times.

Medicaid cuts, abrupt customer changes, emergent consulting projects, staffing challenges, political and legislative headwinds have resulted in many a well-considered head-on response. These responses have been characterized by not flinching, not giving up – but

also not rushing into a commitment without thoughtful planning.

Financial constraints offer an appropriate case in point. The first reaction of many companies during the inevitable times of cash flow challenges is often to cut costs. But Piñon's "meeting-life-head-on" approach has been consistently to grow revenue first. Cutting costs would hurt quality of life. Growing revenue enhanced it.

One very significant challenge stands out. Just five days before Christmas 2003, at the State of Colorado's request, many dedicated Piñon team members dropped their holiday plans and headed to the Fitzsimons State and Veterans Nursing Home to bring it back into regulatory compliance. This head-on challenge was met with intense dedication, and within a year the home was in compliance with the State and soon afterward showed substantial improvement with the Veterans' Administration.

Piñon has met life head-on many times.

### Tone at the Top

In the finance world, we often speak about the "tone at the top" in reference to that special place in the corporate organization where ethics must originate and from which organizational honesty and strong governance must be powerfully communicated.

Jeff's vision and ability to inspire have driven many successful tones at the top, ethical decision making included, but also much more.

I've seen incredibly talented people walk through our doors, attracted by Jeff's leadership and Piñon's mission of innovative person-directed care. These diverse individuals, whether they stayed a year or a decade, have contributed multi-disciplinary excellence to the organization. The fact that Piñon's mission, consistently driven from the top, also emphasizes profitability has meant that they could accomplish amazing goals – even in times of external economic turmoil. And in a very balanced way, Jeff has consistently and sincerely shown openness to the suggestions of others within the Piñon organization.

On the innovation front, Piñon has welcomed and listened to many national leaders, but Jeff always insisted there would be no "cookie cutter" approach. We would listen, evaluate and thoughtfully adopt an approach in a manner consistent with the needs of our local customers and the Piñon vision.

Piñon's tone at the top has been well considered and inspirational.

### Adventure

Rachel Naomi Remen, American physician and professor said, "Life is known only by those who have found a way to be comfortable with change and the unknown. Given the nature of life, there may be no security, but only adventure."

I have witnessed Piñon Management contribute to the long-term care community during many new adventures.

CONTINUED ON PAGE 8

When a small group of ardent innovators, including Virginia Fraser, wanted to collaborate in a grass roots movement to expand culture change throughout Colorado - an effort that would eventually become the Colorado Culture Change Coalition – Jeff and Piñon wholeheartedly lent early support. This support took the shape of creative ideas, meeting space, monetary donations and countless hours contributed by Piñon personnel.

New niche initiatives – such as *prasaAda* at Sierra and the *Rhythms Principles* which support those living with unique cognitive or emotional challenges in agreeing on how they would live in community - are creatively meeting the needs of residents. Consulting and management projects, locally and across the country, have expanded Piñon's reach, often at the cost of many hours of overtime and travel.

Piñon turns work into adventure.

### Moving on with Purpose...

We have just experienced our own singular black swan event. We don't know precisely where this change will take us; each organization will have to keep its best while engaging with the other to explore fresh service innovations and market opportunities. The newly combined organization must stay steadily in tune with its purpose and carefully craft its combined mission, and there will ultimately be an integration of the two organizational cultures, hopefully with synergistic results. I sincerely hope along the path there will be collective strategy sessions and learning circles to take into account the ideas of employees from all corners of the company. To be true to my original black swan hypothesis, I reiterate that the ultimate key to a successful combined future will be the involved, engaged, valued passionate worker.

As we move toward the next era of Piñon Management's time and space, I express enormous gratitude to Jeff for his vision and commitment, as well as appreciation to my many Piñon colleagues who over the years have worked with conviction to actualize this vision.

Last week, as I perused my daughter's Davidson College Fall Journal, I was struck by a quote that is fitting for Piñon Management at this moment. In speaking of the transition of one college president to another, commentator John Syme very aptly and poignantly said, "Moments of transition remind us of our larger sense of purpose."

At this crucial juncture, we may only imagine what the future will be. One thing I believe - we must continue the incredible Piñon journey, working passionately to realize that larger sense of purpose. ■

## You Were Always Waiting for Your Moment to Arrive

By Nancy Schwalm, Chief Business Development Officer | *Piñon Management*

*"Innovation distinguishes between a leader and a follower.".....Steve Jobs*

We live in a time of unprecedented and global business changes, often marked by extreme elements of surprise and swiftness. Today's Denver Business Journal is filled with page after page of businesses changing hands, merging, closing, renaming, and repositioning themselves in order to thrive, or just survive, in this time of immense change. For some, there is a resultant feeling of uncertainty, even fear, and a worry about the instability of familiar institutions and methodologies. We question: could we have seen this coming or was this totally unpredictable? A good example is the recent dramatic announcement about the U.S. Post Office. The Feds have announced planned closures of hundreds of Post Office locations, substantive changes in service delivery which may even eliminate Saturday mail, and the losses of thousands of postal jobs. A surprise?

Probably not to many of us, who have switched to the internet for most communication, and even rarely buy stamps or go to the Post Office to directly mail a package versus online delivery. Changes in the Post Office are widely seen as a result of new models of efficiency and the current economy, as with most of today's business changes.

Whether in the business world, or in our personal journey, choosing to forecast change, fully embrace change and even innovate during times of change, as exemplified by the life of the late Steve Jobs, Apple founder and CEO, can lead to opportunity, influence and creativity. Health care and long-term care are certainly not immune to changes and often have raised some of

the nation's best innovators. The business model of health care has had to become agile and responsive to countless economic, regulatory, and philosophical changes coming at us at warp speed. Operators have had to look at their business model and introspectively ask:

- *Will our company be a viable organization in future health care models?*
- *Does my current business plan meet the economic and consumer-driven requirements driving service delivery changes?*
- *Am I positioning myself and my company to be a part of necessary strategic partnerships that will allow us to focus on better care, better health, lower cost and workforce development?*

These discussions are not just part of future conversations. They are here. With the recent CMS announcement of \$1 billion in grants for innovation in health care design and delivery, it is impossible not to recognize that our sustainability is clearly tied to enormous changes. Being an integral leader and voice in pioneering change is an opportunity for all of us in long-term care. On a practical note – this may be just the time to dust off those creative ideas and visions that you felt were impossible.

Here's to the crazy ones, the misfits, the rebels, the troublemakers, the round pegs in the square holes...the ones who see things differently – they're not fond of rules, and they have no respect for the status quo... You can quote them, disagree with them, glorify or vilify them, but the only thing you can't do is ignore them because they change things... They push the human race forward, and while some may see them as the crazy ones, we see genius, because the people who are crazy enough to think that they can change the world, are the ones who do.

*Steve Jobs, Apple's 1997 Think Different Campaign* ■

## The New Dawn

By Tracy Nickelson-Wootten, Financial Field Analyst | *Piñon Management*

We wake up each morning to the dawn with the first appearance of light, anticipating the sunrise. The uncertainty of what the new day will bring is always present. Even if there are cumulus clouds, we are aware that the sun is there waiting. We prepare for the unexpected, plan for the day before us.

The dawn of Piñon Management began in 1980 with Jeff Jerebker's vision for a new day. Who could

imagine the puissant leader that he would become? Jim Smith, Jeff's mentor and friend, must have known. Jeff's leadership is not based on control, but simply on mutual respect. Jeff is an open-minded leader who encourages input from all – consultants, administrators, caregivers, and most importantly our elders. The modeling of fairness, innovative thinking, adaptability, calmness and inspiration to others is the light that appears at Piñon's sunrise each day.

Upon the announcement of Jeff's retirement, words like *vision*, *visionary*, and *legacy* have radiated. Those formidable words are truly fitting. However, we must remember that a vision alone does not promote change or create a legacy. In order for a vision to become a reality, there must be people who execute and fulfill that vision. Jeff always knew that in order to bring his vision to life, he needed not only to guide, but to create a culture of commitment.

CONTINUED ON PAGE 10

First, Jeff surrounded himself with the right people. Piñon's family has been graced by numerous talented, dedicated and hard-working individuals. Some are still within the family, while others have left their footprint with an everlasting impact on our homes and elders as well as fellow employees. Piñon people work tirelessly, sacrifice family birthdays, anniversaries, and vacations to enhance the lives of the people we serve. Those sacrifices are not made out of fear of retribution; it is done out of commitment to the mission in which we all believe.

Second, Jeff has created a culture of commitment. There has always been an assurance that the necessary investment will be made to achieve excellence. Whether it is continuing education, additional resources, or

even an opportunity to share an idea, the culture of commitment permeates. Culture change is an example of Piñon excellence. Many companies talk about culture change; however, culture change is more than just words at Piñon. Jeff brought premier and experienced culture change leaders to the Piñon family. Piñon balances profitability with quality of life, not focusing only on the bottom line. Jeff has always been committed to the empowerment and growth of Piñon employees. Piñon's home office organization has moved to a high performance work team model, based on team leadership and accountability.

There is an enormous sense of pride within the Piñon family! Pride is seen when the media displays the excellence of care we provide. Pride

is taken when other providers speak of us in high regard. Pride is displayed when the Health Department recommends our services. Pride is embraced when we see how our teams successfully work together. Pride is felt when we see our elders make their own decisions and participate in creating their own home environment.

Let us think of this time not as dusk, but another dawn. It is the light of a new day where we celebrate Jeff's commitment over the past 32 years. We are excited for the experiences which lie before him. We will honor his vision and legacy by furthering his culture of commitment as we join the QLM team in achieving the excellence every single one of our elders deserves. ■

## A Tribute to Jeff Jerebker

By Evy Cugelman, Culture Change Specialist | *Piñon Management*

It is an honor and a privilege to write this article as Jeff enters a new phase in his exciting life journey and Jay steps into the world of Piñon Management. When I came from Canada to the United States with a background in progressive and innovative care of the elderly, I found that this was not available in Colorado Springs where I lived. Many told me I belonged in Denver at Piñon Management. I came to Piñon in 2000.

What an incredible 11 ½ years it has been. Jeff was and is a fascinating individual. He never accepted the status quo. He surrounded himself with dedicated, hardworking and some visionary individuals to journey with him to ensure quality of care and life for all who live and work in Piñon homes.

Jeff never settled for mediocrity, and this led to the planning and development of innovative and new programs. Jeff always listened and took risks to implement as Piñon employees came up with ideas and programs not considered by the institutional model of care.

It was not a surprise that Jeff fully embraced The Eden Alternative™ and The Pioneer Network, as Piñon was positioned as a leader in Culture Change in Colorado and recognized across the nation. This only solidified his Sunshine Model which was visionary and revolutionary over 30 years ago. He was also committed to creating at the home office the organizational and personal changes required for Piñon employees so all could work towards his mission and vision for Piñon Management. Even though many could not fully integrate culture change into their work, Jeff gave everyone many opportunities to grow.

We are well positioned in 2012 as our health care system goes through many changes. We too can and will adapt and change, but only with integrity, excellence and innovation as our guide. This is due to the leadership of Jeff Jerebker.

Jeff, you will still be around and this gives us solace and joy. Jay, we welcome you into the Piñon family. We will embrace the change with excitement, energy and passion for continued growth in the world of the elders and staff who work in long term care. ■

## The Evolution of Technology at Piñon Management

By Cassie Hertert and Robyn Herman, Corporate IT Department | *Piñon Management*

Much like the model of long-term care and the evolution of our organization, the humble beginnings of information systems at Piñon Management have defined the progress we have made and stand as the foundation for our future.

In early 1998, the Piñon home office hosted a single Novell server. Each facility contained only one workstation, utilized by the business office alone. There was no email or corporate data server; all communication at that time was done through phone, fax or courier services.

By June of the same year, each facility boasted its own independent file server, and connectivity to the Piñon home office was established using a 56k Frame Relay connection. VistaCare clinical had been installed at each location, and five workstations were configured to access it. A few short months later, and with support from the Piñon financial field analyst team, VistaCare Financial Apps were installed at each facility as well.

The Piñon homes weren't alone in their improvements – at the Piñon office, we were now hosting a Microsoft Exchange corporate email system, which extended to the facilities and vastly improved communication among our many locations. The reliance upon expensive courier services and long distance faxing was eliminated, and the foundation for our current infrastructure had been laid.

Looking back upon our systems at that time, it is fascinating to compare it with what we have today. The Piñon email server - several versions later - hosts 350 corporate and facility mailboxes. At the home office, we have added a VPN server and a Citrix server that, together, enable administrators and consultants to access corporate data from facility locations. Last year, we installed a VMware virtual platform – essentially this enables us to maintain a single piece of server hardware and install several independent “virtual servers” atop the single hardware foundation.

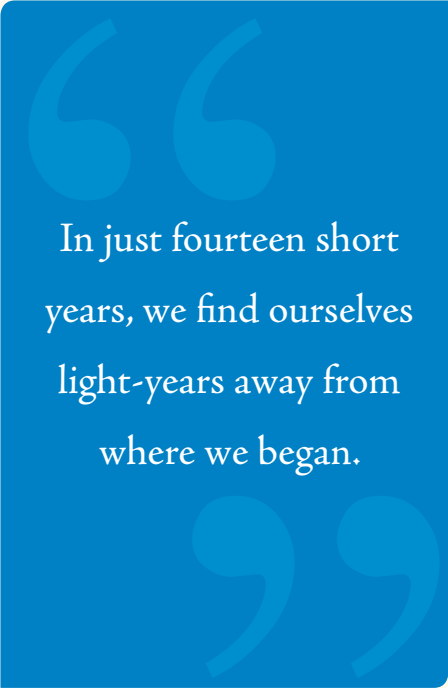
Meanwhile, at the Piñon homes, nearly every administrative staff member uses their own designated computer. We have migrated from the DOS-based VistaCare to the VistaKeane Windows platform. Each of our homes connects to the corporate office via a T1 secure VPN tunnel – 3,000 times faster than in 1998. The same size file that would take 24 minutes back then will only take 32 seconds today. In just fourteen short years, we find ourselves light-years away from where we began.

And in only a few more short years, we will again find ourselves even farther into the galaxy.

With a 2014 deadline looming for online medical records, we must look to the future of information. That future is the cloud.

In the coming months, we will be transitioning all Piñon email clients to Google Apps for Business – an all-encompassing, total business solution for anytime, anywhere access to corporate data, archived emails, collaborative workspaces and scheduling. As we join forces with QLM, we have a greater need to improve the mobility of our information to increase productivity for our homes and consultants.

We are excited to move forward with the next stage of technology, and support our new organization as innovators in not only long-term care, but in technological advancements as well. ■



In just fourteen short years, we find ourselves light-years away from where we began.



# PIÑON

We Bring Life to Long-term Care

Piñon Management, Inc.  
12136 W. Bayaud Avenue, Ste 200  
Lakewood, Colorado 80228  
Phone: 303.987.3088 | 800.754.4077  
www.pinonmgt.com

## Sign up to receive Piñon News in your email!

Send your request to [dhenthorn@pinonmgt.com](mailto:dhenthorn@pinonmgt.com).  
Please include your name and email and specify whether  
you'd like to still receive Piñon News in paper format.

### PIÑON MANAGEMENT TEAM

Debby Ahrens, NHA, *Administrator in Training*  
Sarah Bogucki, PHR, *Human Resources Coordinator*  
John Brammeier, C.P.A., *Chief Financial Officer*  
Marcia Brenowitz, NHA, *North Star Rehabilitation and Care Community*  
Kendra Casson, *Clinical Liaison*  
LaVonda Cathcart, NHA, *Holly Nursing Care Center*  
D.J. Cook, R.N., *Quality Improvement Specialist, Nursing*  
Evy Cugelman, R.N., *Culture Change Specialist*  
Susan Delgado, *Clinical Liaison*  
Pete DeRego, NHA, *Sierra Rehabilitation and Care Community*  
Mary Dieffenbach, RN, ND, NHA, *Amberwood Court*  
Robin DiGrazia, *Recruiting Specialist*  
Mary DiPasquale, R.N., *Quality Improvement Specialist, Nursing*  
Patty Doyle, *Quality Improvement Specialist, Nursing*  
Meredith Eder, CTRS, *Quality Improvement Specialist, Activities*  
Carol Esquibel, NHA, *Laguna Rainbow Elder Care*  
Angie Everly, *Financial Field Analyst*  
Fred Feinsod, M.D., *Corporate Medical Director*  
Nancy Fox, *Chief Life Enhancement Officer*  
Mary Fuentes, *Vice-President of Financial Services*  
Teresa Gallo, *Accounting Manager*  
Mary Gillette, R.N., *Vice-President of Clinical Services*  
Glenn Hagen, NHA, *Valley View Health Care Center*  
Ruth Hagen, R.N., *Vice-President of Clinical Services*  
Paula Henry, LCSW, *Quality Improvement Specialist, Social Services*  
Diane Henthorn, *Corporate Office Manager*  
Robyn Herman, *Director of Information Systems*  
Cassie Hertert, *Systems Administrator*  
Affia Inayat, *Quality Improvement Specialist, Medical Records*  
Jeff Jerebker, *President & CEO*  
Julie Kennedy, R.D., M.S., *Quality Improvement Specialist, Dietary*  
Mary Koretke, *Director of Reimbursement*

Stacey Love, MS, LPC, NHA, *Christopher House*  
Jennifer Manchego-Pena, *A/R Specialist*  
Marjorie McConnell, RN, NHA, *Woodridge Park Nursing & Rehab*  
Kathy Mekelburg, NHA, *Fairacres Manor*  
Tracy Nickelson, *Financial Field Analyst*  
Jenny Noble, R.N., *Quality Improvement Specialist, Nursing*  
Sherry Nuanes, *Administrative Assistant*  
Bruce Odenthal, *Vice-President of Operations*  
Janice O'Kane, *Corporate Controller*  
Jeff Perotti, *Accounting Manager*  
Mary Pfalzgraff, NHA, *Colorow Care Center*  
Amy Phipps, *Clinical Reimbursement Specialist*  
Sandy Ransom, R.N., *Culture Change Specialist*  
Holly Raymer, NHA, *Parkview Care Center*  
Becky Reid, *Financial Field Analyst*  
Pam Rios-Menter, LCSW, *Vice-President of Psychosocial Services*  
Maxine Roby, NHA, *Rowan Community*  
Amie Rogal, LCSW, *Clinical Liaison*  
Elizabeth Schulte, NHA, *Summit Rehabilitation and Care Community*  
Nancy Schwalm, *Chief Business Development Officer*  
Sandy Starman, *Accounting Manager*  
Marie Stern, Assistant NHA, *Parkview Care Center*  
Chris Tanner, NHA, *Brookshire House*  
Carmen Taylor, R.N., *Quality Improvement Specialist, Nursing*  
Heather TerHark, *Director of Sales and Marketing*  
Yen Van, *Accounting Manager*  
Shelly Warnsholz, *Sales and Marketing Specialist*  
Mary Lynn Willis, R.D., M.S., *Quality Improvement Specialist, Dietary*  
Michelle Wilson, *Administrative Assistant*  
Jeanne Wolf, CTRS, *Quality Improvement Specialist, Activities*  
Angela York, NHA, *Highline Rehabilitation and Care Community*