Liberty Healthcare Corporation
THE FREEDOM TO SUCCEED™

Liberty QualityCare®
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Human Resources/Payroll/Accounting
Integrating Functions to Enhance Efficiency and Eliminate Duplication

From Left to Right: Kelly Hunsicker, Debi Snyder, Camille Tanner, Shirley Greenlee, Maxine McBride and Dana Knipe

Earlier this quarter, Liberty made a decision to automate and integrate Human Resources, Payroll, and Accounting into a single software solution. This change not only led to an increase in productivity, but it also allowed for a better understanding of compensation and benefits, thus resulting in new ways to improve upon Liberty's long-term strategies.

Centralized Access to Information

PTO hours, news, standard operating procedures, and payroll receipts are all consolidated into a single system, greatly reducing the amount of time it takes for an employee to find relevant information.

Decreased Data Entry Time

With one database for our departmental needs, data can be inputted at specific times by specified people, decreasing administrative support time.

Increased Productivity

Reducing time and energy spent on routine administrative tasks has increased efforts to streamline the onboarding process and improve payroll operations.

Enhanced Data Security

Centralizing the information has allowed us to efficiently secure our data and implement new measures to prevent costly mistakes.

Reduction of Errors

Unifying the data into one database has reduced the likelihood of duplicating mistakes and centralized the correction process.

Improved Trends

Integrating the data has made it easier for employees to identify and respond to trends.

Less Paper

Now benefits and employee information are stored in a single automated system, allowing us to streamline the process and go almost entirely paperless.

Medical Center

Healthcare Cost Metrics as a Key Performance Indicator (KPI)

Regardless of if you are just beginning or if you are reviewing the KPI process, you have probably heard that healthcare KPIs can be the most difficult to develop.

For a long time, we focused solely on clinical outcome indicators. In today's healthcare market, both improved efficiency of resources and cost control are vital to developing a culture of excellence in performance and the success of any program providing care.

Below are just a few metrics found through a literature search on the healthcare industry that might be useful for you to include in the KPI process.

1. Client Wait Times: the average amount of time a client must wait between checking in and seeing a provider
2. Average Number of Client Rooms in Use at One Time: this could show how well space is being used
3. Staff to Client Ratio: this can indicate use of staff resources
4. Bed or Room Turnover: demonstrates how fast clients are moving in and out of the program
5. Claims Denial Rate: shows the effectiveness of the programs revenue cycle
6. Number of Mistake Events
7. Number of Partnerships With Advocacy Groups: the number of relationships with other organizations
8. Client Wait Times By Process Step:
   - Medication errors
   - Staff overtime costs
   - Average cost of recruiting
   - Program startup costs
   - Client encounters per hour/per day
   - Denial rate by payer
   - Days to pay

Think out of the box a bit, and review the aforementioned metrics to see if there are any key performance indicators that would measure the cost of providing your service and the efficient use of the resources you have.

Joint Commission Spotlight

The Joint Commission Appoints New Chief Information and Security Officer

(OAKBROOK TERRACE, Illinois – November 28, 2016)

The Joint Commission is pleased to welcome Kin Y. Lee, MBA, MS, as its new chief information and security officer, effective immediately. Lee brings more than 20 years of extensive technology experience across a variety of industries, including the technology, manufacturing, human resources and financial sectors. In this senior leadership position, Lee will be responsible for the development and execution of information technology and computer systems for The Joint Commission, the Joint Commission Center for Transforming Healthcare, Joint Commission Resources and Joint Commission International. He will oversee technology strategies and operations that advance the enterprise's high-performance operating environment in a secure and efficient manner.

Key Performance — Is Liberty Executing its Strategies?

Judith A. Shields, RN, MSN, SSGB, SSLB, SSBB, MCBB
Lean Six Sigma, Master Black Belt, Six Sigma

A key goal of our 2016 Strategic Plan was to develop a culture of excellence through data-driven work.

To achieve a data-driven culture, leadership, management and staff need to be transformed in their thinking about performance. It is not enough to have the data - you must also sort through, interpret and analyze the results to make recommendations to improve upon future performance. Then, when it is our turn to share with the entire work group, we can support our feelings and intuition with data driven solutions.

> " *Perfection is not attainable but if we chase perfection, we can catch excellence.* "
>
> - Vince Lombardi

Growing as a Data Driven Culture

We are all committed to becoming data-driven, but the road to get there requires structure and strategy. Liberty has strong executive-level buy-in but it is the managers, supervisors and other leaders who must drive this message throughout the organization.

It begins with choosing the right Key Performance Indicators (KPIs). KPIs are a useful tool to track and measure ongoing improvement of key business operations. Once the KPIs are decided upon, leaders must then combine strategy and tactical action steps to ensure their staff understand the KPIs for their program. Having everyone on the same page will ensure that they understand how these metrics influence business decisions.

By tracking KPIs, we are able to accurately and efficiently measure the impact of each KPI and see how it influences revenue driving business decisions. After each successful year, we will strive for more accurate measurements and push KPIs to become more detailed.

It is important to make sure that the data is easily available. Liberty's KPI report is a 1-page dashboard that highlights key results throughout the year. Although it is just a 1-page overview, a plethora of data is analyzed to generate those results. Therefore, we must keep innovating and keep in mind different ways to drill down and be more specific.

Pro-actively Identify Opportunities and Risks

At times, we will review our KPI report and see that our results are not close to our benchmark or threshold. If this happens to you, discuss with your work group what reactive steps should be taken. If you recognize an opportunity for improvement, take some time to bring a few solutions to the table.

It is important to remember that waiting until someone asks about a result which could have risk either for your program or the organization, might be too late.

Improve Processes and Utilize Technology

Not all KPIs are relevant to every level within the organization, but it is important to recognize the benefits of sharing appropriate KPIs with all levels of staff. Not only will you increase employee involvement but you will also promote Liberty's culture of excellence from the ground up.

Start by scheduling meetings with all levels of staff to review appropriate KPIs. Discuss with them both high performance areas and areas that need improvement. Being responsive to feedback can open doors for innovation and improve processes.

Empower Staff

Including staff from all levels in the KPI process will empower them. By seeing how their role contributes to the whole picture, they can better recommend solutions and propose new long-term strategies.

Foster Collaboration

We encourage not just internal collaboration with leaders, managers and staff but with other program staff that may have a unique perspective as outsiders. Inter-departmental brain storming can create strategies and tactics that will improve the overall performance of KPI results.

> " *The will to win, the desire to succeed, the urge to reach your full potential… these are the keys that will unlock the door to personal excellence.* "
>
> - Confucius

Liberty has a diverse array of programs so the KPIs tend to differ based on program; however, the definitions of each of the five (5) categories remain the same across the organization. If you are interested to read more about Liberty's KPIs, you can find it in the KPI SOP on Employee Self-Service.

Healthcare Business Corner

2016 R.A.I.S.E. Program Second Quarter Award Recipients

Dana Hodges

Dana Hodges fully understands and anticipates customer needs to effectively exceed expectations. Recently at our North Carolina Independent Assessments program, Dana played a critical role in efficiently rolling out large numbers of laptop computers in a short amount of time. This task also included the creation of detailed training material on how to operate this new equipment. Dana took ownership of her customers in another section of the state by personally traveling to each region to deploy equipment and to train our staff on these new devices. By going the extra mile, she reduced any delay in our regional staff's schedule and allowed our team to remain productive during a period of heavy workload. Her leadership demonstrated Dana's commitment to keeping her customer's informed and reduced the number of users reporting trouble while operating their new devices.

Winner: Dana Hodges, IT Technician, North Carolina Independent Assessments
Presenter: Lacey Barnes, Liberty Consultant

Deb Boger

Deb Boger fully understands and anticipates customer/patient needs including personally escorting patients and introducing them to the team of care givers. Deb exceeds expectations and goes the extra mile to deliver seamless care to patients. Deb shows initiative when patients have questions about their care or medication by communicating any patient concerns directly to the caregivers, the family and the coordinators of care. This type of ongoing interaction has ensured the continuity of care to the patients on the 5th floor of Fulton County Health Center. Deb is responsive, collaborative and customer-focused as she finds solutions for both the caregivers, the patients and their families.

Winner: Deb Boger, Executive Assistant, Ohio Fulton County Health Center
Presenter: Aaron Harmon, RN, BA, Program Director

> **"** *Desire is the key to motivation, but it is determination and commitment to an unrelenting pursuit of your goal – a commitment to excellence – that will enable you to attain the success you seek.* **"**
>
> - Mario Andretti

Centralized Quality Services Work Group

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

- Adam Deming, Executive Director, IN Sex Offender Management and Monitoring Program
- Camille Tanner, Vice President, Human Resources Administrative Support and Benefits Management
- Debi Snyder, Payroll Manager
- Hugh Sage, Executive Director, OK Greer
- Ian Castronuovo, Vice President, Recruitment
- 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/Chief Operating Officer
- Trish Piontek, Director, 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, Diplomate, Vice President, Performance, Corporate Compliance/HIPAA Privacy Officer
- Member: Gretchen Gibbs, RN, MSN, FNP, Family Nurse Practitioner, Corporate, Director of Clinical Services
- Administrative Assistant/Member: Dr. Charlie Sproule, Vice President of Operations

The Safety Corner: Business Continuity/Disaster Planning

We are very excited to add a new column to Liberty's safety initiatives and our safety committee. For those of you who may not be aware, our safety committee chairperson is Camille K. Tanner, M.Ed.,Vice President, Human Resources. The members include Gretchen Gibbs, RN, MSN, NP, Director of Clinical Services; Kelly Hunsicker, BA, Human Resources Administrator; Steve Bryant, BA, Executive Director, Illinois Conditional Release Program; Kyle Shore, M.A., Director of Community Services, Indiana Sex Offender Management and Monitoring; Lesley Hofberger, Human Resources Manager, Oklahoma Robert M. Greer Center; Jana Fransen, HR Manager, North Carolina Independent Assessments. For 2016-2017, this esteemed committee shall integrate our current standard operating procedure for Business Continuity/Disaster Planning, our DRAFT Business Continuity Plan and our Business Continuity Program Assessment into one succinct document.

Any Liberty Healthcare employed or physician sub-contracted staff member that has concerns about the safety or quality of care provided by Liberty Healthcare should:
- Contact his or 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: judith.shields@libertyhealth.com
- Contact the Joint Commission Health Care Staffing Services (HCSS)
    Website: http://www.jointcommission.org/aboutus/contactus
    Phone: 1-800-994-6610