



June 20, 2011

In March of last year, I was seated at the end of a large conference table in an office building just outside of Atlanta. A colleague had started to explain how well he knew the long-term care profession. He told us how his family was in the business and that he had grown up in nursing homes. He mentioned how he understood every aspect of reimbursement, how to maximize every score, and that he knew every different MDS indicator.

My first reaction to that was, "I grew up in nursing homes as well. My father first became an administrator when I was five years old. I don't know any of that stuff." The most I know about reimbursement is that it makes the DMV seem like an ice cream store.

That made me think, what did I know about long-term care?

This is what I know:

Her name is Sissy. Every time I accompanied my father into his nursing home, she was the first person we would see. I remember her lying in her bed that was wheeled out to the edge of her door. Every time we passed by, my dad would stop and ask how she was doing. He would either put his arm around her or hold her hand. I never remember her responding, but we stopped every time.

I remember it used to take forever to walk through the facility with my dad. He stopped and talked to what seemed like every resident.

I remember trick-or-treating at one center or another each Halloween. Some people could give me candy and sometimes the nurses had to do it for them.

I remember that every button on the soda vending machine was Diet Coke, since that's what all of the nurses drank.

I remember sitting on couches with some of the residents as we all watched the fish swim in the aquarium nestled in the middle of the lobby.

I remember planting trees, with my mother, in front of the building.

This is what I learned from growing up in the business. The people are what matter.

18 months ago we changed all of our messaging at Pinnacle. We wanted everyone to know that we would increase facility inquiries, conversion rates and customer retention.

While those are certainly some of the results of what we do, that is not what we are about, that is not what we do.

What we do is an extension of what I remember doing as a child. We are stopping and talking with people like Sissy and her family.

That is why I am introducing our core values. These core values are simple, but they define what we do, and more importantly, why we do it.

- 1- Individuals are the most important part of life.**
- 2- The best organizations go to great lengths to ensure the satisfaction of each individual.**
- 3- The most useful data is simple, accurate, and real-time.**

All of the services we provide, all of our particularities, and all of Pinnacle's goals can be boiled down to this set of beliefs.

We have found that those health care providers who share this same set of beliefs are the ones who are our most loyal customers. We recognize that most people would agree with these statements. However, it is those providers who have committed to provide individual-based care, and relentlessly pursue the satisfaction of each of their patients, who benefit the most from our products and services.

Furthermore, we understand that the personal interactions we have with patients is only beneficial to our clients if they can have an accurate representation of that interaction through our reporting system.

We believe that people can better react to data when it is simple to interpret and arrives quickly.

As a representative of Pinnacle we urge you to make sure that while representing Pinnacle you are representing these three values. We would also encourage you to provide feedback to your manager if you feel any of the processes, services or practices currently utilized at Pinnacle can be improved to better align with our care values.

Pinnacle is a complex network of individuals. Our goal is to make sure that each of those individuals has enjoyed their interaction with us.

Pinnacle was founded on the principle that people come first and everything else follows. In addition to our person-centered practices, Pinnacle also represents simplicity and accuracy. These practices are what have made us successful and it will be the adherence to these beliefs that will propel us towards greater success in the future.

Respectfully,

Chris Magleby  
Chief Operating Officer  
Pinnacle Quality Insight