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Piñon in Review

FROM THE PRESIDENT

Muses, Mentors and Masters

By Jeff Jerebker | *President, Piñon Management*

John Denver might have been born in the summer of his 27th year here in the Colorado Rocky Mountains, but – in my metaphorical way, I was born in the fall of my 26th year on the campus of the University of Wisconsin – Milwaukee (UWM).

While I was considered an “up and comer” at American Can Company, heading up the cost accounting department at the Milwaukee plant, I was fundamentally an extremely introverted and socially unaware person. Things were changing, though, and I began reading Henry David Thoreau, Eldridge Cleaver, Martin Luther King Jr., Aldous Huxley, Mohandas Gandhi, etc. and I knew something had to change in my life.

I applied for and was accepted into the graduate sociology program at UWM and also became a teaching assistant in sociology. I resigned from American Can Company, and hence a new life opened up for both me and my family. It is at this juncture that muses, mentors and Masters impacted my whole world and being in such personal profound ways that life would never be the same.

A muse, to me, is a person in one’s life who inspires you to bring out a creative and loving spirit capable of being expressed in numerous ways. A muse inspires one to discover the hidden powers lying dormant within.

A mentor, to me, is one who teaches, educates, and develops one’s skill level in a particular sphere of influence. A mentor will develop and

hone one’s professional skills to enable one to rise to a higher level of performance and success.

A Master is a holy person, very spiritually evolved, who can see the world and the cosmos from 30,000 feet elevation in a detached yet loving manner and selflessly influence and/or completely change the direction of one’s life. One is quite fortunate to meet a master in his/her lifetime and open oneself up to the experience. A profound humility is a pre-requisite for anyone to have a meaningful encounter with a Master.

I have been blessed in my life to have had inspiration from muses along the way, a particular mentor and also the experience of a Master. If not for these people, I would never have evolved or accomplished the treasures that have so awakened, revealed and nurtured in the recesses of my consciousness and being.

The rhythms and mysteries of the intelligent universe remain and will always remain unavailable to the mortal man. However, the awareness of a transcendental truth evoking humble awe is always attainable to mankind. It is with these beliefs and values that I have attempted to lead, grow and develop within the noble profession of nursing home management. ■



The Piñon Journey: From Institution to Community

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

When I am with a group of human beings committed to hanging in there through both the agony and the joy of community, I have a dim sense that I am participating in a phenomenon for which there is only one word....“glory.”

M. Scott Peck

Aging in Community

Currently we see an enormous effort across this country to take our infirm and elderly out of long-term care facilities and place them in “community-based alternatives” where they can “age in place.” This movement is bolstered and promulgated by the fear and hatred of a nursing home system that fully embraced an institutional model of care. A recent study, “Aging in Place in America,” found that:

- 89% of seniors want to age in place - or grow older without having to move from their homes - and more than half (53%) are concerned about their ability to do so.
- 82% of Baby Boomers fear their parents will be mistreated in a nursing home and 89% fear their parents will be sad.

“It is scary to live alone, be in a wheelchair and dealing with MS. The home health aides come in and then leave in 15 minutes. So often I needed help and no one was there for me. It ended up costing more money in the long run because I had to call 911 so often and ended up in the hospitals so frequently.”

Sidney Gardner, Rowan Community Elder sharing stories with Senator Irene Aguilar.

On the surface, “aging in place” seems like a good idea. But there are at least two problems with this initiative. First is that “aging in place” in today’s world places the **burden of caring** for our infirm and elderly onto one or two people without the support they need. Second is the severe problem of **social isolation** and **loss of community** that anyone can experience when they become elderly or infirm. When we clearly identify the problem, we can find a solution. The problem is that home and community cannot be replaced with institution. People do not thrive in institutions. Their bodies may receive care, but their spirits wither and die. For over 30 years, Piñon Management has been proving to the industry and the world that skilled nursing facilities need not be institutions. Piñon has shown, time and time again, that skilled nursing facilities can, and must, become places where people want to live and work. Nursing homes must become vibrant, nurturing **communities**.

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“I like living at Rowan because I am safe here and everyone loves me.”

Dr. William Thomas, the founder of The Eden Alternative® philosophy and The Green House® model, helps us understand the importance of community in a human life. The Eden philosophy is designed around the concept of creating an **Elder-centered community**. Dr. Thomas reminds us that for the vast majority of human experience, we have **aged in community, not in place**. Not so long ago, there was a time when extended families lived in close proximity to each other. This allowed the Elders of the family to **age in community**, surrounded by their extended family. These communities of “blood kin” created a social network of support. They created “social capital” that provided our Elders with the best opportunity for a life worth living and well-being. (Thomas, 2004)

With the industrialization of our nation and the migration of young people away from small towns and communities, there was a need for something to replace the extended family in the care and support of our infirm and elderly citizens. With the government’s intervention into that effort through the creation of Medicare and Medicaid, the nursing home industry boomed. But somewhere over the last 40 years of embracing an institutional model of care, some nursing homes lost sight

of their true mission. They forgot about the importance of community and the social capital it brings to a human life.

Social Capital

It is not surprising that many have forgotten about the importance of community, for we have been experiencing that loss in our own lives. In his book, *Bowling Alone*, Robert Putnam reveals how we have become increasingly disconnected from family, friends, and neighbors. He warns us that our “stock of social capital” – the fabric of our connections with each other – has plummeted, impoverishing our lives and communities. Putnam reports that the more social capital people have in their lives the healthier they are, the happier they are and the longer they live. Social capital, or connections with others, is linked to the three highest quality of life indicators known to humankind! (Putnam, 2000)

“I need to have things to do. At home I was bored. Now I have a full calendar of things to do and friends to hang out with.”

Sandra Weber, Rowan Community



Regina Barron, Gilberto Valdez, Walter Pena, Olivia Gomez, Rena Martinez, Dan Dewell, Hanna Schulewski and Murphy picnic at Garden of the Gods.

The Mystery of Roseto

This relationship between community and human health is further evidenced by a study conducted by Stewart Wolf and John Bruhn in the small town of Roseto in east central Pennsylvania during the 1960’s. Prompted by an observation made by a physician who practiced in the vicinity, that heart disease was relatively uncommon among Rosetans, Wolf and Bruhn conducted an extensive study to compare medical histories on a large sample of Rosetans and members of two surrounding communities. The results were stunning. At a time when heart attacks in the U.S. were on the rise, Wolf and Bruhn found:

- ♦ No one in Roseto under 55 had died of a heart attack or showed any signs of heart disease.
- ♦ For men over 65 the death rate from heart disease was half of the US as a whole.
- ♦ There was no suicide, no alcoholism, no drug addiction, and very little crime.
- ♦ No one was on welfare.
- ♦ People were dying of old age. That’s it.

When confronted with these statistics, Wolf and Bruhn first thought about diet and lifestyle. Had the Rosetans continued the old world ways of preparing food and eating? No. In fact they found that 41 percent of their calories came from fat. The Rosetans smoked heavily and did not exercise. Many were struggling with obesity. They had all the indicators for heart disease, but no symptoms. This led Wolf and Bruhn to consider their genetic makeup. So they found relatives of the Rosetans who lived in other parts of the country. But these relatives had average health. Next, they pondered that it might be something in the environment. But when they

studied health statistics from the two closest towns, they found death rates three times those of Roseto. This led Wolf and Bruhn to look closer.

One striking feature did set Roseto apart from its neighbors – its culture!

Wolf and Bruhn found that Rosetans had created a powerful, protective social structure that insulated them from the pressures of the modern world. There were extended family clans. Three generations lived under one roof. Grandparents commanded great respect in Roseto, and maintained their authority throughout life. The Rosetans sat on their porches, walked down the streets of the community, and talked to each other daily. They shared meals together. They worked together, played together, and cared for each other. There were twenty-two separate civic organizations in a town of just fewer than two thousand. The Rosetans had created an egalitarian ethos where the

wealthy restrained their inclination toward material possession and created a “classless” society. (Wolf, 1979)

A Community of Affection

The Rosetans had created a community, not of blood kin, but of affection toward one another. The close social connections that were formed protected them from stress, poor dietary habits and life styles, and the devastation of a hierarchical society. That social capital even protected them from heart disease.

Piñon’s Journey

It is time for our elderly and infirm to return to community care, but not by aging in place, where they fall victim to social isolation and lack of support. Instead, we must learn the lesson of Roseto and transform our long-term care facilities into warm and loving “communities of affection.” This transformation from institution to community has been and will remain Piñon’s never-ending journey. ■

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Holly Raymer and George Dollis.

Inspired Spaces for Community Living

By Erin Johnson | *Erin Johnson Interiors, LLC*

“This space is not working” or “No one uses this room” are the type of statements that I often hear when consulting at a Piñon home. These kinds of comments are what inspire me! Those “problem” areas start out as awkward, unused spaces, but with a little creativity and teamwork they can be redesigned into beautiful areas that can be enjoyed by Piñon elders and staff. Creating functional spaces that give the elders a sense of home and community is very rewarding for me both personally and professionally.

A great space begins with a great design plan. It takes a cumulative effort from residents and staff in redesigning a space in a home. Typically, there are several meetings before the plan is finalized. During the initial walk through, we determine what spaces are working and which ones are not. We start the dialogue on how to transform these unused spaces into inviting spots that will become destination areas for elders and their visiting families. It’s very important in the design plan to understand the neighborhood population. Knowing the population that will be using the space on a daily basis will help in making changes



that are going to improve their environment. Another important element in creating the design plan is the feedback and suggestions that are provided by resident and family council meetings. After we accumulate all the information and have agreed upon how to repurpose the space, we put forth a plan to redesign the area.

The design selections are an extremely important element in the design plan. The biggest challenge is tying the existing decor, along with the color palette, into the new selections. Having these areas flow together is imperative. All selections need to pass ADA and Life Safety codes as well as working aesthetically.

The following are selections that I consider within the design plan:

- ✦ Flooring – vinyl wood planking, tiles, carpet
- ✦ Wall treatments – texture, paint, wainscoting, crown molding, baseboards
- ✦ Furniture selections – upholstery and case goods
- ✦ Window treatments – hard and soft treatments
- ✦ Using products that provide residential feel with commercial qualities, warranty
- ✦ Bedding and privacy curtains- selecting colors that flow with the aesthetics of the building.
- ✦ Lighting – provide sufficient lighting
- ✦ Overhead, bathroom, bed side lamps, and floor lamps
- ✦ Plumbing fixtures
- ✦ Artwork with non-glare/non-reflective glass for easier viewing
- ✦ Hiring a licensed architect or contractor, if needed
- ✦ Overall color palette – all of the above selections and colors flow together creating a cohesive plan.



After selections have been finalized and the design plan approved, then comes the exciting part. Now we put the plan into action! Hiring the right contractors and having a construction schedule is essential in order to keep the project on track and within budget. There is constant communication within the team. The ultimate goal in redesigning an existing space is creating beautiful functional areas where everyone wants to spend time.

Listed below are several Piñon projects completed within the last year:

Highline

- ✦ Resident room redesigned to a resident lounge
- ✦ Entry, lobby, reception - new paint, lighting, furniture, flooring, reception desk
- ✦ Library – new furniture and paint
- ✦ Conference room – redesigned into multipurpose conference room and private dining
- ✦ Dining – creating fireplace sitting area
- ✦ Beauty salon

Parkview

- ✦ New flooring in hallways to tie into existing flooring
- ✦ New color palettes for all resident bedrooms – new bedspreads, paint, window treatments, privacy curtains

North Star

- ✦ New window treatments in all resident bedrooms

Rowan

- ✦ New color palettes for all resident bedrooms – new bedspreads, window treatments and privacy curtains

Fairacres Manor

- ✦ New color palettes for all resident bedrooms – new bedspreads and window treatments

Brookshire House

- ✦ New furniture for Aspen neighborhood to coordinate with previously selected paint colors. ■

Parkview Care Center From Institution to Community

By Dan Dewell

Activity Director, Parkview Care Center

The institutional model is marked, most notably, by the absence of the human spirit; sadly, most of the 16,000 nursing homes in the United States operate under the institutional model. In April of 2009, the people of Parkview Care Center faced a dilemma: our home faced major financial shortcomings and was in cultural disrepair. We could either close the doors or lace up our work boots. With the help of Piñon Management's leadership team and some key investors, we chose to make changes in the way we ran the business, how we prioritized our tasks, and most importantly, how we treated each other, from staff to residents to family members. We made it our mission to promote the well-being of all who enter here and we did this by looking to community.

If the institutional model is a fire, then community is a slurry bomber unleashing a belly full of water on its flames. Community is marked by the presence of the human spirit and places human needs and values at the pinnacle of importance. There is a sense of real

ownership and responsibility by all members of the community for the *status quo*, and a resolve for facing what challenges lie ahead. Here, creativity, spontaneity and teamwork abound.

Parkview's journey to community has been a struggle, no doubt; changing culture is a complicated and involved process that requires time, patience and endless reserves of energy. Some of the "easier" ways



Socorro Bujanda, David Schulewski, Hanna Schulewski, George Dollis, James Lucas, Linda Armijo, Dan Dewell, Murphy

of bringing about community were to sink more money into the building and change its internal aesthetics. Standard tile flooring (like that used in hospitals) was torn out and replaced by beautiful wooden floors on each of the Pacifico and

Santa Cruz neighborhoods. Resident rooms received new window treatments, bedspreads, and privacy curtains. Technological updates are coming; office spaces are being abandoned for community spaces and more.

Aesthetics aside, the most important change made at Parkview was to truly place our residents' individual needs at the forefront. For example, instead of having a resident council meeting once a month, we included the heart of those meetings – the expression of our residents' needs and wants – into our daily community meetings. Parkview now holds two community meetings every day, one for Spanish-speaking residents and another for English-speaking residents. During the

meetings, residents connect with each other and with staff members. They plan their daily lives (menus, activities, outings), discuss current events, air concerns, and participate in decision making for the home. As all members of the community

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interact, lively conversation abounds and interesting stories and histories are shared. The daily community meeting at Parkview is so meaningful that residents who have returned to their personal home still come back to attend the meeting.

These are just a few examples of the changes Parkview has made in our journey from institution to community and this journey has no end. It is a process that continues to require boundless energy, human compassion and a firm commitment to the cause. It will take time. Two years after

starting the journey, this home looks and feels like something profoundly different than an institution. We have witnessed caretakers approach everyday tasks with increased compassion and empathy on a daily basis. We have seen residents collectively decide to make *this* nursing home *their* home, choosing to nurture each other through the hard times and share their personal struggles with each other in the belief that community will give them strength to pull through the muck. Parkview and its diverse family of residents and staff believe in the healing power of hope and love; we are truly promoting the well-being of all who enter here. It may look like the same building from the outside, but inside you will hear laughter and song, smell freshly baked cookies, see dancing and smiles...those things we all seek and cherish in our personal lives that most remind us of life and living. ■

“Community is marked by the presence of the human spirit and places human needs and values at the pinnacle of importance.”



A group of Residents from North Star and Parkview perform with a huge audience at the Eden Alternative International Conference. They brought down the house with joy.

Governor John Hickenlooper Visits Rowan Community

Governor Elect John Hickenlooper visited Rowan Community in December as the “Grand Prize” for the Seventh Annual Bessie’s Hope Intergeneration Bowl-A-Thon Care Center Challenge.



Piñon in Review – May 2011

By Heather TerHark | *Director of Sales and Marketing, Piñon Management*

Camellia Rehabilitation and Care Community

Effective January 1, 2011, Camellia Rehabilitation and Care Community became the newest member of the Piñon family of rehabilitation skilled nursing facilities. We welcome you to visit and take a tour of Camellia, located at 500 Geneva Street in Aurora.

Piñon Management and Genesis Rehab Services Celebrate New Partnership

On April 6th, Piñon Management and Genesis Rehab Services hosted a kick-off event to celebrate our new partnership. Paul Cass, MD, Chief Medical Officer for Genesis Rehab Services and Respiratory Health Services and Mary Lea Habegger, MA-CCC/SLP, Clinical Specialist of Education and Staff Development, spoke about “Post Acute Care Placement – Optimizing Outcomes.” Piñon Management is very pleased to have Genesis

Rehab providing inpatient and outpatient therapy services in the Piñon family. Genesis Rehab Services is a leading provider of physical, occupational, speech therapy and wellness services.

Piñon Management is a Sponsor of the NIC Conference

Piñon Management was proud to be a sponsor at this year’s National Investment Center National Skilled Nursing Investment Forum and Conference. The conference was held March 7-10 at the Hyatt Century Plaza in Los Angeles, CA. Piñon President Jeff Jerebker was a featured panel member for the Culture Change breakout session during the conference. The National Investment Center for the Senior Housing and Care Industry is committed to advancing the quality of senior housing and care by facilitating informed investment decisions.

Neighborhood Guides to be Developed

Piñon Management received a \$30,000 grant from the Colorado Culture Change Accountability Board to do a year-long project that involves five Piñon managed homes. The awarded grant provided partial funding for the design of a comprehensive curriculum to train Neighborhood Guides in the facilitation of developing self-directed neighborhood teams within their facilities. Four Guides from each of the five communities meet quarterly for two day training sessions. After each session, the Guides return to their homes and work with staff members in facilitating weekly educational sessions regarding individual topics addressed in the curriculum. The members of Piñon’s Culture Change team serve as specialists in providing ongoing education, support, mentoring and observation as the Guides learn and share this vital new information. The effectiveness of the project is being analyzed through specific research tools that are administered at the initiation and conclusion of the project.

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Piñon is Pleased to Announce Our “Art with a Heart” Art Show and Silent Auction, Held on April 27th

Piñon Management raised money for the National Multiple Sclerosis Society and Jodi’s Race on April 27th. “Art with the Heart” showcases the talents of residents and staff from Piñon nursing communities. All art is judged and voted upon through contributions to the MS Society and Jodi’s Race. All money raised was donated to the MS Society and Jodi’s Race.

Christopher House Partners with the Wheat Ridge Active Adult Center

Christopher House participates and provides sponsorship for many programs each year, including the annual Wellness Fair which offers health checks for active adults in the Wheat Ridge Community. Christopher House also sponsored several other programs this year, including John Fielder presenting his “Ranches of Colorado” book and slide show on January 14; a History of the Smaldone family, on February 24; St. Patrick Day Dinner on March 17; and coming up on May 25, Poker Walk and Breakfast Picnic.

Karyn Leible, RN, MD, Chief Clinical Officer for Piñon Management Begins Her Elected Term as President of AMDA

Karyn Leible, RN, MD, CMD, Chief Clinical Officer at Piñon Management in Lakewood, CO, has been elected to serve as the 2011-2012 President of the American Medical Directors Association – Dedicated to Long Term Care Medicine.

Dr. Leible has been an active AMDA member since she joined the organization in 1993. She has been on the AMDA Board of Directors since 2007 and has served as President of the Board of Directors of AMDA-affiliated Long Term Care Director since 2006. She is a former chair of the American Medical Directors Certification Program Board and has been active in several AMDA state chapters.

In discussing her priorities as president, Dr. Leible noted, “There is a continuum to the work of the president. I will be moving forward on the development of competencies for long term care physicians, a project started by Paul Katz [2010-2011 AMDA President].”

Stressing that she takes AMDA’s tagline, “Dedicated to Long Term Care Medicine,” seriously, Dr. Leible stated, “I’m interested in education and looking at all aspects of long term care medicine.” She added, “We are expanding our offerings in terms of webinars and online education. I am looking forward to working with AMDA’s Online Task Force to further expand our online programming and increase offerings for all team members and ensure their access to these educational opportunities.”

Prior to her career as a long term care physician and medical director, Dr. Leible served as an intensive care unit nurse. She expressed, “Nursing taught me compassion for my residents and an understanding of the needs of staff that care for them. It prepared me well to work with the interdisciplinary team.”

Dr. Leible received her BA from Boston University and a nursing degree from the Massachusetts General Hospital School of Nursing. After working as a nurse for several years, Dr. Leible decided to pursue a medical degree. She graduated from the University of Colorado School of Medicine in 1990 and completed a fellowship in geriatrics. Currently, she is

Chief Clinical Officer at Piñon Management in Lakewood, CO, a position she has held since 2008. Previously, she was Medical Director of the Colorado State Veterans Home.

Rowan Community Staff and Resident Pictured on the Cover of the Colorado Long Term Care Ombudsman and Legal Assistance Developer 2010 Annual Report

Rowan Community was very proud when they saw that they made the cover of this Annual Report. The middle photograph is one of Rowan's very fine RN's and one of the residents who lives at Rowan. You never know where you might see Rowan Community pop up next!

Outpatient Therapy Now Offered in All Piñon Homes

The Piñon Management family of rehabilitation skilled nursing facilities is excited to announce that we are now offering outpatient therapy in all homes. Physical, occupational and speech therapy are now available. Many people like the option of outpatient therapy as it allows them to receive the necessary services while still staying in their own home. Please contact the Therapy Department at the Piñon Home of your choice for more information and to make an appointment. ■

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PIÑON

We Bring Life to Long-term Care

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