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## FROM THE PRESIDENT

# Hope and Revival

By Jeff Jerebker | *President, Piñon Management*

They say that hope springs eternal and the human spirit will not be vanquished.

The ancient Hindu scripture, the Bhagavad Gita, teaches us that the struggle is eternal.

And while the struggle is eternal, there is a way to find enlightenment through it all.

The key is to realize who is behind all that strife, who is the director of this play of life, and to dedicate all your actions to that director or higher power.

We at Piñon are discovering this anew as we have experienced some extreme “highs” and also extreme “lows” in this year of 2010. As a result we have grieved several personal losses and rejoiced at wondrous successes and opportunities. Through it all, we become humble in knowing the incomprehensibility of the play. Happiness and sorrow are evened out by this truth and we come to a realization: we rejoice and we grieve, but if done the spiritual way, we grow into the oneness of it all.

A spiritual master once said that hard work without meditation is perspiration, but equally hard toil with humble dedication leads to inspiration and realization. Upon the death of Lori Madalone, Piñon’s dietician and culture change advocate, we came together in a large learning circle to remember, reflect, laugh and cry in celebrating what Lori meant to all of us. There were even incidents of heroism or true service, as when Bruce Odenthal, Piñon’s Vice President of Operations, drove a dying Lori to Tulsa, Oklahoma so that she could die among family and friends.

As the Lori tragedy was unfolding, Jodi, the wife of John Brammeier, Piñon’s Chief Financial Officer for over 10 years, was in the terminal stages of ovarian cancer. Before Jodi’s death, she organized the first ovarian cancer race in Denver at City Park, in which 1800 people participated. Piñon co-sponsored the race with many Piñon staff volunteering and participating.

After Jodi’s death, a memorial service was held celebrating Jodi’s life as a person, wife and mother. Piñon closed its office and many peers from the nursing home profession attended the uplifting ceremony.

The year of 2010 had its bright moments too for Piñon. Our homes made progress in person-directed care, receiving recognition from organizations such as Planetree, the Eden Alternative, and the Pioneer Network. The consulting arm of Piñon grew, expanding into Utah and Kansas, as well as our home base of Colorado.

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“A spiritual master once said that hard work without meditation is perspiration, but equally hard toil with humble dedication leads to inspiration and realization.”

The Piñon Ethics Committee grew under the leadership of its corporate Medical Director, Dr. Fred Feinsod, tackling sensitive issues like resident rights versus safety, end of life and assisted suicide among many other topics.

Piñon's Chief Clinical Officer, Karyn Leible MD, is the incoming President of the American Medical Director's Association, and a number of Piñon staff serve on boards, including CHCA, the Colorado Culture Change Coalition and Pioneer Network, just to name a few.

On a personal note, my second grandchild was born at the beginning of this year, and I was married in early

September to a wonderful woman. The ceremony, conducted by David Stang with Eden BOD member Sara Rowan as a special speaker, was both planned and spontaneous, serious and lighthearted, and hopefully inspirational. As I attempt to reflect back on the year of 2010, I must travel into a spiritual dimension. Only through that prism can one merge their individual ego into the divine energy that produces the ebb and flow of life. We must continue to fight the battles, but always remember who is in control and always dedicate one's action to that cosmic intelligence and love. It is through contemplative and egoless eyes that one can see the mystery of it all. ■

## The Innovation Imperative

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

Piñon Management employees derive immense satisfaction from supporting a mission of service, profitability and innovation. These are not just prosaic words on the cover of a dusty strategic plan. They are living concepts built on fundamentals of the psycho-social model, excellence in clinical care, ethical decision-making, long-term care culture change and economic sustainability.

However (there has to be a “however”), reality sets in when we activate these values in the stormy, opaque waters of the larger macro environment. Out in the macro world, mission encounters some of its harshest challenges. Commerce imperatives, health care funding complexities and constraints, financial and tax rules, regulatory compliance and high-emotion politics mix it up. How does an entrepreneurial organization with a mission of innovation and profitability thrive?

Let's take a look at one piece of the mission: innovation. Innovation is critical to excellence and even survival. If you don't believe that, just ask the railroads, the telegraph companies, and even the good old fashioned newspapers. Innovation is an imperative.

Alarming, some people in our country believe our innovative excellence is at risk. It is at risk from lack of funding, hyperactive bureaucracy, a decline in educational standards, and perhaps even a decline in work ethic. A recent Wall Street Journal op-ed piece, “America's Innovation Gap” by Eli Lilly CEO John Lechleiter, discussed the urgent need to preserve our country's spirit of innovation. While Mr. Lechleiter primarily addressed innovation within the pharmaceutical industry, his suggestions could equally apply to the long-term care service sector.

Mr. Lechleiter suggests that innovation needs an “eco-system” to grow. This innovation ecosystem requires proper *atmosphere, nutrients and seeds*.

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## Atmosphere

“The one thing that industry has a right to ask of public policy is to help preserve the environment in which innovation is possible,” says Mr. Lechleiter.

Public policy can be a strong ally or a formidable opponent.

We applaud the State of Colorado for supporting pay-for-performance funding. Integrated service delivery models are other thought innovations supported by public policy. The Colorado legislature, prompted by the Colorado Culture Change Coalition, has enacted legislation to fund culture change initiatives from a portion of annual civil monetary penalties. We are encouraged by these developments. Some are unknown and unproven. But they are actual examples of creative thinking supported by public policy.

## Nutrients

Nutrients sustain and grow innovation. Free markets and tax policies are examples of nutrients. Free markets allow providers to negotiate equitably with payer sources and develop mutually beneficial funding strategies. Fair and straightforward tax policies support quality care and ensure a safety net where it is truly needed. A vastly simplified Internal Revenue Code would be a significant step in this direction.

Nutrients also include a “fair and transparent system of regulation” says Mr. Lechleiter. In long-term care, regulation comes not only from funding policies, but also from annual health department surveys. Such surveys need to consider the spirit of the law and the well being of the residents, not just the letter of the law and its literal rules. Surveys need to be fair, transparent and consistent.

## Seeds

Innovation is jump-started in a think tank of research and education. “We need a well-funded basic research infrastructure within academic and government labs.” While Mr. Lechleiter is referring to the biopharmaceutical field, this critical “seed” element also applies to long-term care. We need thought leaders from *all* relevant disciplines who freely brainstorm and articulate new care paradigms, new ways to fund them and effective ways to disseminate them. This last point must not be underestimated – research must be supported by a dynamic education system. The results of research must not be isolated from the education of those who carry out the vital work of meeting residents’ needs.

In this area, medical and nursing schools need to increasingly promote long-term care education. “What will help most for physicians and nurses in long-term care is communication and education,” said Dr. Karyn Leible, Piñon Management’s Chief Clinical Officer. “Education of nursing staff regarding how to assess a resident appropriately, education of physicians regarding long-term care regulations and how to document appropriately for the regulations, communication across all disciplines but between nursing and medicine. How is a resident’s change in condition communicated to the physician? Is all the information immediately available when the nurse calls the physician? How does the physician communicate to the facility team his/her thoughts about the clinical condition of the resident?” Effective communication is a pervasive challenge in all human organizations; the importance of innovation in communication and education should not be overlooked.

## Innovation in a time of reform

I cannot end a discussion of health care innovation without mentioning the new federal health care legislation. Its effects are yet to be determined. At this time, there are too many unknowns, including serious legal challenges. Perhaps even the *unknowns per se* are a concern. James Madison, writing in the Federalist Papers, said “..It will be of little avail to the people, that the laws are made by men of their own choice, if the laws be so voluminous that they cannot be read, or so incoherent that they cannot be understood; if they be repealed or revised before they are promulgated, or undergo such incessant changes that no man, who knows what the law is to-day, can guess what it will be to-morrow. Law is defined to be a rule of action; but how can that be a rule, which is little known and less fixed?... In a word, no great improvement or laudable enterprise can go forward which requires the auspices of a steady system of national policy.” We have to hope that recent health care legislation does not fit Madison’s description.

## Innovation...a summary

Accomplishments to date are many. The ongoing evolution from the institutional one-size-fits-all model to warm homes – with neighborhoods, consistent staffing, meaningful activities, individualized schedules and a myriad of dining choices – is encouraging.

However (there has to be a “however”), the challenges are great and evolving. Will the new rules of health care reform enhance long-term care? Or stifle its creativity? Will public funding in the face of the current economic crises be so drastically cut and private savings so severely emaciated that services will be unaffordable – at least in the near term? Or will changing demographics force heretofore unknown funding solutions?

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Efforts by Piñon Management, the Pioneer Network, the Eden Alternative, Plane Tree and other organizations to change the landscape of care are encouraging. These encouragements need to be enhanced by supportive public policy, free market entrepreneurialism, fair tax policies, broadened education - and providers willing to challenge the system. Innovators need to think differently and be sufficiently stalwart to sustain change in the face of immense macro challenges for the sake of an immensely important mission. ■

## What Are You Grateful For?

by Diane Henthorn | *Corporate Office Manager, Piñon Management*

The Piñon Executive Council gave me a card for Administrative Professionals Day that contains this quote from Maya Angelou:

**“A joyful spirit is evidence of a grateful heart.”**

I have kept it on my desk ever since to remind myself that I am a fortunate individual and that I have so much to be grateful for.

There are those days, however, when I find myself struggling to reach beyond the stresses of the moment to remember what I am grateful for. These feelings can easily become a downward spiral that will suck me into a vortex of blame and anger. A friend suggested to me that I might want to create a “Gratitude Album” containing photos, inspiring quotes, and tokens of people, places and things that will bring me back to balance when I start down that negative path. I thought it was a fabulous idea, but didn’t have any

idea where to begin until I was paging through an idea book one afternoon at a scrapbooking retreat. There it was – a “Life is Great” album idea that I could adapt for my own.

I’m enjoying the creation of this Gratitude Album so much that I wanted to share the idea. I happen to be using a small photo album with copper-colored leaves (one of my favorite things!) embossed on the front, but any kind of notebook would do the job. The more pleasure looking at the book gives you, the more likely you will be drawn to use it. If a book seems to require more creativity than you feel you have, how about photos in one of those collage frames? Or photos in an electronic frame, specifically chosen to make you smile? If you don’t have photos, how about pictures cut out of magazines or printed from the internet? There are no rules about this – if all the questions below don’t apply to you, leave some out – or make up some of your own!

**Why are you grateful for your sweetheart?** Partner? Husband? Wife? Boyfriend or girlfriend? What special things does this person do that remind you how fortunate you are? What have you learned from any past experiences that teaches you about appreciating what you have now?

**Why are you grateful for your family?** What makes your family unique? (My family, for instance, is two humans and two dogs – different, but still a family.) How do you support and encourage each other?

**Why are you grateful for your friends?** Do you have a best friend? A favorite few? How have friends shown you just what friendship means?

**Are you grateful for a hero?** Someone who came to your rescue? A mentor or role model? Why is this person so special? Why are you fortunate enough to have this person in your life?

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**Why are you grateful for your home?** What makes yours great? Is it the structure itself or the memories it contains? What about your yard? Your neighborhood? Your hometown?

**Why are you grateful for your faith?** How have your beliefs changed your life for the better?

**Why are you grateful for your job?** What rewards make it worthwhile? What challenges keep it interesting? What are you learning? What are you giving? Is this what you thought you'd grow up to do?

**Why are you grateful for the road you've traveled?** Although you may not have taken the smoothest path, what valuable lessons have you learned along the way? What wouldn't you know or understand now if you had not experienced difficulties in the past?

**What is wonderful about you?** Try imagining how your family members, friends, work colleagues or other people in your life would answer this question.

**What do you dream of?** What would life be like for you if your dreams came true? ■

## Wellness Fair at Amberwood Court

By Jane Runge | *Sales and Marketing Specialist, Piñon Management*

I can't believe it! A wellness fair hosted by a nursing home? Well, believe it! The fair at Amberwood Court on October 14th was attended and enjoyed by many.



Guests entering through the front door were greeted by residents and staff offering a glass of red wine and fabulous dark chocolates. Once in the dining room, there was a full salad bar with different choices of lettuce, toppings, dressings and other salads. In the mood for fruit? Several different flavors of smoothies were being prepared – the best was definitely kiwi-strawberry-banana. Amberwood Court even thought about the dogs who are part of our families! The Pet Therapy table featured dog biscuits handmade by the home's residents.

To unwind from the day, many guests participated in Tai Chi or yoga. Piñon Culture Change Specialist Evy Cugelman demonstrated the power of Therapeutic Touch, while other locations spotlighted aromatherapy, reflexology and massage therapy. Who would say no to a massage? Evercare was on hand to give free ear checks along with Schryver Medical Supply with free cholesterol screenings and Denver South Chiropractic with free alignment testing. St Anthony Passport offered free advice on their community services, including information on Medicare and Medicaid.

Amberwood Court wishes to thank all of the vendors who participated in this event. Those not already mentioned are Denver Hospice, Vista Care Hospice, and the Wellness Shop. This first annual event was successful thanks to all the guests who attended and enjoyed themselves – thank you so much! We hope to see you again next year! ■



## Piñon Signs On

by Marcia Brenowitz | *North Star Community*  
*Colorado NHA-30 years, Piñon NHA-18 years*

We still carry the mission in our heart...  
The fires of our commitment burn as brightly as ever.  
We haven't sold out.  
*We've signed on.*

A new survey process, an updated MDS tool, higher acuity admissions, shrinking dollars for providers, and ever increasing consumer demands have stressed our traditional long-term care model to the point of exhaustion or apathy for many. In order for long-term care operations to thrive in this overwhelming environment, some things will have to change.

Piñon has stepped right up to the challenge and begun the process of "reinventing" our company, with a focus not just on survival – but on growth and development. We are recruiting leaders with the skills and focus on strategy that will support our accomplishing this. We have new players. We have new coaches. This is a new game and we plan to remain a contender.

We have moved from our comfortable position as "Medicaid Homes" to aggressively seeking opportunities to provide services to Medicare,

managed care and skilled private insurance clients. Our rehab gyms are equipped, our department managers in daily conversation with our therapy teams. Planning for discharge back to the community is the initial goal for each new admission.

We've changed the way we address our customer's need for rapid admission follow through. Our new tag line is "There are no after hours in long-term care". It is a daily work in progress to empower our evening and weekend staff to embrace this philosophy. It is understood and communicated by each of our long-term care managers.

We're working to enhance our buildings while still maintaining an environment that is welcoming and comfortable. Resident choice is important. Safety is important. Efficiency is important. We are identifying a balance that takes the best of these factors. We are partnering with designers and professionals to help us put together the steps of long range renovation plans.

We've recognized that there are not sufficient licensed nurses knowledgeable about long-term care available. We're educating, and mentoring, and participating in a nurse retention grant program at the corporate and facility level.

We're grateful for our partners in care and focusing on collaboration with energy and enthusiasm. We will not be successful if our partners do not also find the means to continue the journey with us.

Some may think we have changed our spots, drifted off course, or forgotten our mission. They are wrong.

This is the new Piñon. We plan to survive the current challenges. We plan to be around for another 30 plus years. We'll make sure of it – because the fires of our commitment to serve and advocate burn as brightly as ever. ■

## A Second Spring

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

Autumn is a second spring when every leaf is a flower.

*Albert Camus*



As I drive through Denver, exploring my “new hometown,” I am struck by the spectacular kaleidoscope of breath-taking, autumnal colors. Having lived most of my life in Texas, the changing of the seasons has never been marked by much variation in temperature or hue. If we are fortunate, November may herald a sprinkling of reds and golds and yellows throughout the Texas hill country. And although beautiful in their own way, the autumn grasses in Texas pale in comparison to the bursting forth of color I am witnessing now, as trees throughout Denver draw the last of the chlorophyll and nutrients from their leaves. The thing we most welcome in

Texas, however, is that first cool front offering respite from the long, scorching summer. For that alone, we welcome and laud Autumn’s arrival.

But throughout my life, Spring has always been the favored season, as the Texas landscape explodes with the colors of wildflowers and the yellow-greens of new growth. Spring has always been a much-heralded season for others, as well, inspiring writers and poets and artists and lovers alike. It is the time of year that is most often used as a metaphor for renewal and growth – the beginning of life; while its sister, the woeful Autumn, speaks of decline and decay – the ending and passing of life. The younger sister, Spring, brings hope and promise for the future, while the elder sister Autumn is reserved as a time for reflection and thanksgiving.

Having now experienced a few true Autumns, I want to make a case for this oft under-appreciated season. As Camus recognizes in his quote above, “Autumn is a second spring when every leaf is a flower.” As the colors of Autumn remind us, it is through our own reflection and thanksgiving that we find renewal and hope for a brighter future. In many ways, without the wisdom of Autumn’s reflection, we may never achieve the hope and promise of Spring.

This Autumn, as I reflect on the past year, both what is happening in the world and the challenges and grief we have experienced in our own world of Piñon, I am reminded that although we cannot control many circumstances that impact us, what we can control is our response to them. No one has sounded this message louder or clearer than Victor Frankl in his seminal work, Man’s Search for Meaning.

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In this book, Frankl chronicles his experiences as a prisoner in a Nazi concentration camp, and his search for how humans can find meaning in the midst of extreme horror and suffering. One of his most empowering and enlightening observations is found in this quotation from that book:

“We who lived in concentration camps can remember the men who walked through the huts comforting others, giving away their last piece of bread. They may have been few in number, but they offer sufficient proof that everything can be taken from a man but one thing: the last of the human freedoms – to choose one’s attitude in any given set of circumstances, to choose one’s own way.”

If we are to learn the lessons that Autumn teaches us, the question before each of us at this time, as in every time, must be, “What is within our ability to change?” We must not fall into the trap of asking, “Why is this happening?” Instead we must ask, “How will I choose to respond to what is happening?” For it is in our ability to choose a response to whatever challenges we may face that we find our own freedom. It is in that choice that we truly create our own world and the world in which our residents and staff will live and work.

In this same book, Frankl quotes the famous German philosopher Frederick Nietzsche’s words:

“He who has a why to live can bear with almost any how.”

Each of us has chosen to make long-term care our life’s work. Each of us makes that choice every day as we return to fight again for those who cannot fight for themselves. This work has never been easy, and it most likely never will be easy. As we stare at an industry in crisis, we could choose to see nursing homes as easy targets for politicians who must cut budgets, and regulatory agencies dealing in fear and punishment, and plaintiffs’ attorneys wanting a quick buck. We could see the problems we have in finding the “right” staff, or paying our bills, or maintaining older buildings. We could see the struggle we have every day finding the time to do what matters most. We could ponder our problems and wonder, “HOW” will we make it another year? And we could despair.

Or, we can reflect and give thanksgiving for the “WHY” that brought us into this work and to Piñon. We can learn the lesson that Autumn teaches us, and look inside ourselves once more for the courage and patience and perseverance to do this noble work, not in despair, but in joyous thanksgiving for meaningful work, and for each other.

As I gaze now out my window, the colors of Autumn bring millions of “flowers” to renew my spirit and fill me with love and appreciation for all of you who daily “walk through the huts comforting others.” Each day, in your work, you offer proof that there is hope and promise for this world. May this Autumn be your “second Spring” and renew and refresh your spirits for the joyful work ahead. ■

## Piñon in Review – Autumn 2010

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

### Highline Rehabilitation and Care Community Now Accepting Secure Horizons

Highline Rehab is excited to announce that we have partnered with Secure Horizons and United Healthcare Insurance and are now able to provide services to Secure Horizons members.

### Celebration of Food

Parkview Care Center, North Star Community, Highline Rehab and Care Community and Christopher House were all recently featured

in the October 2010 issue of the *The Prime Time for Seniors* special section, Celebration of Food.

### Colorado Healthcare Association Spotlight on Excellence Finalists and Winners

The Colorado Healthcare Association Spotlight on Excellence awards banquet was held on Thursday, September 23, 2010 at the Crowne Plaza-DIA. Piñon Management had team members that were recognized for excellence including:

- ♦ Leslee Grosso, *Christopher House, Activities*
- ♦ Lourdes Avila, *Rowan Community, Environmental*
- ♦ Glenda Field, *Colorow, Business Management*
- ♦ Judy Wittman, *Holly Nursing Care Center, Business Management*
- ♦ Cindy Jones, *Holly Nursing Care Center, Dietary*
- ♦ Kathy Mekelburg, *Fairacres Manor, Administrator*



Glenda Field



Kathy Mekelburg & Bruce Odenthal



Bruce Odenthal & Judy Wittman



Bruce Odenthal & Cindy Jones



Leslee Grosso



Bruce Odenthal & Lourdes Avila

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## Piñon Management and Rowan Community Sponsor Election Rally

In an effort to involve Colorado gubernatorial and congressional candidates with seniors and disabled individuals residing in nursing homes, Piñon Management and Rowan Community hosted an Election Rally to discuss proposed amendments on the November 2010 ballot. Speakers at the rally included Arlene Miles, President of the Colorado Healthcare Association, Jeff Jerebker, President of Piñon Management, Faith Gross, VOTE! Program Coordinator at The Legal Center and Shelly Hitt, State Ombudsman. The 4th Artillery Regiment Brass Band, a Civil War military band, played patriotic tributes. Piñon Corporate Medical Director Fred Feinsod, M.D. was the organizer of the rally.

## Piñon Management Participates in the Alzheimer's Association Memory Walk

Early in the morning on Saturday, September 18th many staff and residents of Piñon-managed homes came out to support and walk at the annual Alzheimer's Association Memory Walk at City Park. Piñon Management was a Memory Walk table sponsor and had a booth that included fresh popcorn and hot dogs to go.

The Alzheimer's Association Memory Walk® is the nation's largest event to raise awareness and funds for Alzheimer care, support and research. Since 1989, the Memory Walk has raised more than \$300 million for the cause.

## Piñon Management is a Sponsor at the Rocky Mountain Chapter of the Case Management Society of America Conference

The Rocky Mountain Chapter of the Case Management Society of America held its annual conference October 7-8, 2010 at the Denver Marriott West. The theme this year was "Building Partnerships in Case Management". Piñon Management was honored to be a sponsor at this year's lunch and conference and have an exhibit booth.

## Piñon Management Sponsors Bessie's Hope Walk, Roll 'N' Run

Piñon Management and Rowan Community were very excited to take part in the first annual Bessie's Hope Walk, Roll 'n' Run at Sloan's Lake Park on Saturday, September 25, 2010.

## Piñon Management Exhibits at the Colorado Healthcare Association Fall Conference

Prism of Possibilities: Discovering our Treasures was this year's theme for the Colorado Healthcare Association's 2010 Annual Convention and Exposition, September 21st – 23rd at the Crowne Plaza Hotel-DIA. Piñon had a pirate themed exhibit that included our own "Captain Jack".



## Wheat Ridge Carnation Festival

Wheat Ridge held its annual Carnation Festival and Parade on August 28th. A large group of elders, staff, family, and friends from Christopher House marched in the parade. Christopher House passed out packets of seeds with Eden Principles on them to let the folks along the parade route know about the home and its commitment to an elder-centered community. Loud cheers could be heard from the crowd, as Christopher House has been an outstanding member of the Wheat Ridge Community for over 40 years. The celebration continued back at the home where we shared hot dogs, chips and fruit. It was a wonderful day filled with pride in our communities – Wheat Ridge and Christopher House.

## Christopher House Sponsors Fraud Seminar

The Jefferson County District Attorney's office and community partners hosted a Fraud Seminar on October 6th. Many senior participants came to learn how to protect themselves. One thing learned was not to leave your purse unattended, not even for a second. Grocery stores are a big target place for criminals. They wait for a senior to turn their back to get in the freezer with their purse sitting in the cart and away goes their wallet. For more information about fraud prevention call Cary Johnson at 303-271-6970.

### **Piñon Management Exhibits At Senior Care Of Colorado Annual Meeting**

Senior Care of Colorado is a primary care geriatric medical practice dedicated to caring for seniors across the continuum of care. Senior Care of Colorado's annual meeting is designed to update practitioners on medical care issues. This meeting also allows practitioners to share ideas for improving the group practice. Piñon Management was very excited to be part of the Senior Care of Colorado Annual meeting.

### **Piñon Management is a Sponsor at Senior Law Day**

Colorado Senior Law Day was held on Saturday, August 14, 2010 at the Colorado Convention Center. This annual educational seminar presents programs specifically for seniors in the Colorado community. It provides attendees with important and useful information on many issues facing our growing senior citizen population.

### **Parkview Hosts La Fiesta Event**

On Thursday, September 16, 2010, Parkview Care Center threw a big party for Mexican Independence Day. Many guests attended this wonderful celebration. The mariachi band was a great addition. Residents, staff and guests danced to their wonderful music while enjoying great food, including chips, salsa, guacamole, sopapillas and many different pieces of Mexican candy. Parkview plans to host a similar fiesta in January – you won't want to miss this event!

### **Piñon Management is a Sponsor at the Jeremy Bloom "An Affair to Remember" Sock Hop**

On Saturday October 16th, 2010, Piñon put on its sock hop clothes and went out to dance with the seniors. This was a free dance to let seniors know how special they are. The dance was held at two Brookdale locations. The event had great food, music from bands, free photos and goodie bags including a pair of fun socks to take home. We were proud to be a part of this event.

### **Piñon Management Clinical Officer Represents National Physicians to Capitol Hill Legislators**

With healthcare reform expected to take center stage in next year's Congress, advocate(s) from the American Medical Directors Association went to Capitol Hill to educate Congress on the need for increased geriatric care to meet the needs of the aging population. On October 21, Karyn Leible, MD, Chief Clinical Officer for Piñon Management and president-elect of AMDA visited with lawmakers in Washington, D.C. to urge investments to improve recruitment and training for the workers who care for older Americans. AMDA's team of advocates represented the diverse team approach needed to care for our nation's growing aging population. The advocate(s) met with their members of Congress to press for significant increases in appropriations for education and training in various programs.

### **Piñon Executive Chosen to Serve as National Spokesperson For National Transitions Of Care**

Nancy Schwalm, Chief Business Operations Officer for Piñon has been selected to serve as a national trainer and spokesperson for NTOCC, the National Transitions of Care Coalition, and CMSA, Case Management Society of America, as part of a national effort to highlight issues related to improving quality of care coordination when patients are transferred from one level of care to another. Nancy will be speaking nationally to hospitals, nursing homes and physician groups in this role.

### **Piñon Management President Receives Colorado Gerontological Society Award**

Jeff Jerebker, President of Piñon Management, received the Distinguished Pioneer in Aging Award from the Colorado Gerontological Society on November 3, 2010 at their Annual Meeting. The award is given to individuals who have been continuously active and working toward the betterment of life for older adults prior to 1980; or who have made an exemplary contribution to improving the quality of life for older adults in contemporary times. Award winners must have served on local, state and national boards and committees which have been influential in the development of public policies as they relate to older adults, published in national publications and/or lectured to state and national audiences on the betterment of conditions facing older adults. Jeff adds this honor to many other noted achievements and his service on many national and local boards, including the Pioneer Network BOD, the Colorado Culture Change Coalition BOD, and serving as First Vice President of the Colorado Health Care Association Board of Directors. ■



# PIÑON

We Bring Life to Long-term Care

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### PIÑON MANAGEMENT TEAM

Jeff Jerebker, *President & CEO*  
John Brammeier, C.P.A., *Chief Financial Officer*  
Nancy Schwalm, *Chief Business Operations Officer*  
Karyn Leible, M.D., *Chief Clinical Officer*  
Nancy Fox, *Chief Life Enhancement Officer*  
Bruce Odenthal, *Vice-President of Operations*  
Pam Rios-Menter, LCSW, *Vice-President of Psychosocial Services*  
Marjorie McConnell, R.N., N.H.A., *Vice-President of Clinical Services*  
Mary Gillette, R.N., *Vice-President of Clinical Services*  
Mary Fuentes, *Vice-President of Financial Services*  
Heather TerHark, *Director of Sales and Marketing*  
Dr. Fred Feinsod, *Corporate Medical Director*  
Affia Inayat, *Quality Improvement Specialist*  
Mary Lynn Willis, R.D., M.S., *Quality Improvement Specialist*  
Paula Henry, LCSW, *Quality Improvement Specialist*  
Meredith Eder, CTRS, *Quality Improvement Specialist*  
Jeanne Wolf, CTRS, *Quality Improvement Specialist*  
Susan Jacobi, R.N., *Quality Improvement Specialist*  
D.J. Cook, R.N., *Quality Improvement Specialist*  
Kathy Skaggs, R.N., *Quality Improvement Specialist*  
Amalie Marsolek, R.N., *Quality Improvement Specialist*  
Sandy Ransom, R.N., *Culture Change Specialist*  
Evy Cugelman, R.N., *Culture Change Specialist*  
Amy Phipps, *Clinical Reimbursement Specialist*  
Sarah Bogucki, *Human Resources Coordinator*  
Carol Schilf, *Clinical Liaison*  
Susan Delgado, *Clinical Liaison*  
Nancy DelPrete, *Clinical Liaison*  
Jane Runge, *Sales & Marketing Specialist*  
Janice O'Kane, *Corporate Controller*

Mary Koretke, *Director of Reimbursement*  
Jeff Perotti, *Accounting Manager*  
Sandy Starman, *Accounting Manager*  
Teresa Gallo, *Accounting Manager*  
Yen Van, *Accounting Manager*  
Becky Reid, *Financial Field Analyst*  
Lori Leahy, *Financial Field Analyst*  
Tracy Nickelson, *Financial Field Analyst*  
Amy Arment, *Financial Field Analyst*  
Jennifer Manchego-Pena, *A/R Specialist*  
Robyn Herman, *Director of Information Systems*  
Cassie Edwards, *Systems Administrator*  
Pam Moore, *Administrative Assistant*  
Diane Henthorn, *Corporate Office Manager*  
Sherry Nuanes, *Administrative Assistant*  
Scott Bell, RN, NHA, *Amberwood Court Care Center*  
Elizabeth Schulte, NHA, *Brookshire House*  
Chris Tanner, *Assistant Administrator, Brookshire House*  
Stacey Love, MS, LPC, NHA, *Christopher House*  
Mary Pfalzgraff, NHA, *Colorow*  
Kathy Mekelburg, NHA, *Fairacres Manor*  
Sara Taylor, NHA, *Highline Rehabilitation and Care Center*  
LaVonda Cathcart, NHA, *Holly Nursing Care Center*  
Claudia Ress, NHA, *Laguna Rainbow Elder Care*  
Marcia Brenowitz, NHA, *North Star Community*  
Holly Raymer, NHA, *Parkview Care Center*  
Marie Stern, *Assistant Administrator, Parkview Care Center*  
Maxine Roby, NHA, *Rowan Community*  
Pete DeRego, NHA, *Sierra Healthcare Community*  
Connie Kohl, NHA, *Valley View Health Care Center*