

My Back Pages: A Personal Journey to Culture Change

by Jeff Jerebker, President, Piñon Management

Yes, my guard stood hard when abstract threats

Too noble to neglect

Deceived me into thinking

I had something to protect

Good and bad, I define these terms

Quite clear, no doubt, somehow.

Ah, but I was so much older then,

I'm younger than that now.

-Bob Dylan, My Back Pages

I was going through Eden Training and we were being taught the principles and purposes of a Learning Circle. Essentially, a Learning Circle is where a group of stakeholders sits in a circle, and as one speaks, the rest listen! It is not a forum for debate, but a technique for ideas and thoughtfulness.

As the Eden guide was talking, I fell into a dream state and suddenly, it was 1972. The Quaker intentional community had invited me and a group of fellow disciples of an Indian Guru I was following at the time to speak before "the circle." After we spoke, all sat in a circle, quiet and meditative. No one spoke unless the spirit moved them, and then it got quiet again. It was a poignant and sublime experience that remains with me to this day.

Months later, I am riding in the car with Dr. Bill Thomas, founder of the Eden Alternative. He was describing the Green House model of long-term care as an "intentional community" of elders and care-givers. As my mind drifted away, I am a graduate student in Sociology, sitting in Professor Bharadwaj's office in the Sociology Department of the University of Wisconsin. Professor Bharadwaj was exposing me to the Gandhi philosophy of sociology and economics. As a founder of non-violent activism for social change,

Gandhi advocated an alternative to the prevailing worldwide ideologies of Capitalism and Marxism.

Gandhi's economics was based on the spiritual principles of simplicity and humility. He envisioned interdependent intentional communities with simple economies of production and trade for goods and services. The communities would be governed under the principles of non-violence and full participation for all. Sure seems far away and out of reach in these United States.

I awake and now find myself back at the Eden training session. Each participant was to leave a "legacy" to the group.

I drift back to 1982, the very beginning of Piñon Management. An alliance had just been formed between myself, Mary Reilly (the executive director of the CAHA—that's what it was called then), and Virginia Fraser, the state ombudsman. We had been advocating for a quality of life focus for nursing home residents and a shifting away from the domination of the "Medical Model." The Colorado Department of Health was rewriting state licensure requirements and gave us two days to come up with the principles of what exactly we were talking about. This is what we came up with:

"To promote strength and wellness through holistic therapies in an environment which is responsive to the natural aging process. The nursing home community fosters a sense of aliveness, through planned and spontaneous interaction both within the facility and with the community at large. Important elements of this interaction are intergenerational activities, laughter, love and self-expression, with an integration of past, present, and future life experiences

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Piñon Awarded UVC 2005 “Outstanding Organization of the Year Award”

By Nancy Schwalm, Chief Public Relations Officer, Piñon Management

Piñon Management is the proud recipient of the United Veterans Committee of Colorado’s 2005 “Outstanding Organization of the Year Award.” This prestigious award, presented at the April 17th UVC annual banquet, was given to Piñon Management for “steering the Fitzsimons Nursing Home through some rough waters and successfully completing their mission by returning that facility to a first class home for Veterans.”

Piñon’s work at Fitzsimons involved the enormous challenge facing the facility of potential decertification, coupled with multiple system breakdowns resulting in fiscal, regulatory, clinical, personnel, census and public relations crises. Piñon was hired December 2003 by the Colorado Department of Human Services to serve as Temporary Manager and immediately placed an interdisciplinary team of Piñon experts in key leadership positions within the facility. Over the past sixteen months, the facility has regained full CMS and State regulatory compliance, and has made significant gains in hiring key personnel, building census and fiscal stability, and maintaining quality of care for its residents.

In addition to the Colorado Department of Health compliance surveys, State Veterans Homes and VA contracted long-term care facilities are monitored by a team of VA surveyors, headed up by Wayne Valey of the U.S. Department of Veterans Affairs. Those facilities are responsible for compliance with the VA’s 158 regulatory standards and in most cases, receive annual compliance surveys. Prior to Piñon Management’s work at Fitzsimons, the VA surveyors determined that the facility was out of compliance with 71 of the 158 VA standards. Under Piñon’s leadership and consultation, the facility has had two greatly improved VA surveys over the past year and has continued positive work with the Department of Veterans Affairs.

Over the past twenty-five years, Piñon Management has worked closely with Colorado’s Veterans and their families. Key to Piñon’s work within the Veterans community has been our involvement with the United Veterans Committee of Colorado (UVC). The UVC, established in 1972, is a non-profit coalition of 45 chartered and federally recognized Veteran service organizations and affiliates. Uniting in 1999

with the Coalition of Concerned Colorado Veterans (CCCV), this powerhouse organization has become the voice and advocate for Colorado’s more than 460,000 Veterans at state and federal levels.

The UVC works closely with members of the Colorado General Assembly and all agencies of state government serving Veterans. Over the years, the UVC has achieved an enviable record of legislative accomplishments for Colorado’s Veterans. On the Federal level, the UVC works closely with all Federal agencies providing services to Veterans and with members of Colorado’s congressional

delegation, meeting to advise and consult on key issues affecting both Veterans and the military community.

The UVC has been a key support and stakeholder in Piñon Management’s turn-around work with Fitzsimons. Led by Ken Melcher, UVC President and Marvin Meyers, Chair of the UVC Legislative Committee and past UVC President, Piñon has had the opportunity to further establish common goals between Colorado’s long-term care providers and Veterans organizations.

Piñon Management remains a leader in providing expertise to the care and service needs of Veterans needing long-term care services. In addition to the five State Nursing Homes serving Veterans and their families, the Veterans Administration currently contracts with over forty skilled nursing facilities in Colorado. Census figures from the 2002 United States Department of Veterans Affairs estimate that Colorado has nearly 181,000 Veterans over the age of 65, with the Metro area of Denver-Boulder-Greeley serving a total of 240,000 Veterans over the age of eighteen. This significant group of individuals potentially needing access to long-term care demands our attention and service.

UVC President Ken Melcher states in the April American Legion Observer that this year’s UVC award winners will honor individuals “who have shown that they care for Colorado’s Veterans by their actions.” Piñon Management will continue its strong commitment and leadership role as a service provider to Colorado’s Veterans and looks forward to continued involvement with the United Veterans Committee. We extend our deepest appreciation to the members of the United Veterans Committee of Colorado for this honor. ☺



~ “President” continued from Page 1 ~

and respect for individual choice.”

Unbeknownst to me, Ginny Fraser recorded this statement on a 8 1/2 x 11 chalkboard and upon her retirement twenty years later, presented it to me as her legacy to me and Piñon.

I am suddenly aroused from my twilight state by a voice

that says, “You are now an Eden Associate—are you ready to go to the next level?” I rub my bleary eyes, penetrate the hazy fog of past melancholy experiences, and realize the eternal struggle between inertia and change. But as Krishna said to Arjuna on the great battlefield that we call life: “Remember me and fight.” ☺

Holly Nursing Care Center and Colorow Are Now “Eden”

By LaVonda Cathcart, NHA, Holly Nursing Care Center and Beth Irtz, Chief Life Enhancement Officer, Piñon Management

The Eden Alternative is a “philosophy that seeks to change the culture and environment of today’s nursing homes and other long term care institutions, and has the potential of remaking the experience of aging and disability across America and around the world. Studies show that . . . in homes that have adopted the philosophy, there is often improved staff satisfaction and retention and . . . most importantly, there is a higher quality of life.”

“The core concept of The Eden Alternative. . . teaches that where elders live must be habitats for human beings, not sterile medical institutions,” and the Eden Alternative is “dedicated to eliminating the plagues of loneliness, helplessness, and boredom that make life intolerable in most of today’s nursing homes. The Eden Alternative shows how companion pets, the opportunity to give meaningful care to other living creatures, and the variety and spontaneity that make an enlivened environment can succeed where pills and therapies often fail. Places that have adopted the Eden Alternative typically are filled with plants, animals, and are regularly visited by children.” (Information in quotes was obtained from the Eden website: www.edenalt.com.)

On Tuesday, March 8th, Sandy Ransom, Regional Coordinator for the Eden Alternative, presented the staff and Elders at Holly Nursing Care Center, Holly Colorado, with the official Eden Tree, which signifies that Holly Nursing Care Center is now a member of the Eden Alternative registered nursing homes. Holly Nursing Care Center is the 2nd nursing home in Colorado to achieve this distinction and one of 250 nursing homes worldwide. Ms. Ransom shared the history of Eden with the Elders and

answered questions. She expressed great pleasure with the journey that HNCC is on toward creating a real “home” for those who live there.

On Saturday, April 16th, Colorow, formerly Colorow Care Center, in Olathe, Colorado was presented with the official Eden Tree, recognizing the elders and staff as an Eden Alternative registered nursing home. Colorow is the first Eden registered home on Colorado’s western slope. The afternoon was highlighted with a limousine arriving with Eden guest Sandy Ransom, staff and Elders. A parade of antique cars followed, loaded with staff and Elders. The celebration continued with fireworks, corsages, appetizers and champagne, ice sculptures, and Native American drums calling everyone together. Mary Pfalzgraff, Colorow’s Administrator, was Master of Ceremonies for the extraordinary event highlighting Colorow’s culture change journey. Using the 10 Eden Principles, Elders and staff presented one Eden principle at time, showing their companion birds and visiting dogs, culture change committee, community meetings and much more.

Fairacres Manor in Greeley, Colorado and Christopher House in Wheat Ridge, Colorado, will receive the official Eden Tree and become Eden registered homes on May 16th and May 17th, respectively.

In order to become an Eden registered home, Holly Nursing Care Center, Colorow, Fairacres Manor and Christopher House had to meet the following criteria:

- A commitment from the governing body to accept and follow the Principles of the Eden Alternative;
- A knowledge of the Principles of the Eden Alternative;

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A Culture Change Moment

By Toni Thompson, Director of Social Services and Culture Change, Valley View Health Care Center

What is it? Where did it come from? When does it happen? And—who does it?

All good questions—now let’s answer them. . .

What: A simple moment in time that touches, changes, inspires, and/or uplifts or empowers the life, spirit, soul, and/or self esteem of a resident.

Where: At Valley View Health Care Center on a Thursday night at about 7:30 p.m. nearly a year ago. A CNA sat on the floor with a combative resident and assisted her in drinking a mock Fuzzy Navel during Valley Shack. The resident wrapped her arms around the CNA’s neck, pulled her close, planted a fuzzy, wet one on her cheek and said “I love you”—hence the birth of a Culture Change Moment.

When: Anytime, day or night—but usually when it is least expected.

Who: Everyone—every staff member of every department and even some non-employees.

At Valley View, we recognize and honor Culture

Change Moments with a simple hand-written “Thank-you” at all our employee in-services. All Culture Change Moments are memorable; however, a couple do stand out. So, please allow me to share:

Bob Nichols received a “Culture Change Moment Thank-you” when a resident reported to our NHA, Connie Kohl, that when Bob lets him help, the resident has an overwhelming feeling of self-worth and importance—a feeling he hasn’t been familiar with for quite some time.

Marla Winn received her “Thank-you” when she and her husband made a glider from Valley View Health Care Center’s old wooden hand rails so the residents could sit outside and relax while they glide.

Culture Change Moments are a win/win: the residents win and the staff wins! Some staff have saved their Thank-you’s and have framed them. And all staff try to figure out ways they can receive one—which makes the residents the real winners! 🍷

The Road to Wellness

By Mary Manning, Director of Quality Improvement, Piñon Management

Although many of us derive great satisfaction from working in long term health care, it is an industry that may, at times, make us feel stressed, overworked and maybe even a bit undernourished (if we have skipped one too many lunch breaks).

To add to a sometimes hectic work environment, we also live in a busy world where conflicts, disappointments, frustrations and losses can make us feel unsettled and anxious, keeping us awake at night or actually making us physically ill. This type of lifestyle has become so prevalent that "stress" has almost become a "fashionable" problem. Additionally, the treatment of stress has become a popular and profitable activity that has room for all of us.

In long term care, it is important to not only assure that our *residents* maintain good health, but also assure that we promote health and wellness for ourselves. Luckily, there are many tips out there that can help us be the best that we can be for our residents, families and coworkers. Here are some common ideas on wellness to remind us of things that don't cost any money but *do* help us achieve greater physical, emotional and spiritual balance.



Mind over Matter

Much of the literature on wellness appears to be leaning toward the conclusion that our thoughts and feelings are actually a very real form of energy that can have positive or negative effects on our health. It is said that the average person has over 40,000 thoughts roaming through his or her mind on any given day. It is also said that a good number of these thoughts are *repetitive* thoughts from previous days, weeks or even years and that many of these thoughts include negative perceptions or attitudes about our personal situations that may have ill effects on our health.

If we think for a moment about the thoughts that run through our head, some of them might include: the ongoing war with Iraq, the shaky economy, the price of gas, etc. The list of negative stuff goes on and on. To help us get closer to the "power of positive thinking," it is recommended that we pay more attention to our thoughts and notice how those thoughts makes us feel. Once we do this, it's time to take action!

Taking action means *choosing* to think either positive or negative thoughts. Since we can only think one thought at a time, we can choose to think thoughts that make us feel better or thoughts that do the opposite. Whichever type of thought we feed is the one that becomes our reality. So...think positive!

"As a man thinkest, so he becomes."



Exercise

I know some of you will see this heading and

say..."Oh no, not exercise!" or "I don't have time" or "I don't like to exercise." For all of you folks, please see above section, "Mind over Matter" before you read on. ☺

For everyone else....Did you know that a person who is physically and emotionally well-conditioned actually has more staying power, fatigues less easily and has more stamina? Couldn't we all benefit from this in our work and personal lives?

Exercise has long been recognized as the most effective means to prevent fatigue and promote endurance for high intensity work. It can be lots of fun, help to decrease stress, keep you happy, help you to make new friends and allow you to live much longer. It is recommended by "wellness experts" that we include physical activity into *everyday* of our lives. So...

See you all at the gym!



Nutrition

Most of us know how to eat well, but the reality is that we don't always meet our goals. As we juggle meetings and projects, carry out commitments to family and friends and engage in social activities, we may make the time to exercise but we don't always eat right. Nutrition is just as important as exercise. Here are some ideas I've read recently that I think you may find helpful.

Forget dieting—It's often abusive to the body! Instead maybe we should simply focus on consistently eating a healthy and well-balanced diet.

Busy lifestyles can deter us from eating balanced meals, but that doesn't mean we can't take control of what we eat with a little bit of planning. The key is to eat a variety of foods, eat in moderation and limit processed foods. Rather than prepared foods, its best to eat an assortment of healthy foods. Variety will keep you from getting bored with your healthy food choices.

A hectic, fast paced life can place additional demands on the body for energy. Eating in restaurants, working long hours and traveling frequently can disrupt healthy eating patterns. Learning how to make healthy selections in restaurants may be a crucial survival skill. Luckily, both restaurants and convenience stores now offer salads, potatoes, non-fried food selections and smaller portions. It's best to think before you order and remember to choose wisely!

"A finely tuned engine that's out of gas goes nowhere fast!"



Friendships

Happy, healthy people have a good network of friends and have people in their lives with whom they feel they can share intimate details about themselves.

This one is so easy!! If we believe we are important to

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Integrating Holistic Health Programs

By Evy Cugelman, QI Specialist, Piñon Management

Piñon Management is excited to embark on a journey of integrating holistic programs into our facilities through our new rehabilitation services program...WellCARE.

Holistic Medicine is the art and science of healing that addresses care of the whole person – body, mind, and spirit. The practice of holistic medicine integrates conventional and complementary therapies to promote optimal health and to prevent and treat disease by addressing contributing factors.

In practice, this means that every person is seen as a unique individual, rather than an example of a particular disease. Disease is understood to be the result of physical, emotional, spiritual, social and environmental imbalance. Healing therefore takes place naturally when these aspects of life are brought into proper balance. The role of the practitioner is as guide, mentor and role model; the individual must do the work - changing lifestyle, beliefs and old habits in order to facilitate healing. All appropriate methods, from medication to meditation, may be used.

The main benefits of Holistic medicine are:

- The central role of the patient's lifestyle, beliefs, observations and habits is honored. Holistic Medicine recognizes the person who has the illness to be more important than the type of illness that person is manifesting.
- Treatment methods which are least likely to do harm are used first in Holistic Medicine. These are often also more cost effective than conventional drugs or surgery.
- Holistic Medicine is part of a worldview which promises to achieve societal change through respect for the individual and for the contribution

of diversity to an integrative model of healing. Healing must take place on all levels—individual, social, cultural and planetary—for the survival, as well as the happiness, of life on earth.

Some Facts about Complementary Health Care

- Approximately \$22 million of U.S. government money has already been spent on alternative medical research since 1992 at the National Institutes of Health and Public Health Services.
- The American Medical Association (AMA), in Resolution #514, "is encouraging its members to become better informed regarding alternative (complementary) medicine and to participate in appropriate studies of it."
- Renowned hospitals, such as Columbia-Presbyterian Medical Center in New York, have created alternative medical clinics in their facilities.
- Almost one-third of American medical schools - among them Harvard, Yale, Johns Hopkins, and Georgetown Universities - now offer coursework in alternative methods.
- Many alternative approaches have been scientifically proven to be less invasive, less dangerous, more effective, and more economical than conventional medicine.
- Seventy-four percent of the American population desire a more natural approach to healthcare.

Holistic Programs (examples)

- Therapeutic Touch
- Qigong
- Acupuncture
- Massage
- Meditation
- Guided Imagery
- Art Therapy
- Music Therapy
- Dance Therapy

~ "Wellness" from page 4 ~

each other—important enough that we can feel warmly about each other now and again—we will likely be, and remain, friends.

"Friendship...It's no big thing....It's a million little things." ☺

Some other ideas to keep you healthy:



- Get enough sleep. Research says seven to eight hours is about right for most of us. Working longer and sleeping less will actually make us less productive!
- Take a relaxation break every few hours at work. (Just breathe ☺)
- Help someone else! They will feel better and so will you!
- Don't dwell on what you can't control or change.

- Maintain a regular routine.
- Have fun every day!!

Best of luck to everyone in achieving your wellness goals....Here's to a happy, healthy and well-lived life!! ☺

In Sympathy

Piñon Management would like to extend our deepest sympathies to Jill McKeever, Accounting Manager, over the loss of her beloved husband, Ed.

Piñon mourns the loss of Tammy Reich, NHA at Amberwood Court Care Center. Our thoughts

North Star Community Partners with Colorado Foundation for Medical Care to Improve Quality Measures

By Kathy Skaggs, RN, North Star Community

The Colorado Foundation for Medical Care (CFMC) solicited long term care facilities throughout Colorado to enter into a partnership of sharing education and resources in order to improve three specific quality measures: pain management, infection control, and pressure ulcers. Since those who would ultimately benefit from this endeavor would be our own residents, there was no hesitation to become involved.

We focused on each topic for several months and after over two years, not only did our quality measures

improve, but also our quality of care improved as well. Our success was directly reflected in positive resident outcomes.

Our first assignment was to create a mission statement for the pain management segment. We feel so strongly about this statement that we have placed it in our admissions packet for new residents as well as in our employee handbook for new employees. We wish to share this statement with any facility that would like to utilize any or all of it as follows:

We believe that each person should be able to be as pain free as possible so that they may participate in facility functions, and enjoy visits with family members and friends. Pain will be effectively managed through assessment, identification, timely response and follow-through so that it is not a factor detrimental to routine activities of daily living. It is our goal that every resident who resides at North Star Community feels comfortable identifying their pain to our nurses without fear of ridicule or question. Residents will be comfortable in seeking assistance knowing they will be believed, and their pain will be addressed promptly. Our family of residents will not struggle with depression related to untreated pain. They will feel comfortable in asking for pain relief treatment from our team of professionals.

In those cases where total relief from pain cannot be provided, it is our goal that residents are provided with an individualized pain management program, which maintains the pain at a tolerable level so that fear of unbearable or uncontrolled pain does not become an unwelcome factor impacting resident quality of life.

We seek to provide a "full arsenal" of pain relief modalities to our family of residents including educational, spiritual, pharmacological, medical, dietary, social and activity interventions.

We are vested in all aspects of the pain management program and protocols.

The residents were not only educated to this partnership and to the programs implemented as a result, but also were solicited for feedback to help us maintain our focus where it belonged—on them. Residents' feelings toward our "new attitude" on pain management could be summarized by one statement solicited during an interview regarding the new mission statement: "It gives me hope."

We decided to attack all three segments with a culture change attitude. We educated all departments—all staff—at numerous inservices on how to become resident advocates. With this effort underway, we continued

to educate our residents at community meetings and at resident council meetings so they could also join our efforts to subsequently improve their own autonomy and preserve their dignity.

Where did all of this work lead us? Come visit us at North Star Community and see for yourself! You will find it in the eyes and in the smiles of all who greet you—residents and staff alike. Oh...and the quality measures? Yes, they continue to improve also, but we want to say thank you CFMC for leading us on a journey that was more significant than mere numbers and bar graphs could ever prove to be. ☺

Nightingale 2005 Colorado Award Nominees

Of the 153 people recognized for excellence in nursing at the March 12th Denver Nightingale Nominees awards banquet, only three were from the challenging field of long term care. Two of those three are dedicated nurses in Piñon-managed facilities serving special population communities.

Ann Hogan Kelly is the Director of Nursing at North Star Community. She was nominated by her Assistant DON, her Administrator, the facility Medical Director, the Pharmacy Director, and the Mayor's Office of Workforce Development as well as by Piñon.

Cathy Hamilton, the RN Supervisor on the weekend day/evening shifts at Rowan Community was also nominated. Cathy was nominated by the Administrator and received letters of recommendations from the DON, the Resident Services Director, a resident, and a family member.

These are two of the best RNs in Colorado and we are very proud of them! Congratulations Ann and Cathy! ☺



Cathy

HNCC Completes Remodeling Project

By LaVonda Cathcart, NHA, Holly Nursing Care Center

The remodeling project at Holly Nursing Care Center came to a welcome conclusion last week when the carpets were installed throughout our Home, the new furniture was brought in, and the pictures were put back up on the walls. One lady remarked that when she walked into the building, it didn't look like a nursing home at all—it just looked like someone's home.

We are on a journey to eliminate anything that looks or feels "institutional" and to bring back the look, feel, and attitude of "Home." We tore down our nurse station and CNA station and remodeled that entire area, creating a beautiful living room. Our Elders are enjoying sitting on the very comfortable and beautiful couches and recliners, reading under the soft light of a floor lamp, visiting with each other or with their families and guests. When you walk into our Home, you will see how we enlarged and transformed the old "lobby" into an inviting sitting area complete with fireplace, bookcase, and soft lighting. Our dining room looks and feels like a restaurant. We added two additional conversational areas in the hallways complete with loveseats and floor lamps, where our Elders can enjoy sitting and reading, visiting, or just people watching. The Cottage (Alzheimer's Unit) now has lovely new carpeting, beautiful and comfortable furniture, soft lighting, and lovely wall decorations.

We created a "snack room" for our Elders just off the new living room complete with a refrigerator and pantry filled with snack foods, fresh coffee, and this can be accessed anytime day or night. When an Elder gets hungry in the middle of the night, our staff can go to the Snack Room and prepare hot soup, sandwiches, toast, cereal, as well as cookies, fruit, pudding, applesauce, juices, milk, hot chocolate, tea, or popcorn. Fresh coffee is always available, too.

Our staff continues to carry out their work but in a more efficient and private way in the new Team Room. The new Team Room is lined with oak cabinets and workspaces, carpeted, and protects the privacy of medical information, which our Elders deserve.

We welcome visitors to come and see the changes we have made at HNCC! We are proud of our new "Home" and would love to share it with you. ☺

~ "Eden" continued from Page 3 ~

- A willingness to undertake the difficult work of culture change;
- Maintain the facility administrator as a Certified Eden Alternative Associate;
- Substantial compliance with state and federal regulatory guidelines.

Piñon Management is committed to transforming the model of nursing home care from institutional to person-

Christopher House Teams Up With Lukas Elementary

Each of us has been touched by the tragedy of the great Tsunami that occurred during the holidays in Indonesia. Most of us have found a way to help alleviate the suffering of this event through volunteering, donating money, or prayer. It is the feeling of helplessness that drives us all towards the need to help the survivors. It is so hard to find a way that can really help these people that are living with nothing.

In January, Rebecca Hancock (4th grader at Lukas Elementary and daughter of the Administrator), came home with a note from school. Lukas Elementary School's Student Council had come up with an idea to make Tsunami Health Kits and was asking for community members to help donate kits. This idea was then presented to the elders at Christopher House who had been touched by the devastation of the tragedy and had been looking for a way to help. The elders decided that they would help the students at Lukas make the health kits. The kits consisted of the following:

- One hand towel
- One washcloth
- One comb
- One metal nail file or nail clipper
- One bar of soap (bath size)
- One toothbrush
- One tube of toothpaste
- Six Band-Aids

On the evening of January 27th, a group of elders filled gallon-size Zip-Lock bags with these items to be shipped to Indonesia. The elders at Christopher House were able to send 50 Tsunami Health Kits to Lukas Elementary to contribute to their efforts. A special thanks goes out to Loretta Lopez, Mildred Rutherford and Catherine Campiglia for their hard work. In addition, we would like to thank Mrs. Weaver and the Lukas Elementary Student Council for allowing us to participate.

This was a great opportunity for the elders at Christopher House to give to others. Remember, to be able to give care as well as to receive care is the antidote to helplessness. This is the fourth Principle of the Eden Alternative. ☺

centered, returning decision making to the elders and providing choices about care, routines and daily life. In the summer of 2004, 64 Piñon and Piñon-managed facility employees became Eden Associates. In October 2004, as part of Piñon's 25th Anniversary celebration, Piñon brought Dr. Bill Thomas, founder of the Eden Alternative, to Denver to unveil his new book "What Are Old People For? How Elders Will Change the World." Our journey continues... ☺

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***“Making the
long-term care
continuum a
rewarding
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Marcia Brenowitz, NHA, *North Star Community*
Maxine Roby, NHA, *Rowan Community, Inc.*
Hollie Hoyle, NHA, *Sierra Healthcare Community*
Connie Kohl, NHA, *Valley View Health Care Center*
In Memorium:
Tammy Reich, NHA, *Amberwood Court Care Center*