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## Third Quarter Winners of the RAISE program Liberty Healthcare Corporation – it takes a team



Kelly Hunsicker, Corporate Human Resource Associate, has worked in the corporate office since April, 2015. In just five short months, Kelly has embraced our R.A.I.S.E. customer service attributes. Her proactive problem solving for our Liberty employed staff has her in the spotlight as the Q3 R.A.I.S.E Customer Service award recipient. In the most

recent example of her sharp focus on customer service, she worked to resolve an insurance issue that involved several staff and did not leave for the weekend until the problem was solved. Kelly’s work exemplifies the attributes of R.A.I.S.E. customer service:

**Responsive** - providing collaborative, customer-focused solutions to resolve issues.

**Anticipatory** - understanding and anticipating customer needs to effectively exceed expectations.

**Immediate** - taking ownership of the customer’s experience

by rapidly utilizing available resources to address any problem.

**Service-Oriented** - keeping commitments and keeping customers informed.

**Exceeds Expectations** - going the extra mile by listening and communicating effectively to partner in our customers’ performance.

**Q3 Nominees:**

- Matt DiGirolamo
- Kathleen McManus
- Laurie Patton
- Marie Ferguson
- Stacy Riegsecker
- Latoya Taylor

## Joint Commission Spotlight – Community Liaison

### An important component of transitional care initiatives

The Joint Commission recently reviewed the results of a survey of 250 healthcare professionals. It was reported that respondents who utilized a vendor-run community liaison program reported several reasons for outsourcing this service. According to respondents who have employed vendor-based community liaison programs, the goals of the program were very similar to those mentioned by respondents with hospital-run programs. Believing that additional staff might need to be hired, respondents said convenience and lower cost were the most common reasons for using a vendor-run program. Respondents also suggested that vendor-run community liaison programs have been shown to increase patient satisfaction scores related to explaining possible drug side effects. Respondents who reported a combination of vendor- and hospital-run programs were mostly large health systems in which hospitals with a fully owned retail pharmacy on-site provided a hospital-based program, and hospitals without an on-site retail pharmacy used a vendor-based program. With the new financial penalties associated with readmissions alone, now is an opportune time to garner interest and support for the program from hospital leadership.

**Reference : 1)** Coleman EA, Smith JD, Raha D, et al. Posthospital medication discrepancies: prevalence and contributing factors. *Arch Intern Med.* 2005; 165:1842-7.



*"It is not only what WE do, but also what WE do not do for which WE are accountable,"*

*-John Baptiste Molière*

*"If you are building a culture where honest expectations are communicated and peer accountability is the norm, then the group will address poor performance and attitudes."*

*-Henry Cloud, Ph.D., Business Leader and Author*

## Lean Six Sigma – Why timely and error-free processes are so important to cost accountability

Judith A. Shields, RN, MSN, SSGB, SSLB, SSBB, MCBB

We are entering a new era that requires us to improve performance while reducing costs. This initiative shall require intense evaluation of both hard and soft costs. Hard costs are costs directly related to building your performance process and soft costs are the fees and salaries that are required to complete your process.

One aspect of cost that is often ignored is the cost of time. We often avoid looking at all aspects of time. How much time is the work group taking to complete tasks without error? Can the time to organize documents be reduced by electronic filing systems? How does your work group utilize time in meetings? Are your meetings efficient but also effective in producing valuable outcomes? Or perhaps you find that much of the meeting is side conversations that do not lead to an effective strategy since only half the work group has input.

You may think about developing work group benchmarks that measure how long processes take and focus the group on ongoing improvement of their performance compared to this established time benchmark. Whenever you look at time as a cost, be sure you are also auditing error rates since going more quickly is only positive if the performance remains error free. Time can be

particularly costly if the work group has a time imbalance with communication. Work groups need time to touch base with each other and catch up, but be careful of time lost to chatting that may go on for too long and not focus on improving the process. Communication can also occur while taking a walk together at lunch or going out together for lunch to maintain personal connections without increasing the cost of time.

So why when we look at cost accountability do we start with all this talk about measuring time? Well, time is one data measurement area that we often neglect when we are measuring performance and merging cost accountability. And yet, it is the one area that everyone can participate in and improve and can be very costly. In order to make a profound improvement in performance while reducing costs, every peer must be willing to look at their use of time in order for the entire work group to improve in this very important aspect of

performance.

So if you are ineffective with your time, re-focus on timeliness and error free outcomes. Don't wait for the boss or your peers to see it. We are climbing a very high hill to merge performance and cost accountability so let's start slow and evaluate our use of time and dialogue with our peers about managing time. Start gathering data on your time savings. Review the data and improve by minutes or hours or days, but keep improving. Then focus on your timeliness in all tasks while remaining error free. Yes, you must begin to self-evaluate error since that is the most costly aspect of any process. Just keep leaning forward with Lean Six Sigma tips.



## Medical Corner

# Improving the client experience by focusing on overall health status

Judith Ann Shields, RN, MSN - Vice President, Performance

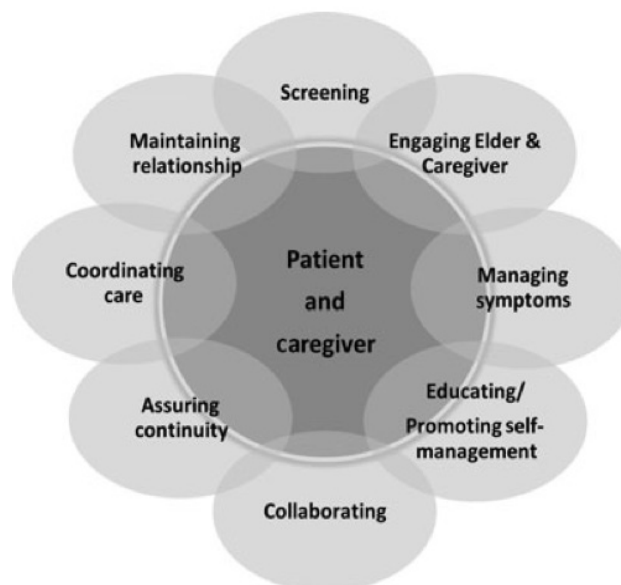
It is a very exciting time for healthcare providers to seize an opportunity to improve the transition of care delivery to maximize the overall health status of our clients. In the 1980's we introduced the first generation of managed care. However, because we focused all of our talent and skills on reducing the cost of care, we failed in that we neglected to merge this initiative with the improvement of performance outcomes. But we have been given a second chance and we cannot fail again.

We begin by merging the expertise of cost accountability with performance and assuring our clients of the continuity of care while reducing the cost of care. The only way we are able to make this happen is by being deeply committed to the coordination of client care that includes the maintenance of relationships throughout the health status history of a client with a very

focused perspective on efficiently coordinating that care through a collaborative process with all of the health care systems that this client enters and documenting this collaborative process in a single electronic health record.

Sound impossible? Well, once we take the leap in the collaborative process pool, we have to agree to a single process of documenting the elements in the delivery of care including all screening results, any engagement with the caregivers in the process, details on how symptoms are being managed, and what current and future trainings are required to promote increased self management of the client's health. Finally, we have to review and audit this collaborative coordination of the delivery of care services to ensure that the health status was provided as efficiently as possible and that the outcome was effective – a tall order, but one that we have been talking about since the failure of the 1980's.

Now in 2015, we have to take back the clinical leadership that is required to roll out such a sophisticated coordination of care with collaboration among highly intelligent and assertive clinical providers who will have to compromise in this collaborative effort in order to perform in a highly efficient and effective manner that puts the client's health status and the caregiver's understanding of this status at the center of the care provided, not off to the side as a second thought. All clinical providers got into this healthcare business to care for clients, but we forgot along the way that their experience is vital to the success of the care delivery and they hold an important key to lowering the cost of their care. Now is the time for us to combine our brilliance in care delivery with our brilliance in healthcare business and cost strategies.



# Measuring, evaluating, and continuously improving the quality of Liberty Healthcare’s recruiting services

Ian Castronuovo, Vice President of Recruitment



In early 2014, the members of Liberty Healthcare’s Recruiting Department developed *Key Performance Indicators* (KPIs) to measure the efficiency and effectiveness of the organization’s recruiting services. Since then, these KPIs have been instrumental in evaluating the performance outcomes of the individual recruiters, as well as the department as a whole.

The KPI data is efficiently collected through Liberty’s applicant tracking

system “Hirebridge,” and the online survey tool “Survey Monkey.”

Here are some examples of the areas that are continuously evaluated by the Recruiting Department:

- The number of new employees and subcontractors hired monthly
- The amount of time it took to hire someone and fill a vacant position
- The level of satisfaction the new employee had with their recruiter
- The level of satisfaction the hiring manager had with their recruiter

When Liberty’s Recruiting Department embarked on the journey to develop performance measures back in 2014, there were many unknowns.

*Would the Department’s overall results be positive or concerning? Would there be a vast chasm between the top performing recruiters and others?*

As the data and outcomes crystalized, it became clear that the recruiters were performing at a high level individually and collectively.

Today, the members of the Recruiting Department are incredibly proud of the quality of the services they provide and their performance outcomes.

But you don’t have to take their word for it . . . just take an objective look at the KPIs!

## Key Data Results

During the first three quarters of 2015, Liberty Healthcare’s Recruiting Department successfully hired a total of 180 new employees and subcontractors.

All 180 new hires were asked to complete surveys regarding their level of satisfaction with their recruiter’s services throughout the hiring process. Similar customer satisfaction surveys were also forwarded to the hiring managers who participated in these hiring campaigns.

62% of new hires and 67% of hiring managers submitted survey responses. Both new employee and hiring manager surveys used a 5-point Likert scale - with a score of 5 representing the highest possible score for customer satisfaction. Surveys returned in Q1, Q2, and Q3 returned the following results:

New Employee Customer Satisfaction	
Quality of Info Provided by Recruiter	4.7
Availability & Engagement of Recruiter	4.8
Professionalism of Recruiter	4.8

Hiring Manager Customer Satisfaction	
Responsiveness/Timely Communication	4.8
Quality of Candidates Submitted	4.7
Quantity of Candidates Submitted	4.6
Timeframe to Fill Vacancy	4.8



## Healthcare Business Corner

### The Business Benefits of our RAISE program

Trish Piontek, Director of Marketing

Camille K. Tanner, SPHR, SHRM Vice President of Human Resources

The first core value in Liberty's mission statement is that we recognize that our greatest resource is highly skilled staff and that we recruit and retain the best possible people. This differentiates us from competitors and increases our opportunity for success in the market place.

The cornerstone of our success is customer service. We have combined these two values to create our R.A.I.S.E. customer service program, which allows any Liberty employed staff to nominate an individual to receive a R.A.I.S.E. award on a quarterly basis. Annually, one quarterly award recipient is selected as the R.A.I.S.E. winner of the year. Quarterly award recipients receive a \$100 gift card while the annual winner receives a gift card in the amount of \$1,000. In order for Liberty to evaluate the customer experience, we have to begin recognizing those staff that excel with our customers because they understand what is valuable to that customer and they deliver. The more we focus on what the customer values, the stronger our business strategies shall become. Pay attention

to detail when you are thinking of the quarterly candidate so that all of the unique aspects of that individual will shine through in the nomination. Just like our employed staff is our most important resource, our customers are the heart of our business model. Both are needed to enhance our business and by recognizing those staff who excel, we all learn how we might improve with our customers. When we merge the two most important aspects of our business, our employed staff and our customers, in a project that requires excellence, then we are all winners. Take a peek at the intranet today and read the nominations and review the winners. If you absorb one quality from each nominee, you are on your way to success with customers.

#### Share your thoughts with others

The benefit of a customer service award process like R.A.I.S.E. is that it encourages all employees to take a look at how they deliver customer service. It enables a dialogue centered on how we interact with all our customers and what exceptional customer service looks like.



#### We encourage peers to identify other peers for this recognition

So often we depend on our supervisor or manager to nominate folks for an award, but what is great about R.A.I.S.E. is that we encourage peers to identify other peers and discuss with their supervisors the special traits that make this peer valuable to the work group. You have firsthand knowledge of how special a peer may be.

#### Make the contact

So if you know an individual that you would like to recommend for the R.A.I.S.E. award, please go to the R.A.I.S.E. Customer Service page on our Intranet and nominate this peer or staff member today!! This page also contains additional information about the program and provides an opportunity to view the great work of all of our nominees.

## Liberty's Refreshed Work Group – Quality Services

- Adam Deming, Executive Director-INSOMM Program
- Camille Tanner, Vice President-Human Resources Administrative Support and Benefits Management
- Debi Synder, Payroll Manager
- Hugh Sage, Executive Director-RMGC Program
- Ian Castronuovo, Vice President-Recruiting
- Ken Carabello, Vice President-Operations
- Judith Ann Shields, Vice President Performance/Corporate Compliance /Privacy Officer
- Kevin Rice, Executive Director-CA ROC Program
- Shirley Greenlee, Controller-Accounting/IT/Payroll
- Sue Nayda, Senior Vice President and Chief Operating Officer
- Trish Piontek, Director-Marketing

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

**Liberty QualityCare®**  
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## 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 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:

- Dr. Matthew Chang, Forensic Psychiatry, BC, Psychiatry, BC
- Dr. James Michael Pontious, RMGC, Family Medicine, BC, QA – Chairperson
- Gretchen Gibbs, RN, MSN, FNP Family Nurse Practitioner/Psychiatry
- Dr. Charlie Sproule, Vice President of Operations – Administrative Member
- Co-Chairperson: Judith A. Shields, RN, MSN, CNA, BC, CPHQ, CHCQM, BC, CHCQM, BC, Diplomate, FAIHQ, CPCS, SSGB, SSBB, MCSS, FABQAURP, Vice President, Performance

## Important Information

Any Liberty Healthcare employed or physician subcontracted staff member that has concerns about the safety or quality of care provided by Liberty Healthcare should:

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



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