



Liberty

QualityCare®

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# Leadership

Important Accountability Traits *in a Leader*

*written by* **Kate Obert**

Director of Operations



Kate Obert, M.A., is a Director of Operations at Liberty Healthcare overseeing programs in D.C., MI, NC, AZ, and IN. Before her employment at Liberty, Kate held similar titles at Adfinitas Health, Team Health IP, and Keystone Human Services.

Kate is a thoughtful servant leader with a focus on making a difference for the people we serve in the aging, disability, and pediatric medical/healthcare industries.



## Be Open and Trustworthy

Understanding the strengths and weaknesses of your team will guide you in supporting their performance. It is important to give honest and direct feedback and know their psychological boundaries. By doing so, you will let them know you are receptive to their strengths and weaknesses and will work for their safety. Be proactive, not reactive. You will boost trust in your leadership and throughout the team.



## Take Ownership of Mistakes

Talking about your own mistakes allows the team to open up and discuss when they make a mistake, and these efforts will remove barriers to open, honest communication. This openness to discussing and problem-solving mistakes together will help the team members feel valued and safe.



## Set Clear Expectations

Express expectations frequently to be clear and understandable. However, you also have to listen to your team's expectations. Do not ever think you are the smartest one in the room because you are not. Engage your team, and their best will shine. Create an environment where people are engaged. Then, they will be open about their gaps in knowledge.



## Be Humble

Only take credit for your work when you are fully accountable for your mistakes. If you do not know something, say it and learn from your team.

Understanding where your team members are with the program goals takes an ability to be humble and listen to their input.



## Provide Sufficient Resources

Assessing and providing sufficient resources for your services requires collaboration from your team to identify the service needs.





## Involving Staff in HIPAA Compliance

Liberty's IT committee is responsible for IT activities. The tactical focus most recently is HIPAA Security and Privacy.

IT Committee: Haroon Ahmad, Security Officer | Judith Ann Shields, Privacy Officer | John Guda, CIO/CTO | Camille Tanner, VP of Human Resources | Tod Mammuth, General Counsel | Tom McParland, CFO | Sue Nayda, COO | Rena Smith, Office Manager

# HIPAA COMPLIANCE SELF AUDIT & ASSESSMENT

## HIPAA PRIVACY RULE

Covered entities (healthcare providers, health plans, healthcare clearinghouses) must implement reasonable safeguards to limit incidental uses and avoid prohibited uses and disclosure of protected health information.

I know how to report a HIPAA data incident and will do so immediately

I never have PHI visible to others

I always use the SLWM in the subject line or body of emails when PHI is sent to non-Liberty email recipients

I never send text messages with PHI

In PHI communication, I always follow the 'Need to Know, Minimum Necessary' Rule

I never leave PHI information on a voice message

Before sending a fax with PHI, I confirm that the fax number and recipient is correct

If I am not sure about requests for PHI, I always check with my direct supervisor

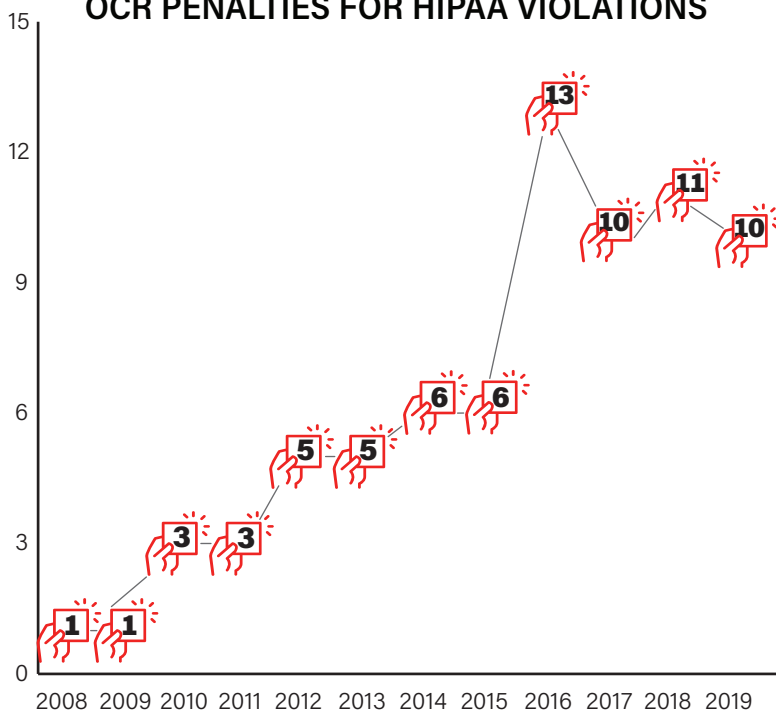
All of the software and/or hardware I use to transmit PHI has been authorized by a Liberty IT team member

I never attempt to gain access to information systems that contain PHI or access PHI for which I have not been given proper authorization

If any of my Liberty assigned equipment is lost or stolen, I will contact Liberty's Security Officer immediately

I do not use a USB/thumb drive for PHI unless it has been encrypted and approved by Liberty's IT team

## OCR PENALTIES FOR HIPAA VIOLATIONS



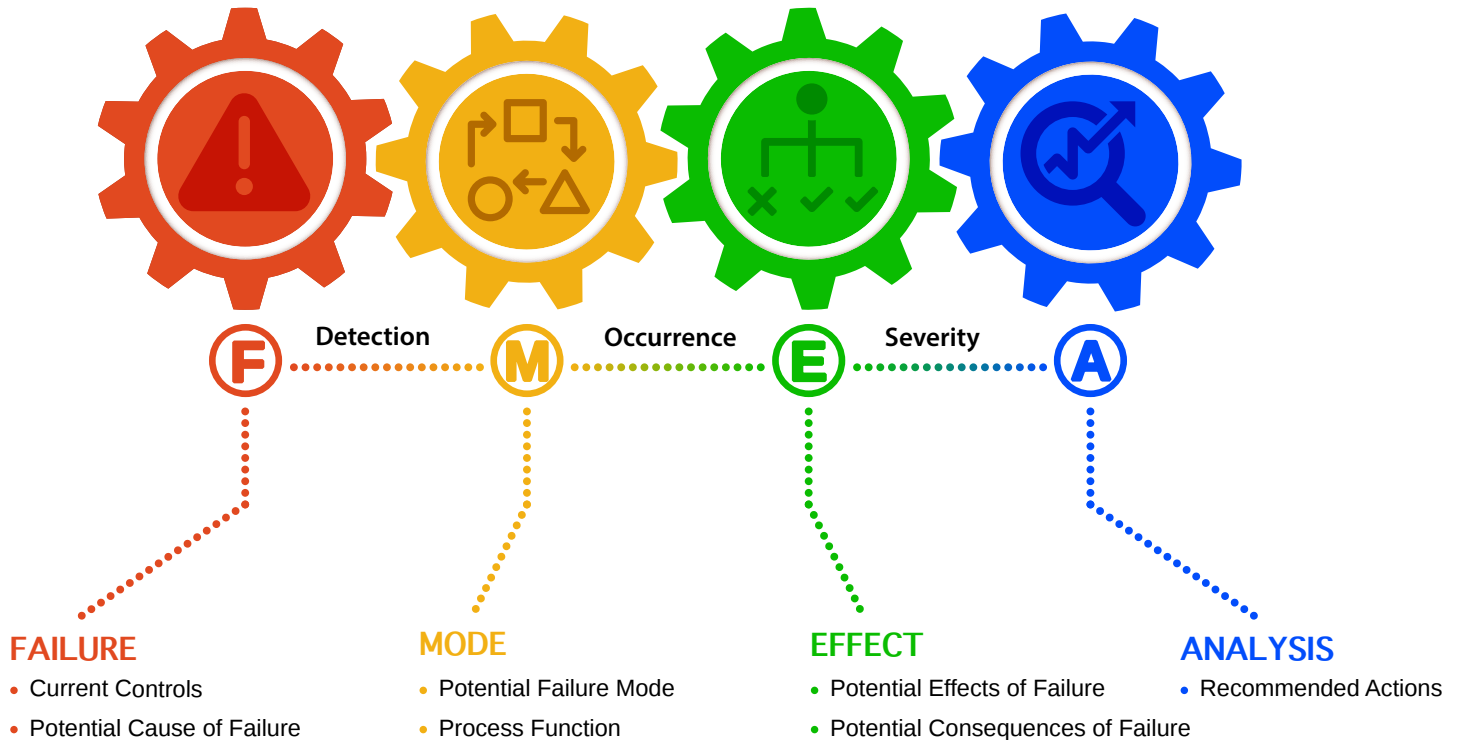
# KEY PERFORMANCE

“When the thought of risk management is brought up, some people will say, *‘why are we focusing on the negative?’*”

*Risk management* is about outlining all the potential problems that could arise. Knowledge is power and the simple task of outlining all types of risk for your specific activity allows for mitigation plans to be created allowing you to avoid the problem in the first place.”

*Adrianna Girdker*  
President, CornerStone Dynamics

## FEMA



# PROACTIVE RISK REDUCTION



*written by* **Judith Ann Shields**  
Vice President of Performance



## FMEA Probability of Occurrence Scale



Failure Mode and Effects Analysis (FMEA) is a proactive technique to apply to the early detection of failures or defects in a process. Several layers of work can be done early in a program contract to identify risks. Evaluate the level of risk and develop proactive actions to avoid errors or re-doing of work. These steps are required for a proactive risk assessment to occur:

1. Executive ownership and leadership
2. Research of best practices
3. Priority for program integrity and safety
4. Data management systems and processes
5. Integration/consolidation/discipline approved Standard Operating Policies
6. Priorities set for customer/client satisfaction with the program experience
7. Education/training/orientation for the staff, customers, and clients

Spend time early in your program to identify where the risk will be high. Then, analyze what each step of the process will need to be to avoid the effects of these risks if your probability is correct. These should be the first actions leaders and managers take to know where the program's weaknesses may be hiding, just waiting for a human error.



RATING	DESCRIPTION	PROBABILITY	DEFINITION
1	Remote	1 in 10,000	Little-known occurrence; highly unlikely that condition will ever occur again
2	Uncommon	1 in 7,000	May happen sometime in the future
3	Low Likelihood	1 in 5,000	Occurs in isolated cases, but there is a low possibility it will occur in the future
4	Occasional	1 in 250	Infrequent occurrence
5	Moderate Likelihood	1 in 200	Reasonable chance to occur in the future
6	Considerable Likelihood	1 in 150	May occur several times a year
7	High Likelihood	1 in 100	May occur monthly
8	Expected to Occur	1 in 50	May occur several times a week
9	Almost Certain to Occur	1 in 20	May occur daily
10	Certain to Occur	1 in 10	Occurs inevitably and frequently — may occur several times a day

The probability of occurrence scale is not disparaging; it is a proactive tool to give information that will help the program reduce and/or avoid risk.

Take the time at the beginning of a process to evaluate all possible risks to avoid risks that could overtake your energy and time that is needed by our customers and clients.

Reference: Failure Mode and Effects Analysis in Health Care, Joint Commission on Accreditation of Healthcare Organizations, 2002.

“Giving people self-confidence is by far the most important thing that I can do because then they will act.”

Jack Welch

FORMER CHAIRMAN AND CEO OF GENERAL ELECTRIC

## Transformations Through Leadership



Written by: Jean Tuller, M.A.

EXECUTIVE DIRECTOR  
AZ DES QUALITY MANAGEMENT

Focus on being mission-driven so that you and your team know the purpose and understand why you are doing things. Performance improvement and teamwork happen best when everyone understands and is committed to the mission.

Do not isolate yourself, even if you deem yourself as a specialist. Instead, contribute to the outcome and the client/customer needs. If you focus on the welfare of the program and the results for clients/customers, you will reach improvement.

Team members will have conflicting ideas and disagreements. This creative tension makes the team stronger as long as disparate perspectives are respected and the leader facilitates resolution. The leader is not the ‘answer person’ on your team — your team members are. One process that has transformed me is daily meditation. This daily practice helped me with calmness, and this communicates to the team that I won’t fly off the handle or make an impulsive decision. Remember that all of your team members are good and decent living beings.

To be transformational as a leader, you must love what you do. Do you wake up with excitement and anticipation, and curiosity? If you do, this attitude will come across to the team. To summarize, be mission-driven, aspire to have your clients have the best life possible, be fair, and if inequities happen, address them immediately and openly. Ultimately, be a lifelong learner and encourage the team members to do the same.



“A genuine leader is not a searcher for consensus but a molder of consensus.”

Dr. Martin Luther King, Jr.

There Are Three (3) Important Things That Great Leaders Do

## What Leaders Really Do



Written by Natalie Peterson, M.B.A.  
EXECUTIVE DIRECTOR  
NC IA

### #1: Failure Is How You Learn

You cannot be afraid of failure because that is how you learn. As a young leader, I feared failing. But after a few traumatic crashes and burns, I figured out you have to lean into failure to learn from it. You do not run from it, which was my original instinct. So, learn from each failure without blaming yourself for failing.

### #2: Trust, But Verify

Some of you may think this is negative, but it is not. As a leader, you have to make sure everyone on the team is on the same page. To accomplish verification, you have regularly check that, as a leader, you understand your team's point of view. There have been times when I thought I was crystal clear, and in fact, I just muddied the waters. Be honest as a leader and let your team know when you have not fully understood their position on something. It will make it easier for your team members to admit to misunderstandings and mistakes.

### #3: Create a Safe Environment

Ensure that you create a safe environment for feedback and can ask questions about team processes. There can be discomfort when asking about it, but it is essential to ask as a leader to know how your program is running. If you are only receiving positive feedback, that can be more dangerous and misleading than negative comments or concerns. Confronting the pain points and fixing them rather than overlooking them is crucial in leading your team. Leaders do not have all the answers, hire team members who are smarter than us. It is not a negative when we get negative responses to the questions we ask, because that is how we improve. When folks only give positive feedback, watch out — you are creating an echo chamber, not a pathway to continuous improvement.

“The price of success is hard work, dedication, and the determination that whether we win or lose, we have applied the best of ourselves to the task at hand.” — Vince *L*OMBARDI



Liberty staff working in dietary during quarantine at the Treatment Detention Facility (TDF) in Illinois.

The staff is also working commissary, laundry, and the things the residents typically do, but can't because of quarantine.

The customers and Liberty are extremely grateful for the tremendous team at IL TDF.



# OK GREER CELEBRATES 20 YEARS



Lesley Hofberger



Randy Fulton



Kerrie Brisson



Stephanie Ramirez



Carl Moaning



Anthony Huhman



Rosie Stubbs



Ginger Waggoner



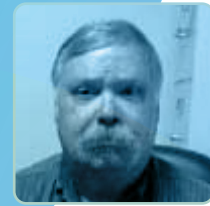
Duane Manning



Robert Simmons



Brett Hemstreet



Marc Tatro



Amber Hawk



Jerri Eversole



Andrea Fry



Brian Percy



Bian Amos

# FUN AT LIBERTY



## Responsive

is providing collaborative, customer-focused solutions to resolve issues.



## Anticipatory

is providing collaborative, customer-focused solutions to resolve issues.



## Immediate

is taking ownership of the customer's experience by rapidly utilizing available resources to address any problem.



## Service-Oriented

is keeping commitments & keeping customers informed.



## Exceeds Expectations

is going the extra mile by listening & communicating effectively to partner in our customers' performance.

# R

# A

# I

# S

# E

## 2020 Winners



Hazel Brown-Patterson  
NC IA



Tynisha Ellison  
NC IA



Kathleen Cooper Fulcare



Nakia Celistan, RN  
NC IA

Q4



Annual



This Could Be You!

## Did we mention there are prizes?

When you submit a R.A.I.S.E. nomination, we'll showcase it on Liberty's Employee Self Service R.A.I.S.E. Customer Service page. The nominee or team will also be entered to win a quarterly and annual prize for their outstanding contribution to Liberty.

To show our appreciation for your support, when you submit a R.A.I.S.E. nomination, you will also be entered to win a quarterly surprise prize.

## How do I submit a nomination?

*Glad you asked!*

**First**, download and fill out a form on Employee Self Service>R.A.I.S.E. Customer Service

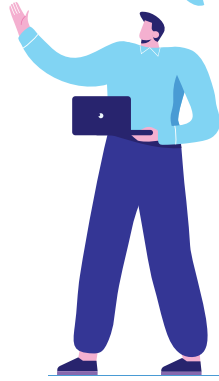
**Then**, email it or fax it to:

**E:** [customerservicenominations@libertyhealth.com](mailto:customerservicenominations@libertyhealth.com)

**F:** (484) 434-1442

We look forward to making 2021 a more efficient, user-friendly, and all-around better year for the R.A.I.S.E. program. We'd love to hear your thoughts and suggestions regarding program improvements, so please do not hesitate to contact us.

LET'S GET  
**Social**



@libhealthcorp



DID YOU  
**Know**

Liberty Healthcare Corporation is on Facebook, Instagram, Twitter, and LinkedIn?

WE LIKE  
**Content**

We like it when you share with us. If you have any program activities or industry-related events, take some pictures and send them our way to post on Liberty's company pages.

Email your photos and any other information to: [tess.ulloa@libertyhealth.com](mailto:tess.ulloa@libertyhealth.com)

AND NEW LIBERTY  
**Associates**

We encourage you to leave a review of your work experience on [Glassdoor](#) and [Indeed](#) to show what it's really like to work here, so we can continue attracting great talent just like you!

## Centralized Quality Services Work Group

If you have any questions or comments about the Centralized Quality Services Work Group, please contact your direct supervisor so they can forward your comments or concerns directly to us.

### The following are members of our Centralized Quality Services Work Group:

**Adam Deming**

Director, Operations

**Camille Tanner, M.Ed., SHRM-SCP**

Vice President, Human Resources

**Debi Snyder**

Payroll Manager

**Hugh Sage**

Executive Director

Oklahoma Robert M. Greer Center & Dester Center

**Ian Castronuovo**

Vice President, Recruiting

**Ken Carabello**

Senior Vice President

**Judith Ann Shields, RN, MSN, CHCQM, Diplomat**

Vice President, Performance

Corporate Compliance & Privacy Officer

**Kevin Rice**

Director, Operations

**Shirley Greenlee**

Controller

**Sue Nayda**

Chief Operating Officer

**Trish Piontek**

Vice President, Marketing

## Medical Peer Review Work Group

The Medical Peer Review Work Group has two openings for a board-certified physician in internal medicine and/or family practice and forensic psychiatry, which we hope will be filled as soon as possible. Please notify your supervisor if you have a recommendation.

### The following are members of our Medical Peer Review Work Group:

**Chairperson:**

**Dr. James Michael Pontius, Family Medicine, BC, QA**

Oklahoma Robert M. Greer Center

**Co-Chairperson:**

**Judith Ann Shields, RN, MSN, CHCQM, Diplomat**

Vice President, Performance

Corporate Compliance & Privacy Officer

**Members:**

**Gretchen Gibbs, RN, MSN, FNP**

Director, Clinical Support

**Dr. Charlie Sproule, Ph.D., MA**

Vice President, Operations

Administrative Member



## Business Continuity/Disaster Planning

For the winter quarter, the safety committee has developed a business continuity/disaster plan for the corporate office in Bala Cynwyd, PA.

### Safety Committee Chairperson:

**Camille Tanner, M.Ed., SHRM-SCP**  
Vice President, Human Resources

### Members:

**Gretchen Gibbs, RN, MSN, FNP**  
Director, Clinical Support

**Steve Bryant**  
Executive Director  
Illinois Safety First! Conditional Release Program

**Kyle Shore, MA**  
Director, Community Services  
Indiana Sex Offender Management and Monitoring

**Lesley Hofberger, SPHR, SHRM-SCP**  
Human Resources Manager  
Oklahoma Robert M. Greer Center

**Jana Fransen**  
Human Resources Manager  
North Carolina Independent Assessments

**For 2021, the committee will use the corporate plan as a template for all programs to create their own business continuity/disaster plan.**

## Any Liberty employed or physician sub-contracted staff member that has concerns about the safety or quality of care provided by Liberty should:

1. Contact his or her supervisor
2. Call the Employee Help Line: (800) 653-7174
3. Contact the Corporate Compliance/Privacy Officer: **Judith Shields, RN, MSN**  
Phone: (610) 668-8800, ext. 193, Email: [judith.shields@libertyhealth.com](mailto:judith.shields@libertyhealth.com)
4. Contact the Joint Commission Health Care Staffing Services (HCSS)  
Website: <http://www.jointcommission.org/aboutus/contactus> | Phone: (800) 994-6610

