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## FROM THE PRESIDENT

# The Edge of Reason and the Borders of Insanity

By Jeff Jerebker | *President, Piñon Management*

**It defies all logic. Surely the demographic trends and the resultant impact on society were known decades ago with astonishing accuracy. Yet scientific information such as this is only useful used in the course of intelligent planning.**

It's perfectly clear that it wasn't. The political system of governance – in lieu of doing good for the future of the country – instead followed its respective shallow ideologies and now we are on the borders of economic and moral failure.

While this country has made amazing military and technological advances, it remains stagnant on human services delivery such as education, health care, food quality, and environment, to mention a few.

Multiple generations paid “taxes” their entire career for the promise of health care (Medicare) and retirement (Social Security) in later life.

While Colorado's own ex-Governor Richard Lamm foresaw the demographics and trumpeted its unaffordability, his root cause analysis is flawed. Lamm predicted that the economics of Medicare and Social Security would be

unsustainable. However, could one conceive of a political system whereby with accurate statistical and demographic data available decades ago, a proper, adequate and humane solution could have been adopted?

The root cause is really the complete dysfunction of a two-party political system only interested in short-term fixes, their own re-election, and the raising of money from numerous myopic self-interest groups. The root cause, in my humble opinion, is not really hopelessly flawed economics, but a hopelessly flawed political system.

We are now at the precipice of economic bankruptcy, or the betrayal of promised benefits paid by a whole lifetime of taxes. The only realistic solution to this country's evolving (or de-evolving) into second rate status is enlightened political leadership devoid of empty ideology and even more vapid rhetoric. I don't know about you, but I am not holding my breath. ■

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## Black Swan Events

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

Once upon a time, in a world where only white swans were believed to exist, a black swan was the mysterious, surreal image of something totally unreal. A black swan portrayed the impossible.

and others have intense worldwide social and economic consequences from which hardly anyone will be immune, including those of us in long term care. How do we deal with these black

continual fear of being “written up.” They are not heard to say “it’s just a job” or “I’m only here to collect a paycheck.” Passionate workers, who according to a recent study by Deloitte Development LLC regrettably comprise only 23 percent of the work force, are “fully engaged in their work and their interactions and constantly seek to improve their performance in everything that they do.”

Passionate workers are committed to the mission of the organization and how they can contribute to that mission.

Then in 1697, a Dutch explorer sighted black swans in Western Australia, and black swans henceforth became the representation of real, albeit rare events – a beautiful and dramatically picturesque way to describe the heretofore unimaginable.

Using the black swan image in his 2010 updated bestseller, *“The Black Swan... the Impact of the Highly Improbable,”* author Nassim Nicholas Taleb presents an intriguing theory that certain exceptionally important historical events originate as “black swans,” which he defines as events that are extremely rare, have high impact and are predictable only in retrospect. World wars, the rise of the internet, the 1987 market crash and the fall of the Soviet Union – we can think of many more – are examples of black swan events. While there appears to be among the author and the book’s reviewers some discussion about what actually constitutes black swan events, the images and the underlying meaning hit home. We have extraordinary global economic challenges, accelerating political uprisings whose effects are not confined to national boundaries, and the incredible speed and spread of technology itself, to name a few. These events

swan events? Professor Taleb lists ten principles for a black-swan-robust society. While I don’t disagree with these principles, I offer an additional suggestion relative to economic black swans. Although we can’t predict them, we have one powerful, possibly the most powerful, way to mitigate or even take advantage of them – quite simply, the passionate worker.

First, I will digress about the term “worker.” Some might prefer the words “team member” or “associate.” These terms are fine, but I believe work is noble. Work is noble whether the worker is a housekeeping employee, a public company CEO, a small business entrepreneur, a parent, a student, a marathon runner or a hospice volunteer. Work is noble. Our future economic prosperity depends to a significant degree on how the *noble, passionate worker tackles the black swan event.*

Passionate workers are not the same as complacent or content workers. They are not the same as compliant workers, although legal and regulatory compliance must be non-negotiables. Passionate workers do not come to work in

Passionate workers are committed to the mission of the organization and how they can contribute to that mission. Piñon Management’s mission is “balancing service innovation with profitability in long term care.” We need workers passionately committed to that mission.

Passionate workers are highly motivated by internal and external demands for continuous improvement. Efficiency is not enough – even though companies are increasingly efficient, they are not necessarily increasingly profitable. According to the Deloitte study, “passionate workers drive sustained extreme performance improvement... Without passionate workers at all levels of the organization, companies will find it increasingly difficult to turn around the continual deterioration in financial performance.”

Passionate workers welcome a respectful and healthy interchange of differing points of view. They thrive by collaboratively sharing creative ideas through social media, brainstorming sessions, learning circles and think-tanks. The British naturalist Charles Darwin said, “In the long history of humankind...those who

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learned to collaborate and improvise most effectively have prevailed.”

Passionate workers are hungry to learn. They are eager to advance in their specific technical areas, and they crave understanding of the larger environment, their stakeholders, the law, policy and the future itself.

Passionate workers are a key response to black swan events, and successful

organizations must hire, grow and retain them. “If you don’t love what you’re doing with unbridled passion and enthusiasm, you’re not going to succeed when you hit obstacles,” said Howard Schultz, Chairman and CEO of Starbucks. “Obstacles” may be a vast understatement of a black swan event, but the point is well taken.

Long term care, heavily regulated and rife with fiscal constraints, desperately

needs the passionate worker. We need the worker who is optimistic, who seeks out the big picture and will not give in or give up in the face of unexpected high-impact challenges. On top of the multitude of regulatory and fiscal obstacles we know about, as well as the massive upcoming changes in health care law, it is not hard to imagine that one or more black swans is just around the corner. ■

## Putting The Pieces Back Together In Logical Order: Rescued By Piñon Management

by Fred Feinsod MD, CMD, Corporate Medical Director | *Piñon Management*

In the wake of a deficiency-free survey at one facility, I experienced a nightmare survey at another. The elation after the first was short. Too short! My second facility was about to receive its first of several IJ’s. Following in the wake of two administrations, the first cutting costs and the second desperately attempting to repair the resultant broken systems and processes, the facility was reeling. The fatal decision by the second administration to rapidly reinstitute systems created a heavy atmosphere that stumbled into an “abusive” scenario. The outcome of keeping multiple balls in the air resulted in a disastrous survey when all the balls fell at once.

Working long hours during the four-week State survey, the facility staff strove valiantly to hold the effort together, but after the administrator was asked to leave, this rudderless ship floundered on the rocks and rapids imposed by a relentless survey process. It became clear that new management was needed and needed quickly.

The first PIC meeting was a forum to acquaint and integrate the facility and Piñon teams. Tears flowed as the

facility staff recounted its experiences over the past month. Piñon staff in their supportive and endearing manner listened and shared in the heartfelt confessions of the facility staff. Strong bonds were created that would mature and form a new strength and beginning. These feelings would be echoed to others in the Piñon community through the Piñon Community Ethics Committee that also showed its support to the facility staff and demonstrated the strength of Piñon through a network of understanding and partnership.

A bewildered resident population was also nurtured and supported by the Piñon staff. Multiple interviews, resident care councils, and learning circles demonstrated to residents that Piñon staff along with facility staff were creating a “new day” through a new beginning. Their “house” belonged to the facility residents and they had a say

“Strong bonds were created that would mature and form a new strength and beginning.”

in its identity and direction. “Neighborhood” pride and mutual support was a fresh concept and one that excited the very being of the facility residents.

The Ombudsman was pleased with the renovation through the Piñon approach. Behavior identification, elimination of unnecessary medications, and the integration of staff with physicians and consultants demonstrated a new and healthy direction, firmly compliant under the umbrella of OBRA regulations.

For years I have contributed to the policies and formulation of the Piñon Management approach, but observing its integrated and effective intervention in practice was an incredible experience. The Piñon staff is professional, focused, and effective. Their support for and integration with facility staff was uplifting. A new energy was injected into my facility, its staff, and residents. A new philosophy of life and hope was presented and realized.

Rescued by professionals: This experience demonstrated to me the privilege I have in being part of the Piñon Management community, a valued resource for our state and nation. ■

## Employee Retention

by Sarah Bogucki, HR Coordinator and Robin DiGrazia, Recruiting Specialist | *Piñon Management*

How many times has this happened to you? You advertise for an open position, you scour through applications, you and your staff conduct interviews, you go through all of the pre-screening processes and you finally get your ideal employee on board. Then, before you know it, that employee tells you they are resigning – and the whole process starts all over again. What went wrong? Was there anything you could have done to prevent the turnover? What can you do to retain those ideal employees? There are several ways you can enhance your employee retention; but here we will focus on new employee orientation, employee retention committees and employee recognition as ways for you to keep those stellar employees you have worked so hard to get.

New employee orientation is not just for filling out a lot of paperwork the first day on the job; orientation is a process and every member of your staff has a role in the process. Some of the goals of orientation are to:

- ♦ Make your new employees feel welcomed;
- ♦ Provide them with an opportunity to bond with your community;
- ♦ “Win the hearts” of your new employees; reaffirm to them that they made the right decision to join your team. Most times when people start a new job, they are still deciding in their first three months if they made the right choice – don’t give them a reason to second guess their decision.
- ♦ Clearly define and communicate your expectations. If employees do not know what is expected of them, they are not likely to live up to your expectations.

Here is what you can do to make a good first impression with your new employees. First and foremost – be prepared for the new employee’s first day!

- ♦ Inform all staff beforehand about the new employee’s arrival;
- ♦ Make sure you have an appropriate, comfortable room available to conduct orientation;
- ♦ Pre-arrange to have the new employee’s name badge ready to give to them on their first day;
- ♦ Obtain usernames and passwords for any computer equipment or software the new employee may need;
- ♦ Make sure the employee’s work space is ready for them to “move in,” including needed supplies and equipment;
- ♦ Have new hire packets ready;
- ♦ Be on time for orientation;
- ♦ Have an agenda ready; plan into the agenda a lunch break for new employees to have lunch with co-workers, department leaders and the NHA;
- ♦ Re-confirm with all presenting staff that they are ready with their materials.

A thorough general orientation should be provided to all new employees before they begin working in their new role. At general orientation, employees should get a good understanding of your community, your mission, vision, values and goals as well as complete all of the required paperwork. Every department leader should present at general orientation so new employees get a good understanding of the role of each department and how their new position interacts with each department.

After the initial general orientation, employees also need a thorough orientation to their specific job. It is also a good idea to select a “buddy” for new employees. The buddy should be someone who has a good

understanding of your community, the department and the specific job function; someone who has a positive attitude and can take the new employee “under their wing.” Managers should check in with their new employees a few times each day during the first few days to make certain they have everything they need, to see if they have any questions and to reassure and provide encouragement. Retaining new employees depends a great deal on what you do to make them feel welcomed, valued, involved, informed and appreciated!

To further enhance your employee retention, consider asking yourself: Do I know what causes turnover in my building? Am I engaged with my team? If not, you may want to rethink your strategy and take some time to get to know your employees and help them get to know you. The Eden Alternative talks about our elders’ simple pleasures, getting to know more about our elders’ needs and what they enjoy most. Provide a platform for your employees to engage with other team members across disciplines and across shifts to meet once a month to talk about employee retention.

Some monthly retention topics may include:

- ♦ Turnover – Are employees leaving within 30 or 90 days or less than 1 year of employment? What is your current turnover rate and how often do you measure turnover in your home?
- ♦ Openings – Does your team know your home’s current openings? Are referrals your number one resource?
- ♦ Team and resident interviews – Do you involve your team members and elders to be part of the interview process? Do you ask behavioral-based interview questions?

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- Selling Points – What does your facility do well and what are the benefits of working in your home? Do you highlight your shift hours? Are the hours flexible?
- Summary of Benefits – Do you provide applicants a benefit overview to remember your home over others?
- Job Offers – Are you using an offer letter once a candidate has accepted the job verbally?
- Orientation – How has your general and floor orientation been improved?
- Onboarding – How often are you following up with new hires – daily, weekly, monthly?
- Exit interviews – Do you have someone in your home to conduct exit interviews for your team?
- Stay interviews – Ask your employees why they stay and what, in addition to our elders, keeps them coming back. The answers may surprise you.
- Birthday and Anniversary – When was the last time you celebrated monthly birthdays and recognized your employees' years of service?
- Recognition – How do you thank your team for doing a great job, picking up an extra shift, staying late to cover another shift, working less to adjust to census?
- Staffing – Are you asking your team what days, shift, or 1st, 2nd, or 3rd choice they prefer to work? Do you offer self scheduling? Do you ask employees if they would prefer to leave early or take an extra day off to meet current census needs? Do you involve your staff in the process?
- Learning Circles – Do you engage your team in opportunities for success?
- PRN Team – Do you have a PRN team to help you when there are call offs?
- Training – What would your team like to learn or know more about?
- Communication – How do you share the great information that was discussed in your retention committee meetings?
- Celebrating Successes – What milestones or accomplishments did you talk about in your last in-service?

Managers need to take an active role in employee recognition too. What can you do to recognize your employees for their hard work? Employee recognition can go a long way in retaining employees, keeping them engaged, reinforcing desired behaviors and continuing to meet or exceed your expectations. Effectively recognizing your employees can also enhance their outcomes and in turn improve your building's financial success.

Just recently, we visited a home that had several open positions and opportunities for success. Some of the openings were for CNAs. We arranged for an interview with a CNA candidate and invited a group of CNAs from this home to participate in a peer interview – they had never been asked to participate in a peer interview before. It was a first for the candidate too; although the candidate was somewhat nervous, you would have never known it and the team helped the candidate feel comfortable. The interview went beyond the candidate's skills as the CNAs wanted to know if the candidate would fit in with their team to better care for their elders. Was this candidate a team player? How would the candidate help their team when they needed help with a call light, another hall, a lift, or covering an open shift? Two of the five CNAs involved in the interview had come in on their day off to help cover a shift on this particular day and they still made time for the interview – and did it all with a smile! Each one provided an example of making a difference with their co-worker. I was amazed at the passion, pride, and ownership each CNA exhibited. The takeaway from the interview process was that it was important to the CNAs that they had been asked to be part of the interview process and that their opinion did matter in the decision-making process.

Here are some other ways you can recognize your employees.

- Day to day – A simple “thank you” can go a long way. Whether it is thanking them for picking up the extra shift yesterday as you see them in the hall or you formalize it a little more and

write them a personal thank you note, employees need to know that you recognize their contributions.

- Career Achievements – It is important to celebrate achievements – celebrate exceeding budgeted census or achieving a “full house”; celebrate recently completed educational milestones or certificates achieved.
- Above and Beyond – When employees go above and beyond the call of duty, we need to recognize it because those employees really want to continue to over-achieve. If you do not take a few minutes to recognize the work they did, their desire to repeat that behavior diminishes. As other employees see you praising people for going above and beyond, they will want to do so too!

Time is the number one reason managers give for not recognizing their employees. Think about how much time you will spend if you lose that employee – recruiting to find a replacement, doing more work to make up for their absence, interviewing, training, and on and on. Time cannot be an excuse for not recognizing your employee's hard work – you can't afford not to! I had a manager once tell me that every morning he put ten pennies in his right pocket. Each time throughout the day that he thanked one of his employees or told an employee he appreciated them, he would move one penny from his right pocket to his left pocket. At the end of every day, if all of the pennies were not gone from his right pocket he knew he did not do enough employee recognition that day. Give it a try and watch your garden grow!

In order to care for the residents in the compassionate, respectful manner they deserve, employees need to be engaged, valued and recognized, and they need stable leadership to highlight and celebrate successes – this is the beginning of an effective employee retention plan. Please reach out to us for more information on employee retention. We can help you get started today! ■

## The Green House Model

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

*Piñon* Management is very excited to announce a partnership with the Housing Authority of the City of Loveland (HACOL) to build an innovative model for nursing homes known as the Green House® Model on HACOL's existing independent living campus, Mirasol, in Loveland, Colorado.

Formed in 1971, the purpose of HACOL is to provide low and moderate income residents of Loveland with opportunities for home and community through housing. A two-phase project, Mirasol offers both single family homes and apartment homes on a beautiful 25 acre campus in southeast Loveland, Colorado. The first of its kind for Loveland, Mirasol combines affordable and market rate units solely targeted to adults age 55 plus. With a vision of creating the opportunity for Mirasol residents to age in community, HACOL, under the leadership of its CEO Sam Betters, has found a partner in *Piñon* Management to realize their dreams. Sam and his team approached *Piñon* Management in early 2011 with the idea of building 5-7 Green House homes on their campus. The Green House homes would be managed by *Piñon* Management.

Envisioned by Dr. William Thomas, the founder of the Eden Alternative,

the Green House Model deinstitutionalizes the nursing home and restores elders to a home in the community. It combines a small home environment with the full range of personal and clinical services expected in high-quality nursing homes. Based on the concept of an intentional community, the Green House Model proposes to create the most positive elderhood and work-life possible. It accomplishes this goal through a total re-imagination of the architecture of a skilled nursing facility, and also



*Mirasol Community Clubhouse*

through the development of a new philosophy of care and a complete organizational redesign.

### Physical Transformation

The Green House Model employs a small house design that creates true home for those who live there. Each Green House home is designed like a private home, with 8-12 private bedrooms and private baths. The

elders' rooms are clustered around a shared living room with a hearth, an open kitchen and dining area. The homes are relatively small, allowing many elders to get around without wheelchairs. Safety features are carefully built into each home.

The Green House homes all have three common elements:

- ♦ **Warm:** The warmth one feels when walking into a Green House home comes from a floor plan that encourages social interaction, as well as comforting décor, furnishings and people.
- ♦ **Smart:** Green House homes are created to use cost-effective, smart technology, such as wireless pagers and electronic ceiling lifts.
- ♦ **Green:** It's not just in the name – Green House homes are designed to let in the natural world through plenty of sunlight, plants and garden areas, and outdoor access.

### Organizational Redesign

The Green House model reorganizes staff and flattens the hierarchy of the traditional organization. Each house functions independently with consistent and dedicated cross-functional staff who provide personal care, cook and assist residents with meals, do light housekeeping and laundry, and work with the elders to decide on the

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activities for the day. These versatile workers are called Shahbazim. They are certified nursing assistants who receive training in all other areas of managing a Green House home. They work together across all shifts as self-managed teams. These self-managed teams of Shahbazim report to the Guide, a position typically assumed by the nursing home administrator.

Nurses visit each house each day and work with the Shahbazim to meet the clinical needs of the elders. Other clinicians including social workers, activity professionals, dietitians and therapists routinely visit the houses according to the needs of the elders. These clinicians work with the nurses as part of a comprehensive Clinical Support Team. Under The Green House model, some positions may be eliminated or reduced, with funds typically shifted away from some

administrative and ancillary departments toward the elders' direct care. This organizational design provides for the maximum number of resources to be placed closest to the elders while the elder remains in her home rather than in a clinical setting.

### Philosophy of Care

The philosophy of The Green House long-term care model is rooted in The Eden Alternative philosophy, used to transform traditional nursing homes to places people want to live and work. The Green House model builds upon that core philosophy by creating a physical environment and organizational structure that supports true home.

The Green House Model philosophy is to enhance elders' quality of life by:

- ♦ Creating small homes where intentional communities are

developed and high levels of care are offered

- ♦ Recognizing and valuing individuality of elders and staff
- ♦ Honoring autonomy and choice
- ♦ Supporting elders' dignity
- ♦ Providing privacy
- ♦ Offering opportunities for reciprocal relationships between elders and staff
- ♦ Fostering enjoyment
- ♦ Offering meaningful activity and engagement
- ♦ Promoting maximal functional independence
- ♦ Facilitating physical comfort
- ♦ Fostering spiritual well-being
- ♦ Offering comprehensive care
- ♦ Creating an atmosphere of security

Piñon Management's history of creating and driving innovative models of care positions us as a strong and committed partner with HACOL to bring this exciting project to life in Loveland. ■



The philosophy of The Green House long-term care model is rooted in The Eden Alternative philosophy, used to transform traditional nursing homes to places people want to live and work.

## The Piñon Institute



By Sandy Ransom, Culture Change Specialist | *Piñon Management*

Jeff Jerebker has been a visionary and an inspiring leader in the field of long term care for over 30 years. His management philosophy has brought recognition throughout Colorado and the United States. Jeff's desire to expand his vision beyond Piñon Management has become a reality through the formation of the Piñon Institute. On September 2, 2010, a group of individuals gathered for the inaugural meeting of the Board of Directors of the Piñon Institute. These volunteers represent a range of expertise germane to the long term care arena. Current Board Members include:

Patrick Gordon, President, Colorado	Jeff Jerebker, Colorado
Janett Greenberg, Vice President, North Carolina	Arlene Mesner, Colorado
Fred Feinsod, MD, Vice President, Colorado	Arlene Miles, Colorado
Mary Fuentes, Treasurer, Colorado	Jill Nelson, Colorado
Sandy Ransom, Secretary, Colorado	Kevin Peters, Colorado
Gilbert Cruz, California	Sarah Rowan, Ohio
David Farrell, California	Mark Schryver, Colorado
Cheri Jahn, Colorado	Nancy Schwalm, Colorado

The Piñon Institute was established as a not-for-profit model to develop new ways of delivering long-term care via a think tank approach through utilization of grants and donations to create innovative models that can be replicated across the long term care continuum.

Its stated purpose is to conduct charitable, educational, and scientific endeavors *dedicated to long term care transformation and innovation for future generations, including elders, families, workforce, and organizations serving the long-term care community.* The Institute has three main focus areas:

- ♦ Culture change
- ♦ Healthcare continuum development
- ♦ Workforce development

This first year of the Institute has been formative in nature and has been dedicated to organizational structure and strategic planning. Currently the Institute has an Executive Committee, a Development Committee and a Finance Committee. Official 501(c)3 designation was received from the Internal Revenue Service on May 24, 2011. Operations are currently supported by Board Member contributions.

A full Board strategic planning session held on June 1, 2011 resulted in the consensus that funding opportunities would be researched and applied to a pilot project centered on workforce development to better serve elders in all living environments. Existing models and funding possibilities are currently being researched by the Development Committee. The Committee anticipates submission of a proposal for a capacity grant during the latter part of 2011. ■

## Piñon in Review – October 2011

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

### Jeremy Bloom Wish of a Lifetime Foundation Grants Wish to Resident at Sierra Rehabilitation and Care Community

The Wish of Lifetime Foundation, founded by two-time Olympic skier, former NFL football player and Colorado native Jeremy Bloom, grants the wish of a lifetime to deserving low-income seniors throughout Colorado. Harold Emerson, a resident of Sierra Rehabilitation and Care Community, a Piñon Management skilled nursing home located at 1432 Depew Street, Lakewood, CO 80214 was awarded the opportunity for his Wish of Lifetime to be granted.

Harold's wish was to go to Iowa to visit his sister and brother for the very last time. Harold's wish was granted when he traveled home to Iowa to visit his family in June.. Harold had a send-off party at Sierra Rehabilitation and Care Community on Friday, June 10, 2011 and then headed to the Denver International Airport on Monday, June 13, 2011.

At 92 years old Harold has early stage Alzheimer's disease. Harold has had some decline in his condition and could not make the trip on his own. He needed a companion to assist him with travel to and from Iowa; Elder Concierge Services provided the personalized assistance for the trip. The last time Harold saw his sister and brother was about forty years ago; another sister has already passed away. Harold was very anxious to see his other sister and brother, making this trip a true "wish of a lifetime" come true!

### North Star Rehabilitation and Care Community Completes First Milestone of The Path to Mastery from The Eden Alternative

North Star Rehabilitation and Care Community has reaffirmed its commitment to improving quality of care and quality of life for the people who live and work there by completing the first major Milestone of *The Path to Mastery™: The Art of Creating a Caring Community*. This powerful new tool developed by The Eden Alternative® guides organizations through the process of transforming their culture by applying person-directed care practices. Through this approach, decisions and actions around care honor the voices and choices of care recipients and those working most closely with them.

### Piñon Home Receives National Quality Award

Piñon Management is pleased to have Highline Rehabilitation and Care Community as an American Health Care Association Step 1 Quality Bronze Award winner. The winning nursing homes received their awards at this year's AHCA Conference held in Las Vegas, September 19-21, 2011. The AHCA Quality Award is a distinction given to AHCA member organizations for applying and demonstrating the principles of continuous quality improvement. Applicants are evaluated based on criteria adapted from the Malcolm Baldrige National Quality Award (MBNQA) Health Care Criteria. These criteria provide a standard of quality for organizations seeking the highest levels of performance and competitiveness. In their totality, the criteria address all of the key requirements that long-term care organizations must address to achieve excellence.

### Piñon Management Hired as Temporary Manager of Woodridge Park Nursing and Rehabilitation

Pinnacle Health Facilities XVI, LP, a Texas-based owner of skilled nursing facilities, has hired Piñon Management, Inc. to serve as temporary manager for Woodridge Park Nursing and Rehabilitation, a skilled nursing facility located in Commerce City, CO.



Sierra resident Harold Emerson celebrates with Cyndi Talbott, Director of Nursing; Scott Anderson, Social Services Director; Pete DeRego, Administrator; Heather TerHark, Piñon Director of Sales and Marketing; Jesse Cowan, Community Relations Coordinator; and Ina Katich of Elder Concierge Services

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### Solterra Senior Living Introduces New Partnership with Piñon Management

Solterra Senior Living, an Arizona-based owner of skilled nursing facilities and assisted living residences, has hired Piñon Management, Inc. to serve as Interim Manager for **Mountain View Care Center**, a skilled nursing facility located in Colorado Springs, CO. The Mountain View facility has been a well-known provider for behavioral health and geriatric care in Colorado Springs' historic West district.

### Leadership Pathways to Culture Change Training Held

Leadership Pathways to Culture Change Training was hosted by Piñon Management on August 23-24, 2011.

Culture change leaders have identified that the most essential ingredient for success is strong leadership. Leaders set the climate, priorities and define the direction of organizations every day through their actions, conversations and decisions. If they are not prepared to lead, the organization will flounder. Those who have pioneered efforts at changing the culture of eldercare have long recognized that the most essential ingredient for success is strong, positive leadership. Leadership is a skill set, just as management is. Through two intensive days of training, participants learned how to influence others to move in a positive direction through principle-based empowerment and decision-making. Participants:

- ♦ Explored self and identified leadership strengths needed to guide a culture change journey;

- ♦ Practiced leadership skills that will improve performance;
- ♦ Identified ways to become a strong role model for others;
- ♦ Learned how to create a shared vision to guide the organization; and
- ♦ Returned with resources, tools and information to grow other leaders.

### Rules of Engagement. A Quality of Life Training Program Now Available

This program is designed as a three (3) hour activity training on quality of life services for your entire community, helping staff be in compliance with F248 and F282. The training covers group activity programming, history and benefits of leisure activity, meaningful engagement and enhancing one to one interaction. It includes dynamic group work and exercises. Training can be used for orientation for new activity professionals, in general orientation and staff in-services. To learn more or to purchase a copy of Rules of Engagement, please contact Nancy Schwalm, Piñon Chief Business Development Officer at 303-987-3088.

### Christopher House Ground Breaking Ceremony

A ceremonial groundbreaking for the expansion of Christopher House Rehabilitation and Care Community was held on Monday, September 12, 2011. The ceremony marked the beginning of an almost 2,000 square foot expansion that includes a state of the art therapy and treatment room, new resident rooms with private baths, additional lounge areas and bistro,

education room, newly renovated dining room and increased parking area. The



*Piñon President Jeff Jerebker, Christopher House NHA Stacey Love, Colorado Senator Cheri Jahm and Piñon Chief Business Development Officer Nancy Schwalm start the renovation project in style*

additional space will allow Wheat Ridge and surrounding area seniors to receive rehabilitation care and transition back to the community from an enhanced and innovative environment.

### Asbury Circle Carnival Held

On August 12, 2011, residents, employees, family members and friends got the opportunity to enjoy the Asbury Circle Carnival hosted by Amberwood Court, Brookshire House and Rowan Community. The event was complete with hot dogs, cotton candy, popcorn and a pie throwing contest, all for fun and to raise money for each home's association of choice.

### Piñon Spotlight on Excellence Nominees

Each year the Piñon homes submit to the Colorado Health Care Association nominations for the Spotlight on Excellence Awards. Several Piñon homes had finalists this year. The winners were announced at the Annual Banquet on Thursday, September 15, 2011.

***Piñon finalists by category are:***

***Nurses***

Connie Shade, Parkview Care Center

***Activities***

Dan Dewell, Parkview Care Center  
Donna Walker, Brookshire House

***Therapy***

Candace Britten, Highline  
Rehabilitation and Care Community

***Dietary***

Christa Apple, Amberwood Court  
Rehabilitation and Care Community

***Environmental***

John Forster, Colorow

***Health Information Management***

Kathy Szabo, North Star  
Rehabilitation and Care Community

**Donna Walker and John Forster**  
each won in their category. A big  
congratulations to all nominees!

**Former Press Secretary  
Visits Amberwood Court**

Dana Perino, former Press Secretary  
for President George Bush, visited  
Amberwood Court. Dana served as  
deputy press secretary under Tony  
Snow. When Mr. Snow was unable  
to continue to serve the president  
due to illness, Dana stepped in and  
completed President Bush's term  
of office. Dana is the daughter of  
Jan Perino, Community Relations  
Coordinator at Amberwood.

**Parkinson's Association  
Visits Piñon Homes**

Cheryl Siefert, Executive Director  
of the Parkinson's Association of the  
Rockies visited three Piñon-managed  
homes - Rowan Community, Summit  
Rehabilitation and Care Community  
and North Star Community - on  
August 4, 2011.

**Piñon Management Awarded  
RFP for Consulting to the  
Colorado State and Veterans  
Nursing Homes**

Piñon Management was very excited  
to again be awarded the RFP for  
consulting for the Colorado State  
and Veterans Nursing Homes for  
July 2011 to June 2012.

**Colorado State and Veterans  
Nursing Home at Fitzsimons  
Becomes Eden Registered Home**

The Colorado State and Veterans  
Nursing Home at Fitzsimons became  
the second Colorado State and  
Veterans Home to become an Eden  
Registered home. A big congratulations  
to Fitzsimons for their hard work.

**Kansas Governor Mark  
Parkinson visits Piñon  
and Rowan Community**

Mark Parkinson, former Kansas  
Governor and President/CEO  
of the American Health Care  
Association, visited Rowan Community  
and spent time with the Executive  
Team at Piñon Management on  
Monday, September 12. ■



*Governor Parkinson and the Piñon Executive Council  
in the gazebo at the Rowan Community (left to right,  
Nancy Schwalm, Governor Parkinson, Jeff Jerebker,  
Nancy Fox and John Brammeier*



*Governor Parkinson and Rowan Community  
resident Susan Coad-Kejick*



*Activities Spotlight on Excellence Award  
winner Donna Walker of Brookshire House  
with her husband at the annual CHCA  
awards banquet*



*Environmental Spotlight on Excellence Award  
winner John Forster with the Colorow team  
(left to right Mary Pfalzgraff, Administrator;  
John; Barb Rardin; Joyce Vigil; and Glenda  
Field, Business Office Manager)*



# 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

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### PIÑON MANAGEMENT TEAM

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*  
Patty Doyle, RN, BSN, *Quality Improvement Specialist, Nursing*  
Meredith Eder, CTRS, *Quality Improvement Specialist, Activities*  
Carol Esquibel, NHA, *Laguna Rainbow Elder Care*  
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*  
Karyn Leible, M.D., *Chief Clinical Officer*  
Stacey Love, MS, LPC, NHA, *Christopher House*

Jennifer Manchego-Pena, *A/R Specialist*  
Amalie Marsolek, R.N., *Quality Improvement Specialist, Nursing*  
Marjorie McConnell, RN, NHA, *Woodridge Park Nursing and Rehabilitation*  
Kathy Mekelburg, NHA, *Fairacres Manor*  
Tracy Nickelson, *Financial Field Analyst*  
Sherry Nuanes, *Administrative Assistant*  
Bruce Odenthal, NHA, *Parkview Care Center*  
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, *Mountain View Care Center*  
Becky Reid, *Financial Field Analyst*  
Pam Rios-Menter, LCSW, *Vice-President of Psychosocial Services*  
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Elizabeth Schulte, NHA, *Summit Rehabilitation and Care Community*  
Nancy Schwalm, *Chief Business Development Officer*  
Sandy Starman, *Accounting Manager*  
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Yen Van, *Accounting Manager*  
Shelly Warnsholz, *Sales and Marketing Specialist*  
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Michelle Wilson, *Administrative Assistant*  
Jeanne Wolf, CTRS, *Quality Improvement Specialist, Activities*