

## A Capital Idea Comes to Life: The New Horizons Capital Campaign

By Steve Berner & Stacey Langenthal, NHF & NHR Board Members



You will be pleased to know that New Horizons is announcing the public phase of our Capital Campaign. With your help, we are determined to raise the bar for enhancing opportunities and providing support for children and adults with developmental disabilities.

Our previous facility on Van Wagner Road in Poughkeepsie was bursting at the seams with people and programs. By moving to our new location in Pleasant Valley, we now have the room to expand our efforts and further facilitate our mission to serve our consumers. Expanding our efforts, though, comes with a cost.

Training New Horizons' direct support professionals is a cornerstone of our agency. The better we are, the better care we can provide. In fact, New Horizons has been recognized nationally for developing a top-flight credentialing program for our direct support professionals. We've actually been recognized for having the lowest employee turnover rate in our field in the United States.

If you haven't seen our training facility, we urge you to contact us for a tour. Included in our 18,000 square foot building are modern classrooms, meeting rooms and offices. Our upgraded Information Technology capabilities ensure long-term benefits to our consumers. We are also making our resources available to

*Continued on Page 12*

## A Note From the Executive Director....

# NHR's Staff Turnover Is Lowest in Nation

By Regis Obijiski

New Horizons has the lowest turnover rate of direct support professionals (DSPs) in the country, according to ANCOR, our national trade association composed of over 700 organizations. At the end of 2009, our agency's turnover rate among DSPs was 5%. The national turnover rates are between 30% and 75%.

Labor turnover, in general, is the rate an employer loses and attempts to replace employees. Some employees may verbalize what they think of a company, but all of them vote with their feet. If there is a perceived better opportunity elsewhere or employees are displeased with their work environment, they will leave. If their work is satisfying for a variety of reasons unique to employees, they will stay.

In the human services, the turnover rate of direct support staff is one important measure of the quality of services that an organization provides. The lower the rate, the better it is. At New Horizons, we are in a sophisticated

relationship business—people helping other people with significant developmental needs. Hence, our work is described as labor-intensive. 75% of our financial resources are spent on personnel, and 80% of all of our personnel are direct support staff.

Why is the turnover rate of DSPs so agreeably low at New Horizons? We believe that the second most important person in our service system is the direct support professional (DSP). The person with disabilities whom we serve, of course, is the most important person. The order of importance flows from the proximity to clientele.

From this commitment flows our organizational strategy and behavior.

Among our strategic objectives are:

- ◆ Professional development programs such as NADSP credentialing and post-secondary education.
- ◆ Inclusion into organizational participation encouraged through monthly



*The NHR Newsletter is a quarterly publication produced by the agency to keep our friends informed about NHR's current activities.*

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Please address comments about the newsletter to Beth Cookinham at:

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(845) 473-3000 x322  
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forums; e.g., town-hall style Unity meetings and Leadership Training.

- ◆ 360-degree performance reviews at every level of the organization; DSPs participate in their manager's review.
- ◆ Regular culture assessments by program.
- ◆ Frontline Supervisor Training (College of Frontline Supervision and Management, blending online and classroom learning) to ensure skills that promote proper recruitment, retention, team building, etc.

Among the organizational behavior objectives are:

- ◆ Practicing respect, responsiveness, and interrelationship building. Some examples are:
  - ◆ To the extent possible, management knows staff by face, greets by name and is aware of something unique about each.
  - ◆ The HR department's mission is "serve those who serve"; the department has a 24/7 phone to respond to any need, great or small.
  - ◆ Administrators are trained to welcome "interruptions" from DSPs.
  - ◆ The agency uses a welcoming protocol for all new DSPs.
- ◆ Providing wages and benefits leads the market in ways important to DSPs. Examples are: providing family health insurance at the expense of a richer pension plan that tends to favor more highly compensated employees; and Health benefit debit cards used to help with co-pays and prescriptions.

New Horizons believes that you pay attention to what you measure, and what you pay attention to you improve. For example, if the turnover rate within the first six months of employment is more than twice the rate of

annual turnover, we know that we need to revisit recruitment practices, realistic job previews, culture assessments, and welcoming-orientation practices. Invariably, the answer lies in one or more of those categories.

Another example of where measurement points to problems and leads to solutions is the examination of program-specific turnover rates. An outlier rate may point to problems with the frontline supervisor, revealed in the latest Leadership Practices Inventory or 360-degree review of the supervisor, or to anomalies revealed in culture assessment tools.

Since 2004, New Horizons has had a steadily declining rate of DSP turnover: 12%, 10%, 10%, 9%, 6%, and 5%. We are far from perfect, but we are proud of this one index of quality that ANCOR has validated.



**The New Horizons Resources Board of Directors is pleased to welcome Helena Lee to the Board.**

**The New Horizons Foundation Board of Directors is pleased to welcome George F. Decker, Jr., Rita McPeck and Kyro D. Ojulo to the Board.**

**Thank you for joining us!**

**AROUND THE AGENCY NEWS**

**Tuning in to the Music Within *by Diana Moore***

Luke McElduff was in 7<sup>th</sup> Heaven as he showcased his talents at the 16<sup>th</sup> “Expressions 2010” self-advocacy conference in March at the Holiday Inn in Fishkill. Armed with his favorite music sheets, he came prepared to dazzle an audience on the piano, in which he has become quite proficient. He played a repertoire of Classics and Broadway melodies to a crowd of one-hundred and seventy-five participants. His favorite is “My Heart Will Go On” from Titanic, followed with “Any Dream Will Do,” “Where Is Love,” and “Memories”, along with melodies of lounge music that were soothing for the mid-day lunch break. The day’s entertainment also extended to several other talented individuals, vocalizing their favorite tunes.



When asked about his musical skills, Luke said he always felt music within him and was encouraged by family. Luke said he has a musical family and became interested in the ivories as young as fourteen. After high school he attended the Berkshire Hills Music Academy and continues to take music seriously. Personal concerts are a common event displaying Luke’s musical talents on the piano for his friends and family.

**“We Can All Fly” *by Diana Moore***



Aaron Abolafia (left) with author Jesse Saperstein (right)

On Tuesday April 13, Aaron Abolafia went to Barnes & Noble to meet a very interesting person: Jesse Saperstein. A delightful orator, Jesse relayed his challenges that are projected in the book, personal reflections that are not typically presented in an educational format. It was “Meet the Author” day at B&N and Jesse, who discussed and signed his new book, had inspired Aaron’s interests. Normally quiet, Aaron seemed to know who Jesse was and wanted to meet him. He sat patiently, listened, and then requested a book which Jesse signed. Aaron also asked Jesse if he was going to be at a fundraiser for the upcoming Autism Walk; Jesse responded positively. They had a short conversation which seemed to be way for Aaron to bond, this familiarity thrilled him.

This fascinated me. I was ignorant about this brilliant young man who I found to be quite remarkable. A zealous man, Jesse didn’t want to be known for writing a book, but he thought that if that’s what it took open people’s eyes, stand up, and notice “people first”, then so be it. “Atypical: Life with Asperger’s in 20 1/3 Chapters” was an excellent read and one may finish the chapters feeling humble. Jesse is an inspiring individual and it was an honor to have met him. I don’t know if Jesse knows he reflects such power with an unspoken touch of his pen. I know I saw a light in Aaron’s eyes and was speechless.

Sign up to start receiving NHR’s Quarterly Newsletter Electronically by emailing [info@nhrny.org](mailto:info@nhrny.org)

## AROUND THE AGENCY NEWS

### NHR Helping Others

#### Project Haiti *by Mary Miller*

Mountain View resident Hannah Lebed was disturbed when she read about the earthquake in Haiti which lead to a group discussion between other residents and staff about what they could do to help.

In response to Elaine Fiore’s e-mail request for emergency kits needed for her church’s mission in Haiti, the folks paid for and helped assemble 15 kits! Staff members generously paid for the shipment of the kits to Haiti — even though some had already donated through their own churches or charities.



*Pictured above, counterclockwise starting with Hannah Lebed (holding up emergency kit), Mary Miller, Mary Ann Simonelli, Helen Dejulio, Josh Steinberg, and Fred Keifrider*

As seen in the photo, the folks were happy to be part of this project and the staff at Mountain View couldn’t be more proud of them!

#### 2010 American Heart Walk *by Gerry DePorres*

Thank you to everyone who helped make the NHR team’s participation in this years’ Heart Walk a success! So far, we have raised \$1,389.00!



*Above, from left to right: Quincy Ferguson, Matthew Fischer, John LeBlanc, Michael Dietz, Jennifer Sucato, Mary Quick, and Jesse Quick*

Our walkers who braved the rain included Alison Heady, Jenn Wells, Brooke McNally, John Leblanc, Monique Scott, the men from Overlook, Mary Quick, Jenn Sucato, and Jesse Quick!



#### New Horizons Foundation Annual Appeal 2010

The New Horizons Foundation Annual Appeal 2010 is currently underway. If you would like to contribute, please complete this form and return it with your tax-deductible donation payable to the New Horizons Foundation. We at NHR greatly appreciate your commitment to improving the quality of life for people with developmental disabilities.

Name \_\_\_\_\_

Address \_\_\_\_\_

City, State and Zip \_\_\_\_\_

Phone & Email \_\_\_\_\_

*"Hope is a state of mind, not of the world. Hope, in this deep and powerful sense, is not the same as joy that things are going well, or willingness to invest in enterprises that are obviously heading for success, but rather an ability to work for something because it is good."*

*-Vaclav Havel*

Please make checks payable to: *The New Horizons Foundation*, and mail to:  
 123 West Road, Pleasant Valley, NY 12569  
*Donations to the Foundation are fully tax deductible.*

## AROUND THE AGENCY NEWS

### *In Loving Memory*

**Loretta Smith** was a long term resident at Unionvale. Her infectious laugh and trusting demeanor lifted the spirits of those she came in contact with. Loretta loved sports- and could give you the jersey number of almost any professional baseball player ever. She was a huge fan of Elvis. And never, EVER mess with her coffee. Whenever you spoke to Loretta – you would invariably have to answer her questions ranging from what was on the menu for dinner that night to where her closest friend Adolf was. The two of them were almost inseparable. Loretta was addicted to the game shows Wheel of Fortune and Jeopardy and would often become excited when she heard the theme music. Loretta could be seen with her oversized bag chock full of cards- which she would identify with ease- and completed EVERY CARD IN THE DECK before she let you get away.



If Loretta was ever in a saddened state (which really was not very often), just getting her into a chorus of “Take Me Out to the Game” would bring her right back to her happy go lucky mood.

Loretta had an extremely close bond with her siblings as they were very involved in her life. Their visits would make her whole day.

There is a quiet now in the house that reminds us all that Loretta has gone from us. It is not a comforting silence, but rather a longing one – however, every once in a while we can still hear her echoes in the interactions we have with the residents and each other. When someone asks what is for dinner – everyone just kind of breaks up in laughter. That was the mark Loretta left on Unionvale. *Written by Mark Holmes*



I worked and hung out with **Frank Miller** 5 days a week for the last two and a half years at Canal Path. Every morning that I came into work, I was guaranteed a genuine “Hi Churchman (his nickname for me), how are you doing?” and “What’d you do last night?” with honest concern and interest in hearing my answers.

He loved to go fishing. When I started working at Canal Path and spring came around, they asked me if I would take Frank fishing. I was never much of a fisherman; I didn’t even know much about fishing. But I said “Sure,” and looked up how to rig up a fishing pole and how to tie knots on hooks. The rest we learned by trial and error. We went to Tom’s Taxidermy to get whatever gear we thought we would need. Tom couldn’t help but be charmed by Frank—on that first day Frank walked out of there with a free hat, knife, and bucket of minnows. I had to learn how to use the minnows and after killing several just trying to get them on the hook, I started to get the hang of it. Though we would both have poles in the water, Frank seemed to have all the luck. I think in all of the times that Frank and I fished, I caught one fish while Frank caught several (and a few turtles). On one of our last trips, Frank caught a really nice one, probably a couple pounds and about a foot long. And what does he want to do with it? Eat it, mount it, the whole nine yards. Here he wants me to kill this fish and I was still afraid to take the hook out of its mouth with my bare hands. Needless to say, we let it go, to Frank’s disappointment.

He was a busy man. Frank was a volunteer fireman and so he went to all of the meetings, rode in parades, and helped with fundraisers and pancake breakfasts (of which he ate his fair share too!). He loved to go to church, banquets, dances, and fishing, and he brought flowers to his mother constantly. He was an inspiration, one of those people that seemed to make the world just a little brighter, a little warmer, a little friendlier. I will miss him. It won’t be the same fishing without him. *Written by Brian Turshman*

## AROUND THE AGENCY NEWS

Sarah has a magical way of combining advocacy, TLC, and team-work into one amazing package. Most of the individuals that Sarah serves have complicated needs, generally they are medically frail. Routinely, hospital stays have been a common occurrence for our folks at Unionvale.

In the past few months we have lost 2 ladies that live at Unionvale. One of the ladies had gone into the hospital of a sudden illness, when we found out that she was terminally ill. Sarah advocated for familiar staff to be with Evey around the clock, volunteered for shifts herself, and when the time came near, Sarah arranged Hospice Care at UnionVale so that Evey could spend her last days at home with the people that loved her. One time when I had stopped at the hospital to visit, I saw Sarah holding Evey's hand and gently wiping her face singing softly to her, "You are my Sunshine." This is an example of how Sarah, on a daily basis truly cares about people.

The other lady we lost was Loretta. Loretta had been struggling with an ongoing medical issue; she had undergone surgery to try and resolve the infection. Loretta passed a few days after surgery. Sarah was instrumental in coordinating many services that Loretta had needed. Sarah enjoyed visit-

### Spotlight On....

**Sarah Civile**



visiting Loretta at Lutheran-Care as well as Saint Benedictine where she would play cards for hours with Loretta.

Sarah is always somewhere behind the scenes quietly holding someone's hand, playing cards, making coffee or giving a bath. Sarah has never said this is not my job, instead she says "lets be a team and get it done." Sarah inspires us to be the best we can be and reminds me of why I love working here.

*Written by Mae Smith*

## 3rd Annual Spring Craft Show

The New Horizons Foundation held its 3rd Annual Juried Spring Craft Show on March 20th & 21st. Thirty-six artisans from all over New York State showcased their handcrafted works, including: Jewelry, Photography, Pottery, Wood Crafts and much more. We thank the countless volunteers and the Team from Briggs Farm who helped make the event a success for the Foundation and for Briggs Farm.

**Don't miss next year's show - March 19 & 20, 2011!**



Todd Berk with Karla Hoyt



Matthew Pastre sets up his booth



Wendy Hawkins with Bill DeSomma

# AROUND THE AGENCY NEWS

## 7th Annual!

### New Horizons Foundation's Fall Into Fashion Show



**Thursday, October 7, 2010  
Poughkeepsie Grand Hotel  
Poughkeepsie, NY**



Don't miss out  
on this fun-  
filled evening!

#### Sponsor Opportunities

- Red Carpet Sponsor ~ \$1,500**  
includes complimentary table of 10
- Couture Sponsor ~ \$1,000**  
includes four complimentary tickets
- Designer Sponsor ~ \$500**  
includes two complimentary tickets
- Boutique Sponsor ~ \$250**  
includes one complimentary ticket
- Fashion Friends ~ \$100**

\*All sponsorships include recognition during the event and in promotional materials

Advertisement Listing ~ \$100



Come view popular fall fashions presented by local retailers, including: Crystal's Closet, Dress Barn, Elizabeth Boutique, Magnolia's, Mary H. Abdo & You, Pleasant Valley Department Store & Up To Date.

**Hors d'oeuvres & Cash Bar 6-7pm  
Sit Down Dinner 7pm  
Fashion Show 7:30pm  
\$50 per reservation**

Your charitable contribution is \$15

This event has sold out in the past, don't wait!  
Prepaid reservations appreciated by  
September 17th. For more information, call 473-  
3000 x322 or email [bcookinham@nhfny.org](mailto:bcookinham@nhfny.org)

Please visit our website, [www.nhfny.org](http://www.nhfny.org) for more information.



**AROUND THE AGENCY NEWS****New Horizons Foundation's  
16th Annual  
Community Leadership Breakfast***Honoring***Stacey Langenthal  
Rita McPeck  
Lisa Morris****For their spirit, dedication and leadership in  
fostering a better life for all residents of the  
Hudson Valley.****Thursday, October 28, 2010 ~ 8:00 a.m.  
Poughkeepsie Grand Hotel, Poughkeepsie, NY  
\$40 per person ~ Charitable Contribution is \$15****Painting by Tarryl Gabel**

For more information on any of our upcoming events and sponsorship opportunities, please visit our website,

[www.nhrny.org](http://www.nhrny.org)

# New Horizons Foundation's 27

**Monday, May 10, 2010**

The New Horizons Foundation's 27th Annual Invitational Golf Tournament was held on Monday, May 10th at Dutchess Golf & Country Club. 149 golfers enjoyed sunny skies and a wonderful day of golf.

We thank wonderful volunteers, committee members and the countless others who helped in every way to make this event such a great success!



## *And The Winners Are.....*

### 1st Place:



From L to R:  
Pat Lyons,  
Tim Murray,  
Steve Eggink,  
Joe Ausanio

### 2nd Place:



From L to R:  
Jeff Wright,  
Steve Reverri, Jr.  
George Busolt,  
Kirk Imperati

### 3rd Place:



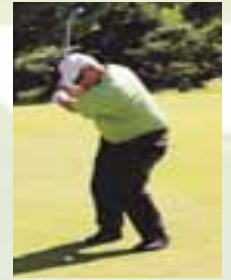
From L to R:  
Bob Finn,  
Dan Hickey, Sr.,  
Dave Birsner,  
Dan Hickey, Jr.

**Long Drive: Lida McDermott & Jim Parady**

**Closest To The Pin: Joe Velletri 12'3"**



Tom Malet



Joe DeBerardinis

### 2010 Golf Committee

Steve Berner, Toolbelt Media \* Bill Beattie, NHR \* Dave Birsner, Hickey Finn & Co, Inc.  
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Tom Dietz, Attorney At Law \* William D. Dunstan, Prime Retirement Asset Mngt.  
Stephan Fantini, Liberty Mutual \* Steve Georgiou, NHR \* Sean Jones, Superior Wireless  
Dan Lynch, NHR \* Tom Malet, Bottini Fuel \* Regis Obijiski, NHR  
Richard Olson, McCabe & Mack, LLP \* Steve Reverri, Jr., Dutchess County Sheriff's Office  
Mary Jean Skelly- Miller \* Jeffrey Wright, City of Poughkeepsie Police Department

# th Annual Invitational Golf Tournament

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## News from the Foundation Office Beth Cookinham, Foundation Director

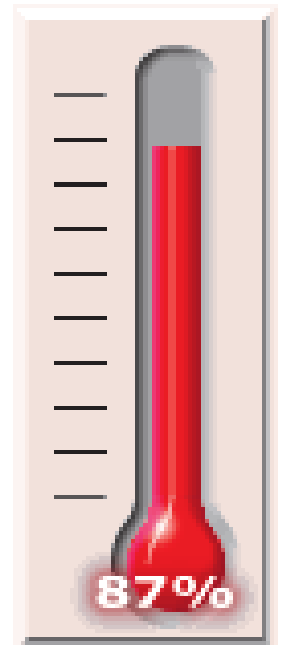
### *Capital Campaign, continued from page 1*

our many sister agencies in the area.

Our Capital Campaign goal is \$3.2 million. With \$2.8 million already donated and pledged, there's just \$400,000 left to go. Every dollar raised stays here in the Mid Hudson Valley and is dedicated to training our staff. Your thoughtful consideration and donation will help us to achieve our goals. We can make it with your generous assistance. Please play a meaningful part in the New Horizons Capital Campaign.

On behalf of the children and adults who benefit from New Horizons' programs and services, the dedicated direct support professionals, and our staff, we would like to extend our heartfelt thanks to the many people and businesses that have already helped us raise significant funds dedicated to the Campaign. We look forward to your support, too.

For pledges and donations, please contact Regis Obijiski at 845.473.3000, ext. 304 or Beth Cookinham, ext. 322 or visit our website, [www.nhrny.org](http://www.nhrny.org).



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