



Liberty Quality Care®

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HOW DOES A
BECOME A

GOOD COMPANY GREAT COMPANY

by SUE NAYDA,
CHIEF OPERATING OFFICER



Sue Nayda, Chief Operating Officer, has been with Liberty for 20 years. Sue is responsible for leading and managing operations across all company product lines serving both public and commercial customers.

Sue has a Master of Science in Rehabilitation Counseling and Administration with a Bachelor of Science in Special Education.

Sue has led Liberty's Operations Group through this current period of rapid expansion while developing and managing all contractual relationships.



My Guide is *Good to Great*

I was very influenced by Jim Collins' book *Good to Great*, Harper Collins Publishers, Inc., 2001. The research conducted by the research team found that accepting "good enough" is really an enemy to becoming great. I recommend that you pick up a copy of this book and see for yourself the timeless principles outlined to improve your leadership.



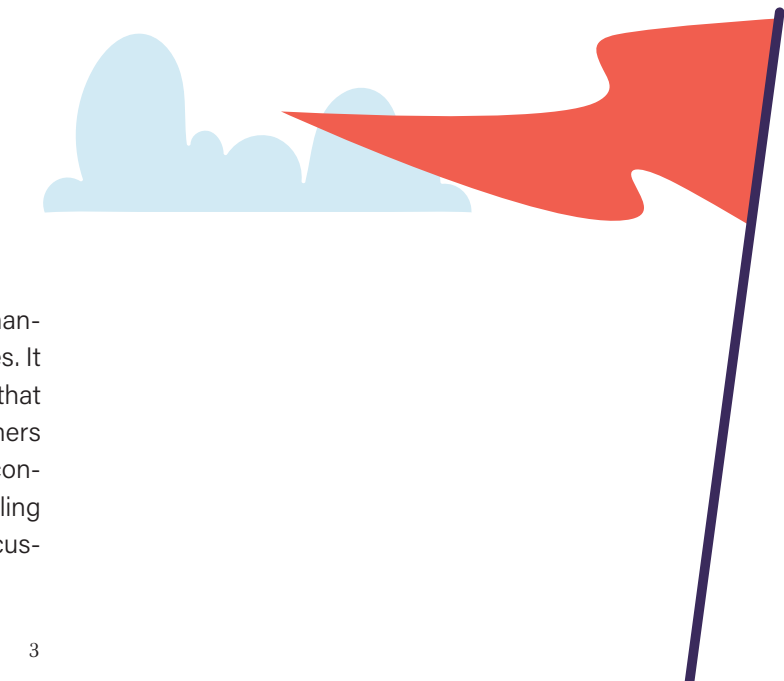
Focus on Staff Accomplishments

Begin by creating an environment where people can do their best and then pay attention to how they develop and what they achieve.



Create the Best Long-Term Results

In order to have the best results, a leader must channel their ego toward Liberty's goals and objectives. It does not mean you reduce your ambition but that you focus that ambition on giving our customers what they want and need. This requires you to continually evolve by adopting an attitude of compelling modesty and professional will, so we meet our customers' needs as they evolve.



Hire the Right People

Liberty's number one core value is our highly skilled staff, who provide quality services to the individuals they serve. One of my greatest joys is talking to our customers across the country and I really want all of you to know that based on these meetings, you are doing a great job and you are great people.



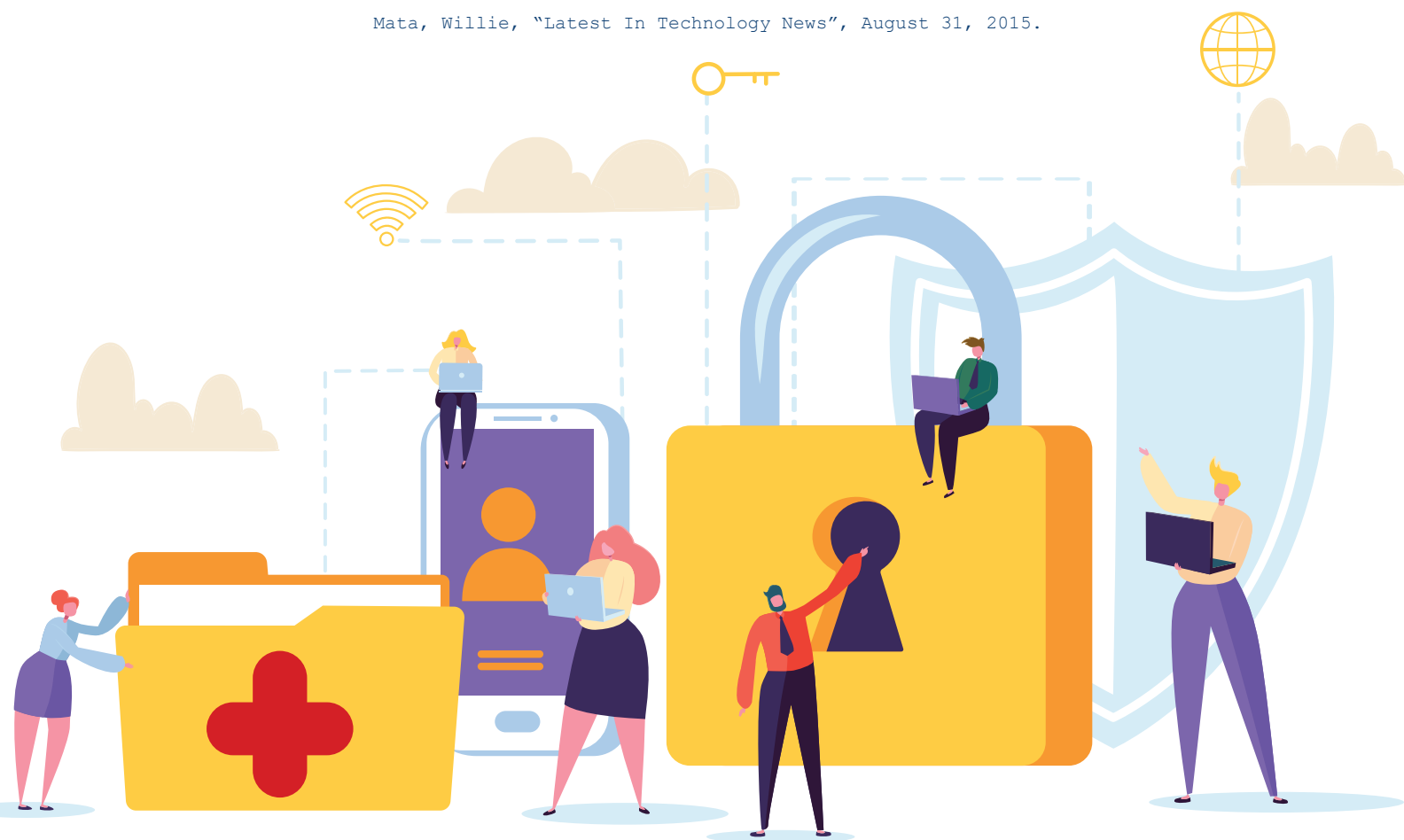
Measure Our Value

All of us must continue to ask: Are we bringing the most value to our customers? If we can demonstrate that we are, our growth will be boundless.

“Healthcare information is one of the most valuable pieces of data on the black market.”

“Healthcare information is one of the most valuable pieces of data on the black market. According to an article by Reuters, stolen PHI (protected health information) is worth 10 to 20 times more than a credit card number, namely because credit card numbers can be easily changed. Your health information, which includes your social security number, address, identity, and emergency contacts, is less likely to change. Healthcare organizations in particular have additional security and compliance measures to meet to ensure the protection of a patient’s data.”

Mata, Willie, “Latest In Technology News”, August 31, 2015.



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: Camille Tanner, VP of Human Resources | Eli Back, Security Officer | John Guda, CIO/CTO | Judith Ann Shields, Privacy Officer | Paul Anderson, Data Analyst | Rena Smith, Office Manager | Tod Mammuth, General Counsel | Tom McParland, CFO | Sue Nayda, COO

MYTH BUSTERS

REFERENCE: WWW.QMINDER.COM/HIPAA-MYTHS-DEBUNKED/

HIPAA COMPLIANCE



MYTH #1

HIPPA, HIPPO WHO CARES! IT IS JUST ANOTHER SET OF POINTLESS REGULATIONS THAT DOESN’T CONCERN LIBERTY HEALTHCARE CORPORATION.

FACT

HIPAA applies to any and all healthcare providers who transmit, store, or handle protected health information (PHI). As long as you handle PHI, you need to comply with HIPAA. This also applies to any of our physician subcontractors who can access patient data. Any entity that this PHI data goes through (for example, a cloud database provider) needs to be HIPAA compliant as well.

MYTH #2

EMPLOYERS MUST HAVE THE ABILITY TO RESEARCH HEALTH INFORMATION ABOUT THEIR CURRENT OR POTENTIAL EMPLOYEES. IT’S ON THE SAME LEVEL AS INFORMATION ABOUT THEIR LABOR EXPERIENCE, EDUCATION, SKILLS, DRIVERS LICENSE, ETC.

FACT

HIPAA prohibits healthcare providers from disclosing PHI to employers without the patient’s explicit written consent. This is not dependent on whether they are paying for the employee’s care or on their insurance plan. However, HIPAA does not cover healthcare information collected on an HR survey.

MYTH #3

AS THE SOURCE AND OWNER OF THE MEDICAL RECORD, IT SHOULD GO WITHOUT SAYING THAT A PATIENT’S INFORMATION CANNOT BE GIVEN TO ANYONE.

FACT

The Privacy Rule of HIPAA states that healthcare providers are allowed to disclose PHI to other providers for the purposes of treatment, payment, and healthcare operations without a patient’s permission. The medical information, however, must be directly relevant to this provider’s involvement with the patient’s care or payment.

MYTH #4

IF A PATIENT REFUSES TO SIGN AN ACKNOWLEDGMENT STATING THAT HE OR SHE RECEIVED THE HEALTHCARE PROVIDER’S NOTICE OF PRIVACY PRACTICES, THE HEALTHCARE PROVIDER CAN, OR MUST, REFUSE TO PROVIDE SERVICES.

FACT

The HIPAA Privacy Rule grants the patient a “right to notice” of privacy practices for PHI and requires that providers make a “good faith effort” to get patients to acknowledge they have received the notice. The law does not grant healthcare providers the right to refuse to treat people who do not sign the acknowledgement, nor does it subject the provider to liability if a good faith effort was made.



Moving to Best Practices for the Joint Commission Review

by **JUDITH ANN SHIELDS,**
VICE PRESIDENT OF PERFORMANCE

“The aim of leadership should be to improve the performance of man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people.”

*William Edwards Deming
(1900-1993)*

2020 Joint Commission Health Care Staffing Services (HCSS) Certification Review

On October 31, 2019, Liberty successfully passed the Joint Commission HCSS Certification intracycle review with no concerns and excellent performance. We informed the Joint Commission HCSS Certification reviewer that Liberty wants to be the best. The reviewer quickly responded with “but Liberty is already excellent”. We said no, we want to be the best in our survey in 2020. The reviewer thought a moment and then gave these three (3) suggestions that would move Liberty to best practice with the Joint Commission.

Implement the Latest Recommendation from the Centers for Disease Control (CDC)

On May 16, 2019, the CDC recommended that all Liberty programs that are conducting TB testing annually stop this practice and utilize Liberty’s annual TB questionnaire. These few programs that had state requirements to conduct TB testing annually were contacted. Our program leaders collaborated with our state customers and we were able to work together, which resulted in our state customers agreeing to utilize Liberty’s annual TB questionnaire. For our Oklahoma Robert M. Greer Center Program, Patricia S. Wallace, RN, MSN, Nurse Coordinator took the lead in slightly modifying our TB questionnaire tool to work for her program and with just slight changes was also able to use this TB questionnaire for our clients in that program as part of their IHP. Not only is this creative but it demonstrates the power of team work.

Have a Standard Operating Procedure & Training for Staff on the Use of Cannabidiol (CBD)

CBD is the non-intoxicating compound in marijuana (THC tetrahydrocannabinol). CBD has been used by 64 million Americans within the past 24 months. Today, 21% of people use it daily, 40% of people in their 20s have tried it, and 15% of people over 50 have tried it. CBD is available in multiple forms: oil and its extract, sublingual drops, vape oil, gummies, pills, tinctures, lotions, bottled water, coffee, beer, and cosmetics. It is expected that the CBD industry will grow to over 22 billion by 2022. CBD is touted to have anti-inflammatory properties throughout the body; improve sleep-wake cycles; and relieve symptoms of PTSD, anxiety, pain, and depression. Forty-seven states have passed laws legalizing CBD. It is important to note that despite the fact that CBD does not have THC in it, there can still be a positive drug screen if the employee is taking a higher dosage than is recommended by their doctor or the prescription. Currently there is no screen to tell if the positive THC result is due to marijuana or CBD.

Prepare Staff for an Occasion When a Person is On-Site with a Weapon:

This is just a reminder to all staff and not meant to frighten anyone. Most events in which a weapon is involved are over within 30 minutes or less and 62% are stopped by civilians. If unable to run but safely hide, wait for responding police to locate you. To ensure you are safe, lock/block doors, turn off lights, silence cell phones, and be ready to run. When you are safe, call 911. If you are trapped, defend yourself. Seconds count. If there is no choice, attack but ALWAYS look for the opportunity to run or hide. Act for your survival. The sequence if there is a weapon on-site is run, hide, fight. But most importantly, be proactive and if you see something, say something!

“DO WHAT IS
right
LET THE
consequences
FOLLOW.”

Developing Genuine and Authentic Leadership Qualities



by **KEN CARABELLO,**
VICE PRESIDENT OF OPERATIONS

Early on in my leadership career, I discovered that there is power in expressing the truth. It is natural for us to want to appear in the best light, but I found that it is more important to identify the truth and speak it. It has to be a valid relevant truth, not a truth that would just elevate you.

When I was a child, I learned a song with the lyric, “Do what is right, let the consequence follow”. When I have tough business decisions to make, that song often comes into my head. Regardless of the consequences, be prepared to do what is right and to tell the truth. This means you admit when you are wrong, and it means to have that deeper discussion with someone that might not be easy. Another authentic leadership quality is to rely on your strengths and recognize we do not all have the same strengths. So, we must build a team that has a variety of skills and competencies. Once you have achieved this level of team building, you can be confident to let the team develop on its own with your leadership guiding the team to ongoing improvement of competencies. This team building helps each member build on their strengths and helps them to identify strengths in other members.

Finally, stay focused on Liberty’s mission. This mission should always drive you in deciding the best direction to go. Don’t focus on little power plays or disagreements, focus on the big picture and you will begin to see your genuine leadership qualities grow and develop.

How to Cultivate and Coordinate Leadership Actions at all Levels of Liberty



by **CHARLIE SPROULE,**
VICE PRESIDENT OF OPERATIONS

Charlie has worked at Liberty for over 15 years and has been the lead in many of our new program start-ups. Charlie believes the key ingredient in cultivating leadership is to have the right people in the right positions. Once you are confident in that staffing element, then you can begin to teach staff how to work in our Liberty system. Once you have completed that step, try to get out of the way and let staff grow into their positions. You can’t micromanage a program across the country, so you have to build staff confidence and develop their technical skills in those first few months of opening the program.

What Charlie has found to be the most helpful in spending time building staff confidence is to have fun, be personable, be a listener, and then brainstorm solutions together as they come up. To develop the technical skills, you must provide direct supervision to develop the program processes together with a focus on organizing systems and structures so as the leader moves away, the program remains strong.

Charlie always finds the start-up phase of a program the most challenging yet rewarding. That is where he invests most of his time initially so that time later is spent developing customer and staff relationships. There is always an ongoing evaluation of when a leader needs to step in and when they should really step back and let staff discover what to do. The big-

gest challenge is when program staff do not gel and eventually power struggles take over. Depending on the group dynamics, a leader may need to step in and even perhaps initiate disciplinary actions if this lack of team cohesion affects clients or customers.

Finally, pay attention to your customer’s goals. These goals must be an integral part of your program goals and the only time that you have difficulty cultivating and coordinating program leadership is when those customer goals are either not understood or not focused on by the entire program team.

Most helpful in building staff confidence is to have fun, be personable, be a listener, and then brainstorm solutions together as they come up.

Fun

- Richard Branson

is one of the most important — and underrated — ingredients in any successful venture. If you're not having fun, then it's probably time to call it quits and try something else."

Our World Behind the Bell

From holiday parties and ax-throwing to wedding bells and conferences, a lot was going on in the final months of 2019 and into the New Year.

Here are some of the highlights from around our offices.

September

Liberty leaders from around the nation came to Bala Cynwyd for a leadership meeting and left with a mind full of new information, techniques, and experiences.



August



Chris Baglio, Director of Program Development and Sue Nayda, COO at the Home and Community-Based Services (HCBS) Conference



October

Our therapists in Delaware celebrated Physical Therapy Month by dropping pain points, standing up to addictions, and working a major muscle, the brain.

Idaho Independent Assessments and Youth Empowerment Services (ID IA & YES) Program Director Jennifer La Jeunesse stood at the altar on October 12.

Director of Program Development Chris Baglio showcased Liberty's expertise and services at The Council on Quality and Leadership (CQL) Conference.

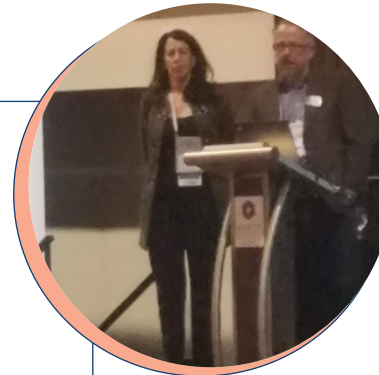


November

Illinois Treatment and Detention Facility (IL TDF) Executive Clinical Director Shan Jumper spoke at the ATSA Annual Meeting.

Executive Vice President Rick Robinson, Director of Program Development Chris Baglio, and Director of Business Development Mike Hanna exhibited at the National Association of Medicaid Directors (NAMD) conference.

Right after NAMD, Rick and the boys were on the road again to exhibit at the National Association of State Directors of Developmental Disabilities Services.



December

The corporate office held their annual jingle and mingle shindig.

The DE physicians got down at their holiday party.

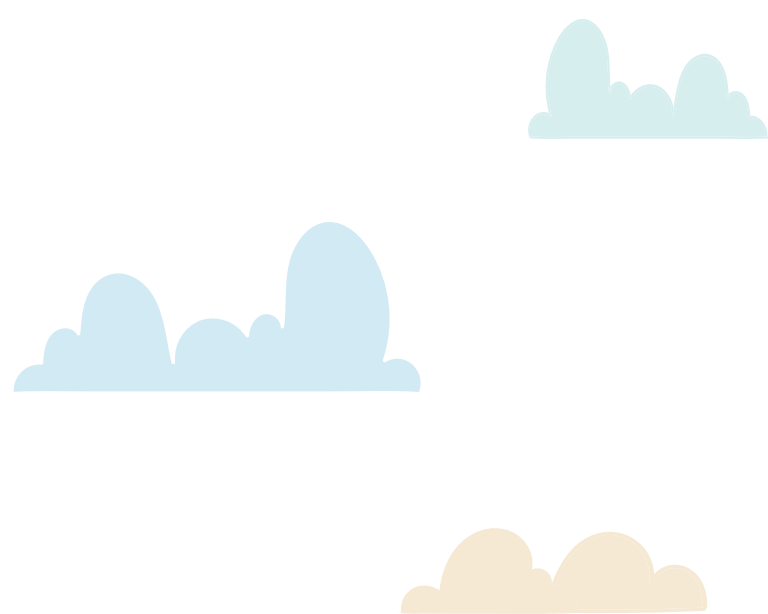
Recruiters bonded over ax-throwing and an escape room challenge on a team outing.





Executive Director Dr. Adam Deming, Director of Business Development Jayne Shale, and Director of Business Development Mike Hanna at the American Correctional Association's (ACA) Winter Conference

Ringling in the New Year with 2020 VISION



Back in January, we launched a new website and developed a marketing plan with a clear vision. Our new website reflects Liberty's creative direction, message, brand, and image.

We're also bringing cultural energy to our website and social media platforms. We want visitors to our digital platforms to experience Liberty through their screens. Our culture, work, and associates are what makes Liberty so great — and we want people to feel that.

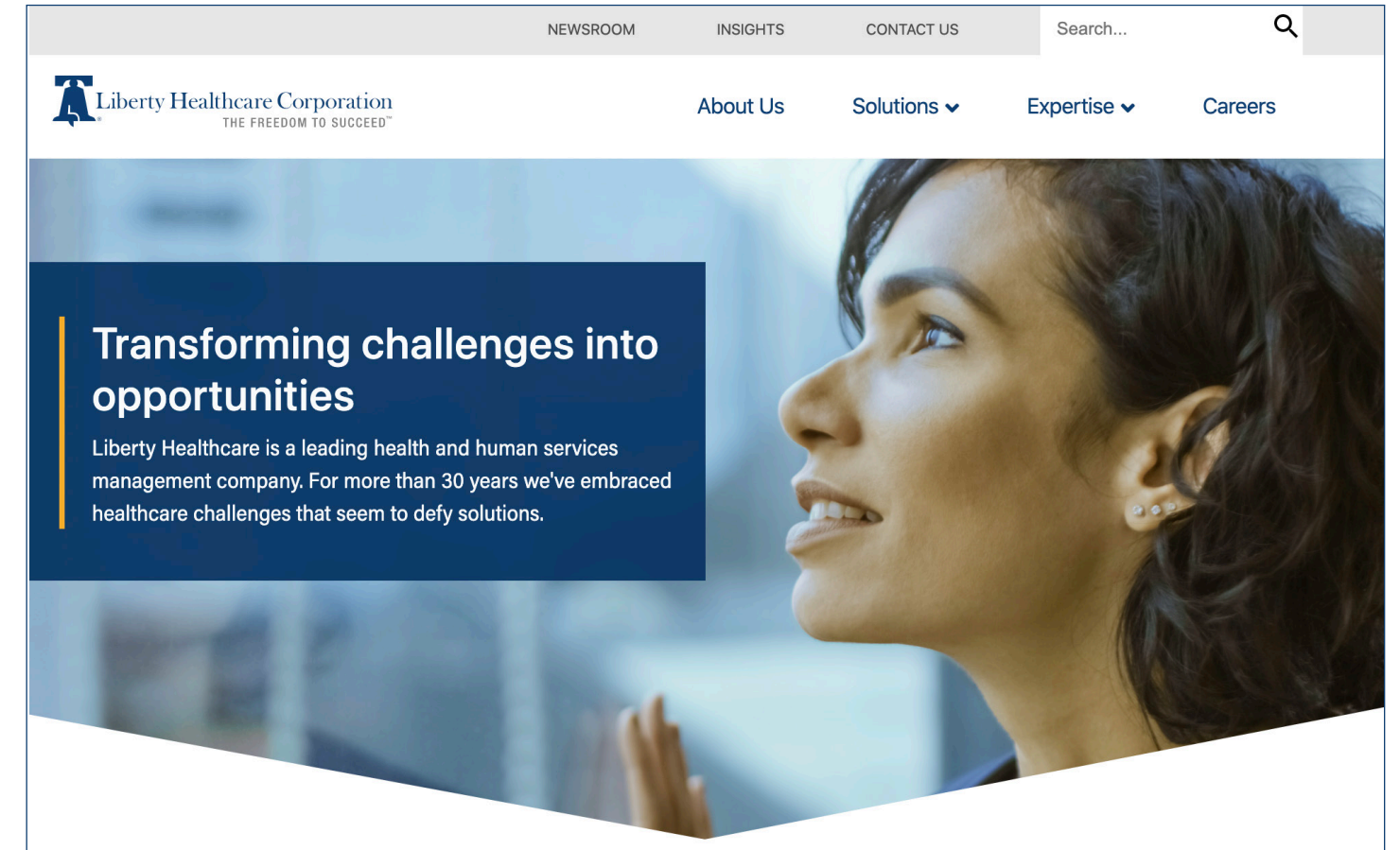
As we move through 2020, we look forward to a future that showcases eye-catching marketing content that brings the Liberty brand to life.

New Website

The site is designed for mobile first and is fully responsive. The tone of voice is consistent throughout the website and is clear, concise, and

set with character limits to increase SEO and user scannability. Company culture and easy to apply functions were added as a top priority to the

site. Minimizing pages and reducing redundancy was achieved.




1,000+
associates nationwide

200+
career opportunities

100,000+
lives touched

In the Field




Meet Susan, a program analyst who's been with Liberty for 9 years.

[Associate Spotlight, Susan Bollinger →](#)

Your Candidate Experience

1 Search Career Opportunities

Liberty Healthcare encourages you to apply for any position which you qualify for and are interested in. Search current career opportunities here



Explore Career Opportunities

over a wide range of fulfilling career opportunities where your work will have a meaningful impact on someone's life, including your own.

* All Locations ***

* All Categories ***

Keyword(s)


Administrative Assistant	AZ - Phoenix
Administrative Assistant (full-time & part-time)	CA - La Puente
Administrative Assistant (part-time)	CA - Redding
Administrative Assistant (part-time)	CA - Tulare
Assessor – health & human services professional	ID - Boise

Company History

1986
Liberty Healthcare Corporation is founded. Liberty finds success in the Health Workforce Outsourcing market, which is considered challenging.


1990
Liberty expands into Program Management. Liberty opens the first of ten onsite correctional clinics managed by a contractor.

1996
The company launches a new program that is recognized as a best practice in the industry.




Health Workforce Outsourcing

Certified by The Joint Commission in Health Care Staffing Services (HCSS), we manage a comprehensive array of healthcare professionals across a variety of clinical and ancillary services.



Program Management

With a singular focus on driving quality and performance, we manage and operate programs that support positive outcomes for mental health, intellectual and developmental disabilities, and forensic populations.





Population Health Management

We enable Medicaid and health and human service organizations to make more informed care management decisions through the provision of statewide quality oversight and individualized care plans.

Insights

Publications and presentations from our thought leadership

Presentation
A Presentation on Using Neuroception in SOST Groups

Transformative expertise turns insights into action

No other organization offers Liberty's diversity of expertise. We see challenges through a lens of innovation. Our person-centered value system, specialized expertise, and analytical rigor underpin every endeavor.



Behavioral Health



Aging & Disability Support



Intellectual & Developmental Disabilities



Sex Offender Management



Correctional Mental Health

[Our Expertise →](#)



American Correctional Association
2020 Winter Conference
San Diego, CA
January 9 - 14
Booth 326

Winter 2020 ACA & CLA Conference
Adam Deming Jayne Shale | December 16, 2019



National Association of State Directors of Developmental Disabilities
Linking Technology and Quality through Innovation in Statewide Systems
November 11-13, 2019
Booth 75

2019 NASDDDS Annual Conference: Linking Technology and Quality



National Association of Medicaid Directors
November 11-13, 2019
Booth 75

Fall 2019 NAMD Conference
Rick Robinson Chris Baglio | November 11, 2019

New Core Values

Our Core Value is S.E.R.V.I.C.E.

S

Staff

Our greatest resource is our people, and we support them to achieve excellence

E

Empowerment

We empower our staff and the individuals we support to optimize independence, dignity, and success

R

Responsiveness

We anticipate and respond quickly, decisively, and effectively to any issue, concern, or request

V

Value

We drive value and outcomes through the quality, efficiency, and effectiveness of everything we do

I

Integrity

We strive to do the right thing, at the right time, for the right reasons

C

Collaboration

We partner with each other, our customers, and the individuals we support to achieve our mutual goals

E

Enterprising

We develop creative solutions to complex and challenging situations

Employee Spotlight



SUSAN BOLLINGER
PROGRAM ANALYST, IL TDF

Years at Liberty: 9

Describe your job in 25 words or less: Busy.

Favorite movies: Joe Dirt, Armageddon, Shrek ... I've probably seen each one 10 times.

Favorite TV show: Anything on ID (Investigation Discovery channel).

Favorite book/author: I don't have a favorite. Lately, I've been reading Dot Hutchison, but I also like John Grisham and Maeve Binchy. Oh, and the Spencer Quinn books about Chet (the dog) are pretty good too!

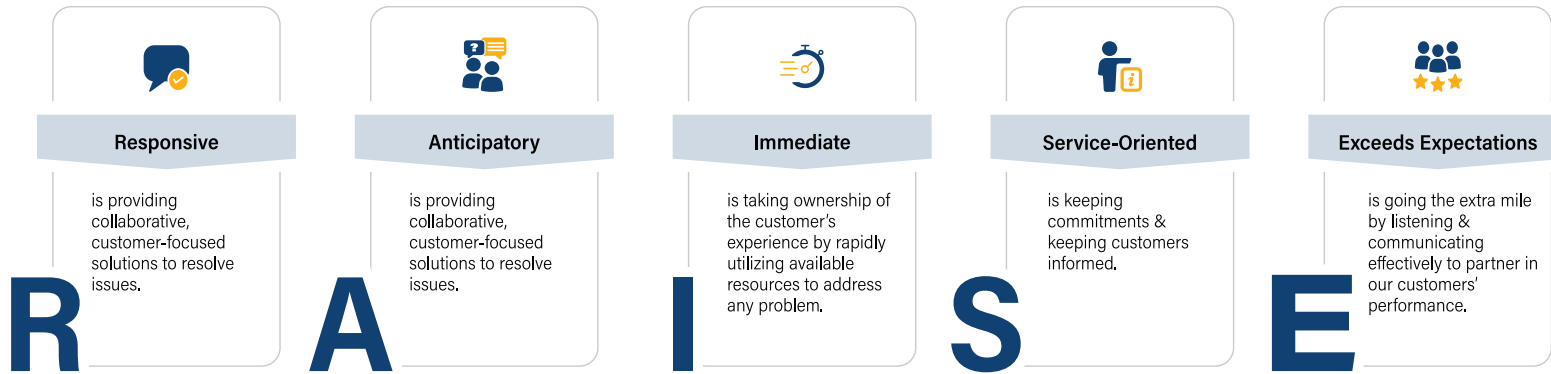
Favorite song/artist/band: Favorite song "Thunderstruck" by ACDC. Favorite bands — ACDC, Aerosmith, Def Leppard.

Favorite colors: Black and purple.

What is your favorite part about working for Liberty? I'm not micromanaged. I enjoy the freedom to try new things and create spreadsheets or processes that can make my job and others' jobs easier and more efficient. I really enjoy my coworkers ... they are smart, funny, and just good people — triple threat. 😊

What aspect of your role do you enjoy the most? I really like collecting data and putting it into something meaningful, whether it be a project, spreadsheet, or report.

If you could switch with anyone else within Liberty (any state or program!), whose job would you want and why? I know it sounds unbelievable, but I don't think I would want to switch with anyone ... I've got a pretty good gig here. The location is great, I look forward to coming into work, I enjoy the role that I am in, and I like the people I'm surrounded by.



We're well into the new year, but that doesn't mean you can't R.A.I.S.E. new goals. We're even R.A.I.S.E.Zing a goal — we want to commit to delivering a better R.A.I.S.E. experience for our nominators and nominees.

Your nominations are important to us because you're sharing a genuine experience with Liberty associates across the nation. Like the time Paige from FulCare in Ohio handled a confused and combative patient with patience, respect, and care. Or when we learned how the Correctional Mental Health team in San Bernardino worked to give our customers exceptional service. These instances are just a few of the many that define what R.A.I.S.E. stands for.

There are so many amazing moments, associates, and teams that deserve to be recognized, but it's up to you to share.

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

F: (484) 434-1442

We look forward to making 2020 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.



@libhealthcorp



@libhealthcorp



@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 off the clock 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

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: Executive Director, INSOMM

Camille Tanner: VP, HR/Admin. Support and Benefits Management

Debi Snyder: Payroll Manager

Hugh Sage: Executive Director, OK Robert M. Greer Center/OK Dester Center

Ian Castronuovo: VP, Recruitment

Ken Carabello: VP, Operations

Judith Ann Shields: VP, Performance/Corporate Compliance/Privacy Officer

Kevin Rice: Director, Operations

Shirley Greenlee: Controller

Sue Nayda: Chief Operating Officer

Trish Piontek: VP, 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, OK Greer, Family Medicine, BC, QA

Co-Chairperson:

Judith Ann Shields, RN, MSN, CHCQM, Diplomat: VP, Performance Corporate Compliance/HIPAA Privacy Officer

Members:

Gretchen Gibbs, RN, MSN, FNP: Corporate Director, Operations

Dr. Charlie Sproule, Ph.D., MA: VP of 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 K. Tanner, M.Ed., SHRM-SCP: VP, Human Resources.

Members:

Gretchen Gibbs, RN, MSN, FNP: Director of Operations

Steve Bryant: Executive Director, Illinois Safety 1st Conditional Release Program

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

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

Jana Fransen: HR Manager, North Carolina Independent Assessments

For 2020, 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
4. **Contact the Joint Commission Health Care Staffing Services (HCSS)**
Website: <http://www.jointcommission.org/aboutus/contactus> | Phone: (800) 994-6610