You’ve known it for a long time and you have been telling your policymakers and legislators about it forever—WAGES MATTER! You’ve likely had a lot of research data to support your argument that low wages mean higher rates of turnover and increased vacancies in direct support positions. Perhaps you have even provided anecdotal information to these same people about the effects of low rates of pay on the people to whom you provide services. But, you likely had little empirical research to support this argument. One recent study conducted at the University of Minnesota connects these dots….wages matter. Wages affect turnover and vacancy rates, and turnover and vacancy rates matter because they effect consumer outcomes!

The relationship between wages and benefits and direct support employee turnover, vacancies and recruitment is well-established. Literature within the field of developmental disabilities (Braddock & Mitchell, 1992, Lakin, Bruininks, Hill & Hauber 1981, Larson & Lakin, 1992; Larson) and general personnel literature (Price 1977) indicate that when wages and other benefits are higher, direct support staff turnover rates are lower.

It seems self-evident that the less a job pays, the fewer people will be interested in filling it; and this will likely result in high turnover. And when there is a high rate of turnover the probability that there will be related difficulties in recruiting people to fill these vacancies exits as well. In community human services this means the agencies responsible for serving vulnerable people are doing so with fewer staff than the program design calls for. Vacancies are particularly likely to occur when wages fall substantially below those of other competing work in the community and/or wages are insufficient to make positions viable as a livelihood (often related as much to the community as the nominal amount of pay).

Direct support positions are typically low wage and offer limited benefit packages depending on whether the employee works full or part time and often the size of their employer. In a recent study, the average beginning wage for Direct Support Professionals (DSPs) working in state programs was reported to be $9.34 per hour and in non-state services was $7.33; the average wage for state employed DSPs was $11.67 per hour and for non state DSPs was $8.68. These wages fell significantly behind the average prevailing wage in any given state, with DSP wages averaging only 74.4 percent of the average wages in their respective state (Lakin, Gaylord and Opsal, 2003). This probably isn’t new news to you; just a reminder that low wages yield higher turnover and vacancies in organizations.

The question at hand is, if low wages result in higher levels of turnover and vacancies, do higher turnover and vacancy rates result in poorer outcomes for the people who receive services? It can be argued (and it certainly seems intuitive) that high levels of direct support employee turnover and vacancies have serious effects on the quality of supports and services. For people being supported it seems logical that turnover produces a continuing loss of people trusted for basic and often intimate assistance and increases vulnerabilities because the people being served are often being cared for by people who do not know them and their unique needs. As the California State Auditor (1999) observed:

“Lengthy job vacancies create further disruptions in services. Providers need almost three months to fill openings and new direct care staff require time to get to know the consumers and learn their needs. Continually establishing new relationships affects consumers as well; they regularly experience the loss of continuity in their services as well as the personal loss of familiar staff who assist them.” (p. 2).

The detrimental effects of low wages and the resulting staff turnover, vacancies, limited employment pools and their effects on the quality and stability of support for people with developmental disabilities might seem obvious. Remarkably, evidence that increases in wages and other compensation actually results in improved quality of life and attainment of desired outcomes for people with developmental disabilities is seriously lacking.

Because of this lack of empirical evidence...
Contents

Contributing Editor
YES, Wages Matter! BUT, so do turnover and vacancy rates: University of Minnesota research links workforce challenges with consumer outcomes ...........................................1

Federal Wage and Hour Guidance
Some House Managers Exempt Under Rules for Executive Exemptions ..........6

Government Relations
Four Wyoming Apprentices Attain Direct Support Specialist Certification ........9

ANCOR Partners with HHS on New Physical Fitness Initiative for Children with Disabilities ........11

Vehicle Donation Programs ..................11

CEO Perspective
State of the Association ...................3

President’s Corner
Inspiration Plus Recognition Equals Success ......5

Leading Practices – Public Relations
Localizing the National Advocacy Campaign ...........13

Wyoming Artists Display Their Work on Capitol Hill ........................................15

In the News ..................................21

ANCOR Strategic Outcomes
Strategic Outcomes, ANCOR's Road Map to the Future .........................16

ANCOR Member Highlight
Community Access Unlimited, Inc. Receives National Recognition for Community Inclusion ...............17

ANCOR Foundation
Lessons on Leadership ...................18

ANCOR Monthly Updates
ANCOR Welcomes New Members .................13

ANCOR Calendar ..........................19

ANCOR Honor Roll .....................22

Editorial Board
Board Development
Yo Bestgen
Yo Bestgen Associates
Tucson, AZ
(520) 299-5295
Carol Mitchell
Verland
Sewickley, PA
(412) 741-2375
Charles Li
Howell Child Care Centers, Inc.
LaGrange, NC
(520) 566-9181
Terry Wileccar
Consultant
Edelmein, IL
(309) 274-5734
John Hannah
Champaign Residential Services, Inc.
Urbana, OH
(317) 653-1320
Peter Callstrom
Partnerships with Industry
San Diego, CA
(619) 681-1999

Environmental Assessment
Bonnie Jean Brooks
OHI
Hermont, ME
(207) 848-5804
Chris Stevenson
Cedar Lake, Inc.
Louisville, KY
(502) 425-5323
Frank Capone
Liberty
Amsterdam, NY
(518) 842-5080
Dale Dutton
Noble Solutions, Inc.
Toluca Lake, CA
(866) 251-7173
Catherine Hayes
H&W Independent Solutions
Granada Hills, CA
(818) 368-7656

Program Quality Enhancement
Catherine Hayes
H&W Independent Solutions
Granada Hills, CA
(818) 368-7656

Public Relations
Denise Patton-Pace
Marketing Consultant
Falls Church, VA
(703) 845-1153
John Rose
Irwin Siegel Agency, Inc.
(845) 796-3400
Ron Wileccar
PARC
Peoria, IL
(309) 691-3800
Ric Crowley
MACROW
Dunham Springs, LA
(225) 939-0344
Matt Fletcher
Interahb of Kansas
Topeka, KS
(785) 235-5103
Tom Pomaranz
Universal LifeStiles, LLC
St. Louis, MO
(314) 535-1027

Contributing Editors
Michael Clancy
Farmington, MI
Andrea Dixon
Professor
Department of Marketing College of Business Administration
University of Cincinnati
Cincinnati, OH
Jim Gardner, Ph.D., CEO
The Council
Towson, MD
Peggy Gould
President and CEO
Vizions Center for Creative Management
Katonah, NY
Amy Hewitt, Ph.D.
Research Associate
Institute on Community Integration Research and Training
Minneapolis, MN
Liz Obermayer
The Council
Towson, MD
Claudia Schlossberg
Partner
Blank Rome LLP
Washington, DC
Dennis Stork
Management Consultant
Hot Springs, VA

Articles, advertisements and other materials appearing in Links do not necessarily reflect the official opinions of or endorsement by ANCOR. Links is copyrighted by ANCOR and cannot be reprinted or reproduced without express written permission. Contact Mardia Patrick at mpatrick@ancor.org for reprint permission.

ANCOR—a national network of providers offering supports to people with disabilities.—www.ancor.org

Therap Services, LLC—ANCOR’s Exclusive Platinum Partner

Links brought to you with support from Therap Services, LLC—ANCOR’s Exclusive Platinum Partner
As we solidly enter the second half of the year, I think it worthwhile to recap our year thus far.

• ANCOR’s Board completed a six-month process of revamping ANCOR’s Strategic Outcomes. We’re currently featuring an article a month in LINKS highlighting each of the six major outcomes. This dynamic and visionary document will serve as a guide to ANCOR’s leaders in casting member supports, services and resources, and assuring relevance and value-added in stewarding ANCOR’s staff and financial resources.

• We will end the year on a solid financial footing. After two years of deficit funding, it is projected that we will end the current fiscal year with a modest contribution to reserves.

• ANCOR’s National Advocacy Campaign, which will enter its fourth year in the fall, has made significant strides this year—

  1. We have launched an historic pilot project in four states in partnership with the U.S. Department of Labor. The objective of the pilots is to develop a national, adaptable working model providers can implement in working with their local DoL one-stop center. In conjunction with this, ANCOR has been named a DoL National Business Partner, the first trade association to be included in that national partnership.

  2. We are optimistic that a current proposal to DoL to help fund the development of a national apprenticeship model and to support continued development and distribution of the College of Direct Support is currently under review.

  3. Two radio public service announcements have been released in a coordinated media and public awareness initiative surrounding the anniversary of ADA.

  4. Maryland Governor Ehrlich has recently completed a television PSA in support of the campaign as well as a personal message to fellow governors urging them to establish the direct support workforce crisis as a priority issue.

  5. ANCOR staff and member agency staff and consumers have been interviewed in hopes of national print and radio media coverage on our workforce campaign.

  6. We have received very positive feedback regarding potential sponsors for two major pieces of federal legislation: one to focus on compensation enhancement for direct support professionals and a second to focus on training/career supports and recruiting enhancements.

  7. ANCOR has been invited to give testimony to Congress’s House Bipartisan Disability Caucus on workforce shortages.

  8. The Research Task Force is considering a quality benchmarking project that will document the impact of workforce turnover and vacancies on the quality of services and supports.

See CEO, page 4

Over 80 providers and DoL representatives met for the first National Advocacy Campaign pilot program kick off. Business Relations group representatives Jennifer Troke and ANCOR CEO Renee Pietrangelo address the group.

ANCOR Keynote panel at YAI conference featured ANCOR CEO Renee Pietrangelo, Jennifer Larkin of Barbour Griffith & Rogers; ANCOR Board member Ken Lovan; parent activist Margaret Puddington and direct support professional Cesar Fuentes.
CEO
continued from page 3

None of this would have been possible without the support of ANCOR member contributors. Those contributions have resulted in significant gains, the most recent noted above, and ANCOR’s positioning in the disability field as the leader on workforce issues.

• ANCOR has made a significant investment in enhancing its technological capability this past year. This includes a major web site overhaul and enhancement; the additional of sophisticated survey capability; and the addition of our Action Center for immediate, facilitated and tracked response to legislative and regulatory issues.

• ANCOR’s industry positioning continues to grow, with numerous invitations from states and other national organizations to engage. Most recently, ANCOR has been a highlighted participant at the YAI International Conference; and annual meetings of the Colorado Association of Community-Centered Boards, the Florida Association of Rehabilitation Facilities, the Ohio Provider Resource Association, and the North Carolina Association of Community-Based Services Providers.

ANCOR is also a Founding Member of the Alliance for Full Participation, an independent LLC of eleven national disability organizations that have partnered to create a dynamic vision and agenda for the developmental disabilities field, beginning with a September 2005 National Summit Meeting in Washington, D.C.

We owe a debt of gratitude to ANCOR’s leaders for their courage and astute judgment in stewarding ANCOR toward its current sound footing and respected position.

Many of your questions can be answered via the ANCOR website at www.ancor.org.
Inspiration Plus Recognition Equals Success

Fred Romkema, President

As Nelson Mandela spoke to the 7,000 athletes and the 80,000 spectators assembled in Ireland for the 2003 Special Olympics World Games, he said, “You, the athletes, are the ambassadors of the greatness of humankind. You inspire us to know that all obstacles to human achievement and progress are surmountable. Your achievements remind us of the potential to greatness that resides in every one of us.”

On a local level, I attended the recent (May, 2004) State Special Olympics competition held in Spearfish, SD. I observed interactions and actions of people with disabilities speaking from behind a lectern before a crowd of over 100, doing so fearlessly and enthusiastically. Others were volunteers, selling T-shirts and taking registrations.

I watched very proud parents exuberantly encourage their children to excel in athletic competitions and then swell with pride as wins were notched. In the running and weightlifting events in particular, I saw emotions from parents and spectators alike. Many of the recipients of the awards accepted them with great humility while others did so with gusto and pride.

Throughout the events, I observed positive feedback and interactions for participation in events most people do not do every day, but perhaps should: running a few hundred yards, swimming a few laps in the pool, and lifting as much weight as one was capable of. This resulted in more positive feedback than a person normally receives in the course of a regular day. The enthusiasm and goodwill that resulted from the two days’ events is calculable, on the part of the participants, spectators and parents. Many tears were shed.

My thoughts went to the Olympics now being planned for Athens, Greece, and the Relay for Life, which results in enthusiastic emotions from spectators and participants alike around the world. Events such as these bring out the best in people, for I saw only people doing the best they were capable of with the most important people in their lives enthusiastically sharing in their moments of accomplishment.

Is not this what we all strive for - to be recognized for accomplishing something related to work and/or our leisure activity of choice?

ANCOR strives to serve as a catalyst for the national efforts to enhance self-direction, choice and allocation of resources for customers/stakeholders. Events such as the Special Olympics provide a venue for the public to share in the accomplishments of those we serve who are exercising self-direction and choice. More great leaders like Nelson Mandela, who allocate resources and who inspire others, need to be a part of our national efforts.

ANCOR is pleased to announce that MRDD Solutions has become our first Gold Sponsor. Jeff Rutledge, manager of business development and member of ANCOR’s Vendor Advisory Committee, made the announcement for MRDD Solutions and stated, “We were impressed by the excellence of service provided by ANCOR staff and the high quality and knowledge contained in conferences, publications and seminars. This, coupled with an outstanding membership base and the valuable mission of ANCOR, made it a common sense decision to upgrade the Silver Sponsorship we have held for two years and become their first Gold Sponsor.”

Renee L. Pietrangelo, ANCOR CEO, said: “We are very pleased to have MRDD Solutions as our founding Gold Sponsor. They are known for assisting providers in becoming more efficient in the everyday tasks of service administration.”

MRDD Solutions provides an integrated MR/DD software system focusing on accounting, payroll, billing, consumer management, human resources, fund raising, incident tracking and other functions. With more than 60 provider locations in 14 states, MRDD Solutions is owned by an agency that has provided service to individuals with developmental disabilities for more than 55 years.

You’ll be able to see and learn more about the products and services offered by MRDD Solutions at ANCOR’s Governmental Activities Seminar September 19 – 21 in Washington, D.C. Also look for them in LINKS where they have a constant presence. Immediate information can be obtained by calling Jeff at 419-335-1280, ext. 11.

If you know of prospective corporate sponsors for ANCOR’s gold and silver support categories, contact Marsha Patrick at ANCOR – mpatrick@ancor.org.
Federal Wage and Hour Guidance

Some House Managers Exempt Under Rules for Executive Exemptions

Joni Fritz, Labor Standards Specialist

The white collar rules that preceded those published in April 2004 included a special, “stand-alone” provision called the “sole-charge exception,” which applied to employees who were “in sole charge of an independent establishment or a physically separated branch establishment.” Those rules specifically required that the establishment be geographically separated from other company property, that only one person in any establishment could qualify as an exempt executive, and then only if he or she was the top person in charge at that location and ordinarily oversaw all business activities at the site.

While the U.S. Department of Labor deleted the sole-charge exception from the new rules, the definition of the phrase “a customarily recognized department or subdivision” includes language supporting the continued exemption for people such as house managers of a group home who meet the general management requirements. The language in this definition states: “When an enterprise has more than one establishment, the employee in charge of each establishment may be considered in charge of a recognized subdivision of the enterprise.” This is true only if they are paid, on a salary basis, at least $455 per week ($23,660 per year), exclusive of room and board; have as a “primary duty” the management of the enterprise; and customarily and regularly direct the work of two or more other employees or their equivalent. (At least 80 hours per week of supervision.) If they don’t hire, fire and promote the employees they supervise, their word must be given “particular weight” in those kinds of employment decisions.

Primary duty defined

The phrase “primary duty” has been substituted for the old requirement that exempt executives spend 80 percent of their time on exempt-related duties. The sole-charge exception required the same management responsibilities as the current rule and was an “exception” only in that it permitted these employees to spend more than 20 percent of their time on non-exempt tasks. It was applied to employees like managers of sites such as fast food restaurants who had to chip in and perform many non-exempt kinds of activities like cooking food, ringing up sales at the cash register, stocking shelves and the like. As Department of Labor officials pointed out to ANCOR, it could also be applied to managers of some group homes.
Over the years, courts recognized the difficulty in clearly defining which activities are “exempt” in nature and which are not. Some courts suggested that as long as 50 percent of the work is related to exempt duties, managers would meet the requirements for exemption. Others said that as long as management was the “primary duty,” the exemption would be met. The primary duty of house managers should be typical management responsibilities, even if they perform a considerable amount of direct support. In other words, the major reason for which they are hired should be management.

Management defined

The current rules say that management responsibilities can include, but are not limited to, activities like interviewing, selecting and training employees; setting and adjusting their rates of pay and hours of work; directing the work of these employees; maintaining records for use in supervision or control; appraising employee’s productivity and efficiency for the purpose of recommending promotions or other changes in status; handling employee complaints and grievances; disciplining employees; planning the work; determining the techniques to be used; and apportioning the work among the employees. House managers should also be responsible for such things as providing for the safety and security of the employees; planning and controlling the household budget and making major decision regarding management of the home including such things as making purchases, ordering repairs, and monitoring or implementing legal compliance measures. However, many of these tasks can be done with approval at a higher level.

To be exempt, house managers must really be in charge of the home.

Only house managers who are hired primarily for their management — rather than direct support — responsibilities meet requirements as an exempt executive. One factor that will be considered in determining whether a manager is exempt is whether the manager’s salary is considerably more than the people they supervise.

Applicable court decisions involving the old exemption under the sole-charge exception have relevance for the new rules and include Murray v. Stuckey’s Inc., Donovan v. Burger King Corp., and Donovan v. Waffle house, Inc.

Joni Fritz is a Labor Standards Specialist. Her guidance is free to ANCOR members and to those who attend a Wage and Hour Workshop or participate in a teleconference. Any ANCOR member who wishes to make arrangements for consultation or workshops with Joni Fritz must first contact ANCOR national headquarters for the referral. Contact Suellen Galbraith at 703-535-7850 or at SGALBRAITH@ancor.org for referral information or questions.

FYI

LINKS is being distributed in both electronic (pdf) and hard copy formats. If you prefer one over the other, please let us know. If you have no preference, you’ll receive it electronically.

Questions?
Contact Marsha Patrick at mpattick@ancor.org or 703/535-7850
Focus on the things that matter.
We’ll handle the insurance.

- Social Service/Non-Profits
- Loss Control Services
- Schools
- Day Cares
- Directors & Officers Liability
- All Risk Property
- General Liability
- Special Events
- Fleet Auto/Buses/Vans
- Umbrella
- Interest Free Payments
- Abuse & Molestation
- Counselor’s Liability
- Electronic Data Processing
- Business Interruption (non-profits)
- Employment Practices Liability

Philadelphia Insurance Companies adds value to the risk management process. We offer comprehensive policy forms that are custom designed for unique exposures. Additionally, our expertise in loss control and claims helps you to maintain lower loss ratios. And, in a market like this, that’s what counts! We offer A.M. Best A+ rated security, coupled with exceptional service through our national network of strategically positioned offices. Give us an opportunity to handle the insurance so you can focus on the things that matter. Call us at 1-800-873-4552 or visit us online at www.phly.com for more information.

1 800 873 4552
www.phly.com
Four Wyoming Apprentices Attain Direct Support Specialist Certification

Mary Arnold, Jacuelyn Walker and Jeff Gardner


Ark Regional Services, a member of ANCOR, is one of the first programs in the country to develop a Department of Labor recognized apprenticeship program in both day habilitation and residential services, and is the first in the region to graduate specialists. Ark provides support to adults and children with developmental disabilities in Southeast Wyoming.

Mrs. Diana Enzi a member of the National Advisory Committee on Apprenticeship, and the wife of U.S. Senator Mike Enzi (R-WY) was the keynote speaker for the ceremony. Mrs. Enzi congratulated each of the four specialists for completing the program, and recognized their effort and commitment to the field of developmental disabilities. Mrs. Enzi also commented on the importance of the apprenticeship process.

“Centuries ago it was an honor to be selected to be apprenticed, to work at the side of a master craftsman to learn their art. Apprenticeship was the classroom. Think of the beautiful cathedrals standing as monuments to God and as visual examples of apprentices and craftsmen practicing their art. Because cathedrals took hundreds of years to build, a craftsman would not see the final product. But, he contributed his best effort knowing he would make a difference. That is what you will do everyday, make a difference though you may never be able to register your contribution to the final product.”

The Direct Support Specialists for Day Habilitation Services are Dionna Lanich and Ian Hewitt; Specialists for Residential Services are Robert Rivers and Lori Spencer.

The positive effect the apprenticeship program had on the new specialists was evident from their comments. “The apprenticeship program has changed my perspective on my role. I have a greater understanding of the organization’s professional expectations regarding my job as a direct support staff and also as a role model for new and existing staff.”

Another specialist observed, “I believe that my selection as an apprentice in this program validates and rewards the efforts that I have already put into my work. The time and energy that the Ark as an organization is investing in me through the program really makes me feel valued as a worthwhile member of the team. This has all resulted in an enormous boost of self-confidence and a much more positive attitude to the challenges of my job. The apprenticeship program has encouraged me to evaluate my own effectiveness and to present my work for evaluation by others. This has had a very positive effect on my integrity and professionalism.”

Summing up the purpose of the program another specialist noted; “Before the apprenticeship program I knew I was a supervisor and would probably not go further. As the program comes to an end I realize I am going further, I will be a specialist!”

In 2001 the direct support specialist was classified by the Department of Labor as a bonafide occupational title thanks to

See Certification, page 10
the committed work of the National Alliance of Direct Support Professionals in which ANCOR is a participating member. This designation is a significant step in addressing some of the obstacles that are currently contributing to the shortage of direct support workers across the United States. The recognition of the direct support specialist as an apprenticeable occupation demonstrates the importance of the contribution of the direct support professional to America’s workforce.

Prior to 2001 Ark Regional Services had developed and implemented a competency-based training system designed specifically for the direct support workforce.

While attending the 2002 ANCOR Governmental Activities Seminar (GAS) in Washington, DC, Jeff Gardner, associate vice president of residential services, learned of the Department of Labor’s recognition of the direct support specialist occupation. Jeff recognized this as an opportunity to utilize Ark’s existing training system to further promote the direct support profession.

With the assistance of Karen Swindells, (United States Department of Labor, Bureau of Apprenticeship and Training regional representative) Ark’s competency-based training system was integrated into the guidelines of an apprenticeship program.

A signed apprenticeship agreement was received from the Department of Labor in March 2003. The first apprenticeship training was conducted at Ark’s Center for Professional Development in June 2003.

Like any apprenticeship program, Ark’s training stresses that educating staff is not enough to develop skill. The curriculum of the apprenticeship program is based on Ark’s existing competency-based system and defines specific skill areas that must be consistently demonstrated in order to complete the program.

In addition to the curriculum requirements, the program requires that apprentices develop and present independent projects and portfolios that demonstrate their acquired skills.

The Department of Labor’s recognition of the Direct Support Specialist is a significant accomplishment toward the national effort to raise awareness of the work of direct support professionals. The Department of Labor Apprenticeship Program offers participants the prestige associated with a profession. The United States Bureau of Labor Statistics reports that the demand in the direct support workforce is expected to increase 62 percent by 2010. Given this projected demand, there is a continued need to enhance the perception and awareness of the direct support professional and the important role they play in the lives of people receiving services. The apprenticeship of the Direct Support Specialist is certainly a step in the right direction.

**AUTHOR LINK** Mary Arnold and Jacquelyn Walker, Staff Development and Training Coordinators; and Jeff Gardner, Associate Vice President of Residential Services, work for Ark Regional Services and can be reached by phone at (307) 742-6641 or by email: mary@arkregionalservices.org; jacquie@arkregionalservices.org; jeff@arkregionalservices.org.

---

**Certification continued from page 9**

Costa Miller, CEO of the Indiana Association of Rehabilitation Communities (INARF) and long-time ANCOR member (former State Provider Association Executive Forum liaison to the ANCOR Board of Directors) passed away after a brief illness on Saturday, June 19th. Costa was the only CEO in the 30-year history of INARF and one of the major figures in Indiana’s disabilities community. Costa served on numerous boards, commissions and committees throughout his illustrious career, including chair, Governor’s Planning Council for People with Disabilities and vice-chair, President’s Committee on Employment of People with Disabilities. Costa was also a very active member of ANCOR. He is survived by his wife, Linda Miller, children, step-children and grandchildren. The family requests that memorial contributions be made to the Costa N. Miller Scholarship Fund, through the Association of

---

**IN MEMORIAM**

Costa Miller

Rehabilitation Facilities of Indiana, Inc., 615 Alabama Street, Suite 410, Indianapolis, IN 46818.

---

**Advertise in LINKS**

Contact Marsha Patrick of ANCOR. Advertising rates are as follows:

**Classified employment** $0.70/word

**Display ads**

- **Full page** 7½"wide x 10" tall $400*
- **3/4 page** 7½" wide x 7" tall $300*
- **1/2 page** Horizontal: 7½" wide x 5" tall $200*
  Vertical: 3½" wide x 10" tall $200*
- **1/4 page** Horizontal: 7½" wide x 2½" tall $125*
  Vertical: 3½" wide x 5" tall $125*

*+$35 surcharge if not camera-ready.

Rates are effective 10/01/03
ANCOR Partners with HHS on New Physical Fitness Initiative for Children with Disabilities

The Department of Health and Human Services (HHS)’ Office on Disability on May 26th launched its new national initiative to improve the health of children and youth with disabilities. The I Can Do It—You Can Do It initiative, conducted in collaboration with the President’s Council on Physical Fitness and Sports, ANCOR, and 53 national organizations, encourages children with disabilities to increase their daily physical activity and eat healthy through the support of adult mentors.

HHS Secretary Tommy Thompson, U.S. Surgeon General Richard Carmona, Dr. Margaret Giannini, Director of the Office on Disability, along with CNN anchor Judy Woodruff, U.S. Paralympians and many others were on hand to kick off this nation-wide initiative. Increased physical fitness and improved nutritional habits for all Americans are a major priority of Secretary Thompson. This initiative also supports objectives of the President’s New Freedom Initiative and Healthy People 2010—the Department’s public health plan for the next decade.

How Does The Program Work?

The program pairs physically fit adults with and without disabilities and children with disabilities. As a participating organization, ANCOR—through its members—will help identify mentors for children with disabilities who want to become physically fit. The adult mentors provide training, guidance, and encouragement to help children become and stay physically active. Mentees work toward obtaining the Presidential Active Lifestyle Award by accumulating minutes of daily physical activity.

To earn the Presidential Active Lifestyle Award (PALA), children between the ages of 6 to 17 are encouraged to be active 60 minutes a day, 5 days a week for 6 weeks. Participants can choose from over 100 activities and track the activities online or on paper. After six weeks of continuous activity, participants are eligible for a PALA patch, certificate or pin. After earning a PALA, participants are encouraged to continue their active lifestyles by earning another PALA or by striving to earn Presidential Champions’ awards—bronze, silver, and gold.

For more information about I Can Do It—You Can Do It—including how to mentor a child—contact the HHS Office on Disability at (202) 401-5844 or visit http://www.hhs.gov/od/physicalfitness.html.

Vehicle Donation Programs

Melwood, a disabilities organization and ANCOR member headquartered in Upper Marlboro, MD, and a member of the Maryland Association of Nonprofit Organizations, was instrumental in forming a nationwide coalition of nonprofit organizations in support of vehicle donation programs. This initiative was in urgent response to current legislative activities in the U.S. Congress.

The United States Congress is currently considering Senate Bill, S. 1637, and House Bill, H.R. 5420. Both bills would impose new restrictions upon taxpayers in claiming a deduction for donating their vehicle to charity. In attempting to improve upon taxpayer compliance, these bills would have the effect of discouraging donations altogether, and would impose more administrative responsibilities and overhead costs upon the charities.

Senate Bill 1637 is unfair to donors because it would not entitle them to fair market value. Instead, the proposed legislation would limit their deduction to whatever price for which the recipient agency sells the vehicle. The typical “marketplace” for donated vehicles, however, are auctions that resell vehicles at wholesale prices or less than fair market value. House Bill 4520 would require independent appraisals for almost all donated vehicles, creating costly and unnecessary regulation upon charities and their donors.

Charities Advocating Responsible Solutions (CARS) was incorporated on March 30, 2004, as a 501(c)(6) nonprofit organization. Its purpose is to represent the interests of non-profit organizations engaged in vehicle donation programs and to advocate responsible solutions for reform. Membership is available to any charitable, educational, religious or other type of 501(c)(3) organization.

CARS has proposed a legislative remedy to this situation that would satisfy the interests of Congress, the charities, and vehicle donors. The CARS proposal would increase taxpayer compliance through better instruction and use of the valuation resources already at hand for used vehicles. This remedy can be accomplished without deterring charitable donations.

CARS has a very limited window of opportunity to educate the Congress about the importance of vehicle donation programs. If Congress is determined to pass some new legislation affecting these programs, then a strong coalition, as represented by CARS, is needed to work with Congress for an acceptable, responsible solution.

RESOURCE LINK
For more information contact
Thomas P. Roberts, 5606 Dower House Road, Upper Marlboro, Md 20772; (301) 599-4551; troberts@melwood.com.
The Colonial Insurance Agency, LLC, is pleased to announce the addition of a new Shared Services Program with ANCOR Services Corporation.

The Colonial Insurance Agency, LLC (Colonial) in conjunction with ANCOR Services Corporation is pleased to announce a full service benefits communications and voluntary employee benefits program. The program will help employers recapture lost benefit dollars by communicating and educating their employees on the full value of their benefits; thereby helping their employees fully appreciate their total compensation.

Program Benefits:

Our program approach allows employees to meet their supplemental benefits needs, which in turn improves employers’ competitive position within our difficult marketplace. Employees obtain the direct value and security of additional benefits at the affordable rates while the employer gains the following benefits:

• Control the increasing cost of providing benefits.

• Maximize the return on investment of the current benefits and the cost associated with them.

• Provides a personalized Benefits Statement to employees, displaying the value of their total compensation.

• Strengthens the employer/employee relationship by offering a well-rounded, competitive benefits plan that can conveniently satisfy every employee’s individual needs.

• Provides employees the opportunity to customize a comprehensive benefits plan round existing core benefits

• Requires no change of existing benefits plan

• Assist in recruitment and retention of quality employees

For additional information contact: PHerrmann@colonialagency.com
Phone: (888) 250-6689 Ext. 10
Fax: (518) 786-9740
www.colonialagency.com
Localizing the National Advocacy Campaign

Denise Patton-Pace

Imagine…

It's not just the name of a John Lennon song; it's also the title of a compelling 60-second radio public service announcement (PSA) ANCOR produced for its National Advocacy Campaign (NAC) grassroots public relations initiative. Another 60-second spot entitled “Poverty Wages” spells out the difficulties direct support professionals face in continuing to work at jobs they love, while having trouble making ends meet at home. Who will hear these spots? Well, that’s up to you. ANCOR’s latest ready-to-go grassroots public relations tools are available now for member distribution to local media.

Putting a local face on the NAC benefits everyone, providers in general and your agency in particular. By adding a tag line on a radio or TV spot, inserting your logo on the print ad, you both personalize and localize the campaign simultaneously. Your organization’s name and logo are a powerful endorsement to the NAC, giving it additional credibility and a local identity. And, because building a stable, qualified direct support workforce is a critical issue in every state, your imprimatur strengthens the message and builds a local constituency for your state’s public policy efforts.

Of course, key to initiating change in public policy is getting the word to legislators. The new radio PSAs and freshly updated print ad give a boost in this arena as well. Both contain a call for action by asking listeners and readers to “Log on to www.supportnac.org and sign a petition urging the state to increase fixed wage reimbursement for all direct support work.” Once these petitions generate at least 50 signatures, they will be sent to your state governor directly. Modeled on the Direct Support Professional Recognition Resolution that passed both houses of Congress in 2003, the petition is a clear and forceful statement on the issues inhibiting providers from building a strong, stable direct support workforce and the critical need for immediate change.

Variations on the techniques

CDs of the two radio PSAs can be ordered from ANCOR. Be prepared, however, some radio station public service directors prefer scripts and will perform a live reading on-the-air. In large radio markets, a 60-second spot might be considered too lengthy. If this is the case, take the scripts (below) and work with the PSA director to develop an appropriate message for their format.

Depending on the size of the media market that you are in, some stations and print publications may not accept the materials as PSAs. If this is the case, ask a local business to join in promoting the NAC by donating air time or newspaper/publication space. Use your creativity to advance the cause and garner some publicity for your organization at the same time!

NOTE ANCOR’s Public Relations Directors Council members received copies of CDs and scripts and are actively engaged in a grassroots initiative to promote the National Advocacy Campaign. If your organization is not a part of this Council, get involved by appointing a representative and sending the contact information to cdunkelberger@ancor.org.

Radio PSA scripts

ANCOR National Advocacy Campaign:60 radio PSAs, “Imagine” and “Poverty Wages”

Copy these scripts to your agency’s letterhead and deliver to your station public service director. Include contact information.

IMAGINE

IMAGINE YOU HAVE A CHILD WITH MENTAL RETARDATION. A SISTER WITH M.S. A DAD WITH ALZHEIMER’S. ILLNESS & DISABILITY CAN STRIKE ANYBODY, ANY TIME. THAT’S WHY CONGRESS

ANCOR Welcomes New Members

Great Lakes/East Region
Carol Mitchell, Regional Director
Evelyn Douglin Center
Seibert Phillips
Brooklyn, NY
sphillips@edcspin.org

Mid-Atlantic Region
William Loyd, Regional Director
National Association of County Behavioral Health Directors
Melissa Staats
Washington, D.C.
mstaats@nacbhd.org

Southeast Region
Bernard Wagner, Regional Director
North Carolina Association of Community Based ICF/MR and CAP Services Providers
Curtis Bass
Raleigh, NC
curtisbass@aol.com

Southwest Region
Wendy Sokol, Regional Director
Acosta Adult Homes
Bernadette Acosta
San Diego, CA
acostahomes@msn.com

Denise Patton-Pace, Public Relations Director
ANCOR National Advocacy Campaign
By empowering people with disabilities, direct support professionals strengthen all of America.

Great Lakes/East Region
Carol Mitchell, Regional Director
Evelyn Douglin Center
Seibert Phillips
Brooklyn, NY
sphillips@edcspin.org

Mid-Atlantic Region
William Loyd, Regional Director
National Association of County Behavioral Health Directors
Melissa Staats
Washington, D.C.
mstaats@nacbhd.org

Southeast Region
Bernard Wagner, Regional Director
North Carolina Association of Community Based ICF/MR and CAP Services Providers
Curtis Bass
Raleigh, NC
curtisbass@aol.com

Southwest Region
Wendy Sokol, Regional Director
Acosta Adult Homes
Bernadette Acosta
San Diego, CA
acostahomes@msn.com
PASSED A RESOLUTION PRAISING THE SKILLED WORK OF DIRECT SUPPORT PROFESSIONALS LIKE ME. WE HELP FRAGILE AMERICANS ACHIEVE FULL LIVES IN THE COMMUNITY. I’M MARGARET, AND I LOVE MY JOB. BUT LIKE MANY, I’M BEING FORCED TO LEAVE BECAUSE ON NEAR POVERTY WAGES, I CAN’T AFFORD TO FEED MY OWN FAMILY. WITH TIPS, MY FRIEND, MAGGIE, CLEARS ELEVEN BUCKS AN HOUR WAITING TABLES! WHY SHOULD WAITING TABLES EARN MORE THAN CARING FOR PEOPLE? IT’S TIME OUR STATE OFFICIALS EVEN THE TABLES ON DIRECT SUPPORT WAGES BEFORE THERE’S NO ONE LEFT TO CARE! LOG ON TO… SUPPORTNAC.ORG. SIGN A PETITION URGING THE STATE TO INCREASE FIXED WAGE REIMBURSEMENT FOR ALL DIRECT SUPPORT WORK. THAT’S SUPPORTNAC.ORG.

POVERTY WAGES MY SON, DAVID, HAS MENTAL RETARDATION. YOU MAY HAVE A SISTER WITH M.S. OR YOUR DAD HAS ALZHEIMERS. MILLIONS OF AMERICANS NEED THE DAILY HELP OF SKILLED PROFESSIONALS SO THEY CAN LEAD FULFILLED LIVES IN THE COMMUNITY. ‘PROBLEM IS … THESE HIGHLY TRAINED PROFESSIONALS AREN’T PAID ENOUGH TO SUPPORT THEIR OWN FAMILIES! WITH TIPS, MY NIECE CLEARS ELEVEN BUCKS AN HOUR WAITING TABLES. AT NEAR POVERTY WAGES, MY SON’S SUPPORT STAFF IS LOOKING FOR OTHER JOBS. AMERICA IS FACING A WORKFORCE SHORTAGE THAT COULD MEAN NEGLECT AND ISOLATION FOR ANYONE WITH DIS-ABILITIES AND LONG-TERM ILLNESS. WAITING ON TABLES OR CARING ABOUT PEOPLE? WE NEED TO EVEN THE TABLES BEFORE THERE’S NO ONE LEFT TO CARE! LOG ON TO… SUPPORTNAC.ORG. SIGN A PETITION URGING THE STATE TO INCREASE FIXED WAGE REIMBURSEMENT FOR ALL DIRECT SUPPORT WORK… THAT’S SUPPORTNAC.ORG. DIRECT SUPPORT PROFESSIONALS MAKE A DIFFERENCE. SHOULDN’T THEY ALSO MAKE A LIVING?

REFERENCE LINK To order PSA’s for Radio, TV or Print, please go to the following web site: http://www.ancor.org/dev/NACDev/docs/PSAorderforma.doc

AUTHOR LINK Denise Patton-Pace has extensive experience in the association community. Patton-Pace specializes in communication/public relations administration and management. She lives and works in Falls Church, Virginia and can be reached at (703) 845-1153 or dpatton.pace@verizon.net.
Wyoming Artists Display Their Work On Capitol Hill

At the invitation of Senator Mike Enzi (R-WY) and his wife, Diana, seven artists from the Creative Arts Center at Ark Regional Services recently traveled to Washington to show their artwork. The exhibit and reception was hosted by Senator and Mrs. Enzi June 27th at the Senator’s office in the Russell Office Building. Ark Regional Services is an ANCOR member in Laramie, Wyoming.

ANCOR CEO Renee Pietrangelo and staff were pleased to be on hand for the exhibit, which featured two pieces of original artwork by each individual. The talent and enthusiasm for their craft was evident among the artists as they took time to discuss their inspiration and methods in creating their work with ANCOR staff, family and friends, and members of the Senator’s staff.

Congratulations to Irene Candelaria, Jennifer Kendall, Daryl Wendell, Susan Lund, Mary Anne McCarthy, Eric Petersen, Kathy Cuth and the Creative Arts Center at Ark Regional Services for this outstanding exhibit.

Mrs. Diana Enzi (far left), who invited the artists to display their work in Washington, poses with the artists and Mary Arnold, Ark Regional Services.

Eric Petersen discusses his abstract work “Electric Egg: To Shock the World” with Suellen Galbraith, ANCOR Director for Government Relations.

“Illye Shuman with Senator Enzi’s staff and Suellen Galbraith discuss the plethora of talent featured at the exhibit.”

J. Darryl Cooper, President/CEO of Ark Regional Services and Renee Pietrangelo, ANCOR CEO were pleased to be on hand for this special event.

Susan Lund displays one of her acrylic paintings.

Daryl Wendell stands beside one of two Elvis portraits he exhibited.

Senator Mike Enzi congratulates Kathy Cuth on her outstanding work painting pictures of wildlife.

Mary Anne McCarthy displays her colorful “Spring Tones”.

“Study in Red” by Irene Candelaria.

Jennifer Kendall with her painting, entitled “Michael”.

Eric Petersen directs Mrs. Enzi to his work.
Strategic Outcomes
ANCOR’s Road Map to the Future

Gale Bobling, ANCOR Vice President Marketing and Communications

Usually we spend hours developing our strategic plan followed by a fear that it will succumb to a well-coordinated dust collection plan. To address this concern this is the first of six articles focused on ANCOR’s six Strategic Outcomes for the future.

The first Strategic Outcome is one that comes naturally to ANCOR and its members.

“ANCOR will position itself as a knowledge broker assisting customers/stakeholders, as well as emerging customer groups, to provide the most effective, state-of-the-art services to those they serve.”

It has been common practice for us to turn to ANCOR for advice on labor law, political realities and leading practice. Plus, members are inclined to network between conference sessions sharing problems, ideas and solutions. Recognizing how important networking and partnering are to our future (state-of-the-art services to those they serve), it’s ANCOR’s intent to add greater dimension to our ability to broker knowledge.

This can take many forms, including opportunities for:

• Social Connectedness: In all that ANCOR does, it will focus on assuring and creating networks and linkages among ANCOR customers and stakeholders that strengthen emotional and social bonds and interconnectedness, and build social capital.

• Technology Capability: Technology will be the driving force behind accessing and delivering services and information; communicating and coordinating with stakeholders; and providing a dynamic platform for dialogue, decision-making and interaction among ANCOR customers/stakeholders.

• Alliances: We are not in this alone, we need to look beyond our historical networks and capitalize on the resources and experiences of outside organizations that can support us. We must also continue to expand our connection to self-determination groups and advocacy organizations.

• Consultants: Think Baby Boomer, yes many in our industry and others are shifting from CEO to consultant, ANCOR is organizing to bring this resource pool to the broader membership.

As you consider this first ANCOR Strategic Outcome and the future five to follow, think about how they fit with your own organizational needs and what you can bring to the table. Given fiscal realities, this is a time for collaboration, not isolation; learning from one another, not recreating; and capitalizing on existing resources.

This is the beginning of an exciting time for ANCOR and its members. The opportunity to network, share ideas and work together, combined with the ongoing technological Renaissance, provides us with an opportunity to expand our dreams in the face of reality.

Connect – Partner – Serve – Educate
ANCOR Member Highlight

Member Highlight is designed to recognize and showcase ANCOR member agency achievements and significant community and other initiatives of note. We are featuring an ANCOR member agency in each issue of LINKS, so please forward your highlight story to Marsha Patrick at mpatrick@ ancor.org.

Our July/August ANCOR Member Highlight is Community Access Unlimited, Inc. located in Elizabeth, New Jersey under the leadership of founder and Executive Director Sidney Blanchard.

Community Access Unlimited, Inc. Receives National Recognition for Community Inclusion

Community Access Unlimited, Inc of Elizabeth, New Jersey (CAU) was honored by the American Association on Mental Retardation (AAMR) as recipient of the 2004 Full Community Inclusion Award. The Award was presented to CAU’s founder and Executive Director Sidney Blanchard and Board Member Adelaide Daskam at the AAMR International Awards Ceremony during the 128th Annual Meeting in Philadelphia, PA, on June 3, 2004. The annual award is given to a culturally responsive organization that has succeeded in fully including people with disabilities into community life.

CAU was incorporated in 1979 with a $90,000 grant to help 20 people with disabilities become integrated in the community. CAU was founded as a social service movement to capture resources and build community support systems for all people. CAU is a community-organizing vehicle based on equality and full citizenship for all people. CAU is dedicated to empowering people with disabilities to locate, develop and obtain resources for their individual use and to build a mutually supportive and caring neighborhood.

Once from institutions or isolated at home, the members of CAU have taken on numerous valued roles in the community where they live and work. Many members are active in advocacy movements and go into New Jersey institutions to organize people moving out into the community. CAU has hundreds of people living in their own apartments, working, in relationships, some married, some with children and teenagers attending college. To date, CAU has provided services to over 7,000 people with disabilities throughout New Jersey, giving them the opportunity to live independently as productive citizens integrated in their community.

To those who said it couldn’t be done, CAU and its members are proud to say it can be done- that people with disabilities and at-risk youth can succeed in the community given the proper supports.

Executive Director Sidney Blanchard (center) and Board Member Adelaide Daskam of Community Access Unlimited, Inc., Elizabeth, New Jersey receive the 2004 Full Inclusion Award at the AAMR 128th Annual Meeting in Philadelphia.

ANCOR 2004-05 Resource Partners Guide, an important agency tool and resource, features consultants and firms offering goods, services, and knowledge to the private provider industry as well as expertise and experience in specific areas. Check it out at www.ancor.org and go to RESOURCES then click on ANCOR Resource Partners. You’ll be glad you did!

Universal LifeStiles announces a change of address effective July 15, 2004 to the following location:

Universal LifeStiles
Thomas E. Pomeranz, Ed.D.
President
8126 WELLSBROOK DRIVE
INDIANAPOLIS, IN 46278
317.871.2092 voice
317.871.2096 fax
tpomer@aol.com
www.universallifestiles.com

Overcoming Life's Obstacles
Have the core competencies needed by leaders today changed significantly in the past few years? Definitely, according to Dominique Heau, associate dean of the executive MBA program at INSEAD, with campuses in Fontainbleu, Cedex, France and Singapore, which consistently ranks as one of the world’s leading business schools. He notes that there are three formidable challenges facing organizational leaders today: adapting to globalization, planning for greater competition, and coping with uncertainty.

INSEAD has also identified several new competencies needed by both emerging and current leaders. On the top of that list are negotiating skills, which, while hardly new, have played much less of an important role in the past. “The ability to try to assess first and then influence the behavior of others…is absolutely crucial,” states Heau.

Learning to integrate multiple viewpoints into management decisions is another important factor. This is tied to INSEAD’s belief that you should respect difference and have a strong sense not only of tolerance but also of being able to bring together diverse people with sometimes conflicting points of view in order to enrich your understanding of reality.

Leaders must also recognize the role that emotion plays in every aspect of the workplace, a reality rarely explored in traditional leadership training programs. Heau says, “We tend to seriously ignore emotions in the world of business. We don’t like to reflect on our own emotions, because the fewer emotions we supposedly have, the better managers we are. That’s not necessarily true.”

INSEAD’s leadership development program emphasizes the necessity of reflection. “We believe that people have very little time to think,” Heau says. “They are so involved…in all of their challenges…most people don’t have the kind of opportunity to sit back and try to reflect.”

Heau says that INSEAD is less concerned about people learning techniques than about people trying to really make up their minds as to what’s important for them and to become their own judge and critic.

Finally, he is quick to note that, even with excellent training, the best leaders display certain personality traits that cannot be included easily in any curriculum. These traits are courage—not being afraid to stand up for what you believe in; authenticity—being willing to state the truth and walk the talk; and a sensitivity to and superior awareness of the critical role of middle management, combined with the ability to mobilize its competencies and resources.

If your organization offers leadership training, you might consider the curricula available, often for free online, from the world’s major business education institutions as they decide what lessons of leadership they most want to impart.
Wages
continued from page 1

dence, the University of Minnesota set out to complete a study that would begin to provide this much needed information. The study addressed the extent to which issues of compensation, recruitment and retention are associated with service quality as observed from a variety of perspectives and as defined from specific outcomes for individuals with developmental disabilities who receive services. To obtain data, university researchers used pre-existing data sets with consumer related information (e.g. screening documents for eligibility, maltreatment files and payment files); direct interviews with a sample of 372 adult waiver recipients; mailed surveys to 183 families and 468 service coordinators (i.e., county case managers) linked specifically to the adult and child sample of waiver recipients with IDD; telephone interviews with 20 county waiver services program directors; questionnaire surveys of 228 DSPs, 184 administrators of residential service programs, and 82 administrators of vocational service programs in which the waiver recipients sample members participated; and four focus groups with more than 50 participants experienced in Minnesota’s waiver program, representing advocacy agencies, provider associations, service coordinators, county administrators, and state administrators.

The average turnover rate for DSPs in this study was 44 percent for small community residential settings and 33 percent for vocational service settings in Minnesota. This turnover was significantly associated with wages, consumer support needs and region of the state, with higher turnover evident in settings paying lower wages, serving people with more intense support needs, and located in major urban centers (in which cost of living is higher). With remarkable consistency, this study found that county waiver administrators, service coordinators, service provider agency administrators and direct support staff, families and individuals with intellectual and developmental disabilities shared a perception that staff recruitment and retention is a major challenge in providing community services and that difficulties in responding to that challenge are affecting people’s quality of services and quality of life.

Quantitative data analyses from this study showed that more DSP vacancies and lower DSP wages are associated with relatively poorer quality of life outcomes for individuals with intellectual and developmental disabilities. Lower average DSP wages were associated with lower reported quality of life ratings by service coordinators for persons in residential settings and higher frequencies of monitoring visits by service coordinators to vocational settings. Having more DSP vacancies was associated with lower service coordinator ratings of quality of vocational services.

More DSP vacancies and lower DSP wages were associated with lower family member satisfaction with vocational provider’s communication and information sharing. DSP vacancies were also associated with lower family satisfaction with the vocational service staff in general. While the findings of this study overwhelmingly support the assertion that lower staff wages and more DSP vacancies have negative impacts on outcomes for individuals with disabilities, there were two findings that had contrary findings. Case managers reported that the overall quality of vocational settings was higher and families reported that their satisfaction with information and communication in the vocational settings was better when turnover was higher after controlling for DSP wages and the number of DSP vacancies.

Little research has been conducted on this topic, i.e. the effects of turnover, vacancies and low wages on quality of life outcomes for people who receive services. The reason for the lack of research is unknown, perhaps the association has always seemed so intuitive and self-evident that researchers felt no need to pursue the relationship. It is also very difficult to design a study that has adequate data sources to link organization outcomes to individual outcomes within that same organization, especially with any type of randomization used in the sampling methods. The recent study conducted at the University of Minnesota had several organizational variables that could have likely explained variability but were missing because the initial analysis plan did not focus primarily on examining associations between setting-level workforce variables and individual outcomes. Future research needs to focus solely on the hypothesis that staff turnover, vacancies and low wages do have an effect on individual service recipients and must therefore attend to gathering complete, comprehensive and linkable data on both individual outcomes and program level staffing variables.

The study conducted at the University of Minnesota is the beginning of a much needed body of research. It provides evidence that links low wages and more vacant positions with poor quality of life outcomes for people with intellectual and developmental disabilities. It provides argument for significant practical and policy changes. We must find interven-

See Wages, page 20

ANCOR Calendar

2 0 0 4

Sept. 13 and Audio Conference
Oct. 18 Positive Behavioral Series Supports
Speaker: Dr. Tom Pomeranz, Universal Enhancement

Sept. 19-21 2004 Governmental Activities Seminar
(Committee/Board of Directors meetings September 18)
Washington Court Hotel Washington, DC

Sept. 28 Audio Conference
Choices in Dealing with Death and Dying and People with Intellectual Disabilities
Speaker: Rick Rader, M.D., Morton Kent Habilitation Center

2 0 0 5


Sept. 22-23 Disability Summit
Alliance for Full Participation Washington, D.C.
(Takes the place of ANCOR’s 2005 Governmental Activities Seminar)
Wages continued from page 19

sions and solutions to the challenges of high turnover and increased vacancies, and these interventions must be tested. Increasing wages and improving benefits packages are certainly an important intervention to ensure. Without focused attention and substantial resources focused on finding effective solutions to the challenges, they will continue to get worse; and it is therefore likely that the quality of life for people with intellectual and developmental disabilities will continue to worsen as well.

References

Note: Preparation of this article was supported by the National Institute on Disability and Rehabilitation Research, U.S. Department of Education through a grant to the Research and Training Center (RTC) on Community Living at the University of Minnesota (Cooperative Agreement No. H133G980082. All analyses, interpretations and conclusions are those of the authors. A copy of the complete research article and analyses can be found in the AAMR journal: Mental Retardation, Volume, Number.

Amy Hewitt is a Research Associate and Director Interdisciplinary Training at the Institute on Community Integration at the University of Minnesota. She can be contacted by email at hewit005@umn.edu or by phone at (612) 625-1098.
The College of Frontline Supervision (CFS) is now available!

The College of Frontline Supervision (CFS) is a self-paced training program offered over the Web. It is filled with information and online tools that help supervisors and others learn more about recruitment and retention issues. Based on the highly successful “Removing the Revolving Door” curriculum, this resource makes the content available in new and exciting ways.

The CFS courses help learners understand how to identify problems with recruitment and retention practices and make real changes. The materials are multimedia and use interactive exercises to help learners understand and apply the content. The following four online courses are currently available:

- Developing an Intervention Plan
- Understanding Training and Orientation
- Fueling High Performance
- Improving Recruitment and Selection

The CFS was developed with the frontline supervisor in mind, but much of the content is useful to anyone who hires, fires, or trains direct support professionals. This includes family members or individuals with disabilities. It is also a useful resource for managers, administrators, policymakers, or anyone who wants to better understand these critical issues.

For a short period of time the content will be available free of charge over the Internet for people who are willing to participate in a research study. This study consists of responding to a series of questionnaires and surveys about the curriculum. Information from the study will be used to enhance and improve the curriculum. Participation is for a six month period. If you are interested in learning more go to http://rtc.umn.edu/cfs/. The website contains information about the curriculum and the study. You can test your computer capacity to run the program. You can complete a multimedia orientation and then chose whether you would like to register or not. After visiting the site, if you would like additional information regarding the study or the CFS, see the contact information below.

REFERENCE LINK For more information contact: Susan O’Neill, Research and Training Center/Institute on Community Integration (UCEDD), College of Education and Human Development, University of Minnesota, (612) 624-0386 (Voice mail-only), onell001@umn.edu (E-mail) – preferred method of contact.
The following agencies have submitted the names of homes that have succeeded in having deficiency-free surveys, which qualifies them for appearance on the ANCOR Honor Roll. ANCOR congratulates all of the staff who make these honors possible. Please note that this is the last LINK’s issue where this column will appear.

Arizona
A.I.R.E.S.
Solano group home
Wilshire group home
Silverbeach group home
Rosewood group home
Barona A group home
Merito A group home

California
ResCare, CA
Cris Avenue Home
Potomac Community Home
ResCare Orange County

Iowa
MOSAIC
The Homestead Building
Mosaic-Cummins

New Mexico
CARC, Inc.
Guadalupe group home

North Carolina
Community Alternatives – North Carolina
Seven Oaks Road Home

Ohio
Sunshine Inc.
of Northwest Ohio
Vanderbilt Family Care Home
Hattie Larlham Home
Oak House

Pennsylvania
The Verland Foundation
CLA program
Therap Services, LLC was founded to improve the quality of life for people with mental retardation and developmental disabilities by providing cost-effective information, communications, and technology services tailored to the specific needs of service providers, service managers, health professionals, and regulators.

Our current offerings include reliable, secure, Online Incident Reporting Services, and providers need only a computer with Internet access. With our easy to use and intuitive system, the time to file an Incident Report is typically reduced from about 15 minutes to 2 minutes.

To learn more about our products and services, the Therap Management Team, and the critical role technology plays at Therap Services, please visit our web site at www.therapservices.net,
e-mail Warren S. Gifford, Ph.D., President, at information@therapservices.net,
or call Warren toll free at (866) 843-7270.
ANCOR Mission:
To empower providers and people with disabilities
to celebrate diversity and effect change that
ensures full participation.

ANCOR Vision:
To be the premier provider association creating
a world that values the full participation of all
stakeholders.

American Network of Community Options and Resources
Inspire – Inform – Connect

1101 King Street, Suite 380
Alexandria, VA 22314-2944
703-535-7850
www.ancor.org

Now you can choose for yourself.

www.TheArcLink.org
toll free 877.431.8532
e-mail: ejohns@thearclink.org

TheArcLink.org
Information and resources for individuals with developmental disabilities and their families.