

# Pillars of Excellence



Dear Friend -

Earlier this year, Liberty's Board of Director's adopted a Strategic Plan with goals that embody Liberty's quest to go from Very Good to Excellent. Our **Pillars of Excellence** were also introduced. Quality, Customer, Workforce, Financial, and Community are the foundations of Liberty. Although the organizational goals may change over the years, the Pillars will always be the foundation of our Mission and Vision.

Over the last six months, Liberty's organizational goals were established under each pillar and implemented by every department and all management staff had performance goals established. The pillar goals were developed based on feedback we received from various stakeholder groups, including the Board of Directors, individuals in program, families, our employees and people in the community.

Liberty's Communications Team is pleased to present our first report card on the pillar goals. It should be noted that some of the goals are measured annually so specific results are not available at this time. However, we are pleased to report the activity that has occurred and we will have results for you in the first report card of 2010. As we continue to go from Very Good to Excellent, we will establish systems that will enable every employee to have an active role in achieving our organizational goals.

We hope you find our first report card informative. If you have any questions, please contact us at (518) 954-3202.

he needed to have a portable oxygen tank so he could attend all the activities. This has been accomplished. He is also reviewing the calendar of activities to decide which ones he wants to attend. While this isn't a valued role yet, it is incorporating his love of being with people and being social. We'll see where this goes next!



*Steven Cannizarro had expressed an interest in giving back to his community. His residential coordinator suggested volunteering at the local library in Canajoharie since he had previously taken tutoring classes there. Steven was interviewed by the Library Director and was "hired" for the work. For the first couple months he received support from staff to acclimate him to the job. Steven is now able to complete his work independently and goes to the Library every Tuesday night to put books away and dust the shelves. The Library staff count on Steven's presence and call to check in if he is not there. In January, Steven received an award from the Arkell Museum and Canajoharie Library recognizing his valuable contributions.*

## Quality

**GOAL: EXPAND THE NUMBER OF INDIVIDUALS WHO PERFORM DIFFERENT SOCIAL ROLES IN THEIR COMMUNITY BY INCREASING SUPPORTS FROM 22% OF PEOPLE TO 25%.**

A "social role" means that a person has a valued role in their life that is meaningful to them. Having valued roles in our lives builds self esteem, gives meaning to our lives and makes us contributing members of our community/society. It also provides opportunities to build a network of people we know and can rely on as part of our lives. Supporting these valued roles means that we understand what is important to the person and that we are actively supporting them to pursue the role(s). Specific data is being collected for this goal and will be available at the beginning of 2010. Here are a few of examples of the valued roles being supported by Liberty staff to accomplish this goal:

- At the **66 Church Street, Canajoharie Day Habilitation Program** one person is becoming involved with the Empty Bowl project. He is working with a friend from the community making ceramic bowls. These bowls are taken to Troy for a fundraising event to address the issue of hunger in the capital region. They will attend the event together this fall. The ultimate goal is to make it possible for the person in the Canajoharie Day Hab program to establish a similar project in his home community.

- A person at Liberty's Bullshead Road residence in Amsterdam has joined the Moose Club. One of the obstacles he encountered is that

## Customer

A baseline score for our customer goal was obtained from a survey conducted in 2008. A short survey was mailed to individuals in program and their families/advocates in 2009 to obtain mid year progress with this goal. At this time, the number of people responding to the mid year survey was not large enough to obtain a valid sample. As a result, we are in the process of following up with phone calls and face-to-face interviews to obtain additional responses.

In addition to the survey, customer "rounding" or check-in's were started in June, 2009. Program staff are asking our customers for feedback on the following questions:

- How are the services you receive working for you?
- Is there anything we can improve?
- Is there anyone you would like to recognize?
- Is there anything I can follow up for you?

Proactively soliciting feedback through customer rounding provides immediate feedback on how we are doing and is proving to be a very effective tool in helping us move the agency from providing very good service to excellent.

**THE GOALS WE ARE WORKING ON ARE:**

The rating scale for each of the goals noted below is 5=Excellent, 4=Very Good, 3=Good, 2=Fair, 1=Poor.

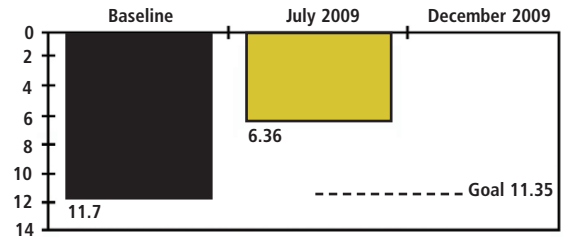
**GOAL 1:** For individuals receiving support - "Overall your relationship with this organization is..." The current rating is 4.34. The goal is 4.47.

**GOAL 2:** For families of individuals receiving support - "Based on your experiences, what is your overall evaluation of the services provided by this organization's services/support?" The current rating is 4.18. The goal is 4.31.

**GOAL 3:** For individuals receiving support - "Increase effort shown by manager to resolve requests." The current rating is 4.35. The goal is 4.48.

**GOAL 4:** For families of individuals receiving support - "Increase responsiveness of staff to specific needs." The current rating is 4.17. The goal is 4.48

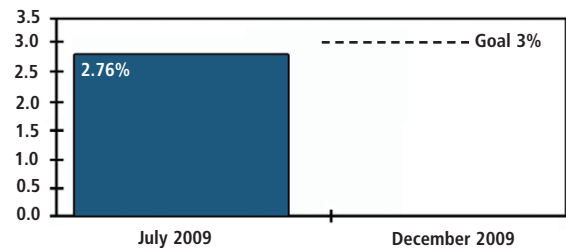
**GOAL 3: Decrease employee turnover from 11.7% to 11.35%**



*Financial*

At a time when many organizations are struggling, Liberty remains a financially sound organization due to good financial stewardship. Similar to your family savings plan, Liberty sets aside a small portion of its annual budget to maintain consistent service levels should funding sources or expenses change unexpectedly.

**GOAL: Preserve Financial Stability by Maintaining a Net Surplus of 3%**

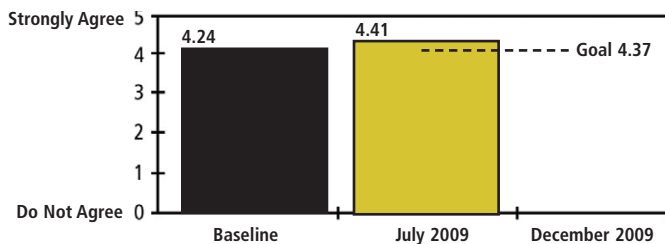


*Workforce*

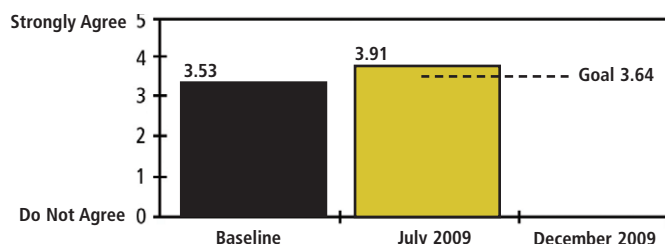
In late 2007 an employee survey was conducted. From that survey, two survey measurements were identified as organizational goals.

Over Liberty 500 employees responded to a follow-up survey conducted in mid-2009. This exceptional level of feedback provided a great deal of data to measure progress toward our goals and to plan for the future. As you will note, all three Workforce goals exceeded expectations for this first measurement period. The result for the goal of decreasing turnover was particularly notable especially in comparison to the experience of other organizations in the field. In fact, the national provider organization ANCOR (American Network of Community Options & Resources) has identified Liberty as a best practice organization in this area.

**GOAL 1: Overall I enjoy working for this organization**  
Increase rating from 4.24 to 4.37



**GOAL 2: Leadership demonstrates the behavior expected**  
Increase rating from 3.53 to 3.64



*Community*

Strengthening individual and organizational relationships, providing support and sharing resources with other community agencies is an important part of Liberty strategic plan and our Pillar goals. Here are some examples of activities involving individuals in program over the last several months that have benefited the community.



Each week individuals in Liberty's Community Connections Program assist the United Way with a variety of projects - from assembling mailings to organizing and cleaning offices. Pictured left to right are Jeremy Spraker, Lauren Bibby, Executive Director United Way; Ken Shumaker; Kristy Kossman, Habilitation Coordinator, and Dorothy Cool.



Melvin Smith, a long time resident of Canajoharie who lives at Liberty's Ridge Road home, cared for the flowers at the entrances to the village this summer. Mel got to know members of the local garden club and his gardening activities became a familiar sight for appreciative local citizens.