Join Us in Washington

Peter A. Kowalski

ANCOR has stepped forward over the years to move issues involving the value of the people we support and those who provide that support. You all know that our wage bill, H.R. 1279, has been reintroduced in Congress. Perhaps you have made a call to your representatives or perhaps you are sitting on the sideline waiting for someone else to call. You all know that we have collected and spent over a million dollars in this effort over the past six years. Perhaps you have given or maybe you are waiting. Many have given; and yet many have not. It’s time.

We need more from you. We need more from those who have given and we need those who haven’t to step forward and join us. The concept of the National Advocacy Campaign has been to create a bipartisan, grassroots movement that spans our country, whose members will rise up with one voice at the right time. It’s time.

This September we want to take the fight to the Halls of Congress in a spectacular fashion. We need you to come to Washington to the Governmental Affairs Conference, and we need you to bring your DSPs. We will be creating a special track at the conference for our DSPs that will include information on the bill and grass roots advocacy. Attendance at the conference will be free for DSPs if they join us on the Hill. Picture the halls of those congressional office buildings bustling, not with the rich and powerful, but with us! It’s time.

Think of the powerful influence flooding the halls of Congress will have on our bill. Last year we did well, but achieved support from only a fraction of our House members. Think how unstoppable our bill will be if most of the House members sign on. They will if they hear from you; we all know this. It’s time they heard from you, and it’s time they heard from your DSPs. It’s time.

Think of the influence YOU can have on that member of Congress if you come to Washington with a few of your DSPs, and your whole workforce is calling those Congress people’s office back at home. What House or Senate member can ignore this request? What about your fellow providers who aren’t ANCOR members? Your family members and the people you do business with; can you get them to join the battle? It’s time.

We were honored to have an employee named an ANCOR DSP of the Year from our state. You should have seen his reaction when I asked if he would like to come with me to Washington. Think about the impact on your staff if you take them with you to D.C. Yes there are many reasons why you just can’t make it. But if not now, when? It’s time.

We all know that the only way to get this bill noticed and passed is to create such a ground swell that Congress has no choice. Not easy. We are not high powered. We deal with people that society devalues; they pay us low wages commensurate with that valuation. The only tool we have is the

See President page 17

ANCOR 2007-08 Resource Partners Guide

ANCOR is pleased to present its fifth annual Resource Partners Guide, which is formatted as a pull-out section in the middle of this issue of LINKS. The guide highlights a cross-section of consultants and firms available to support your agency’s diverse operational, management and development needs and provides you with an important agency resource right at your fingertips.

Our thanks to the Resource Partners featured in this section. Their listings can also be accessed on the ANCOR web site at www.ancor.org.

See Resource Partners Guide, Center Section
The American Network of Community Options and Resources (ANCOR) was founded in 1970 to provide national advocacy, resources, services and networking opportunities to providers of private supports and services. LINKS provides a nexus for the exchange of information, ideas and opinions among key stakeholders.

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Saving the Date
ANCOR’s 2007 Governmental Activities Seminar
September 9-11
Washington Court Hotel • Washington DC

ANCOR Features New Stars in LINKS Masthead
Our appreciation to ANCOR member Homes for Independent Living of Wisconsin for giving us our newest “stars” for the LINKS masthead: DSP Nancy Hamilton and consumer Steven. Nancy was also Wisconsin’s state direct support professional honoree in the ANCOR National Advocacy Campaign’s inaugural Direct Support Professional Recognition Contest.
The theme of the NAC 2006 Annual Report is "Leading the Way," and we’re doing just that. But we need your help. It’s imperative that we keep "telling our stories," and turn up the heat with federal and state policymakers.

The DSP Recognition Award honorees, who were introduced in the April issue of LINKS are part of the story, as are the more than 300 recognition award nominees. But we need your DSPs to tell their story too, directly, here in Washington, D.C., on September 11.

ANCOR and its legislative partners—The Arc, UCP and Lutheran Services in America—are hosting a Capitol Hill Event in conjunction with the ANCOR Governmental Affairs Seminar (GAS), September 9-11, 2007, in Washington, D.C.

In addition to an educational track for DSPs on Monday, September 10, which is complimentary to DSPs and will focus on professional development, we’re organizing visits to Capitol Hill the afternoon of Tuesday, September 11, for DSPs, family members and people served to meet with their Representatives to tell their story and advocate for support of H.R. 1279, the Direct Support Professionals Fairness and Security Act.

We’re hoping to add dozens of new cosponsors to H.R. 1279 as a result of this effort. To achieve such an ambitious goal, we need each and every one of you. See CEO page 6

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Prisoners of Our Thoughts
Viktor Frankl’s Principles at Work
by Alex Pattakos

Age Appropriate Activities for Adults with Profound Mental Retardation
by Nina Gillerstein, Kris Martin and Barry L. Powe

Functional Assessment and Intervention
A Guide to Understanding Problem Behavior
by James E. Carr, PhD and David A. Wilder, PhD

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Idea have power—but they need legs. The eight-hour day; the minimum wage; conservation of natural resources; civil rights; women’s rights; social security; Medicare and Medicaid—all these were launched as citizen’s movements and won the endorsement of the political class only after the citizenry demanded that action be taken.

Democracy doesn’t work without citizen activism and participation. To that end, the ANCOR National Advocacy Campaign has adjusted its tack, with an enhanced messaging, grassroots and Direct Support Professional (DSP) recognition effort in support of our federal legislative initiative.
Therap Services is soon going to release its 7.0 version. The major release is going to feature a number of new application modules as well as enhanced versions of existing applications. The additions made in 7.0 will include – ISP, ISP Program, ISP Template Library, Supported Employment Wage and Price Rate Tracking, Attendance Tracking, Staff Scheduling, T-Notes, Enhancement to Therap Calendar, Printable Billing Form for CT.

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See Us

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- Witness Reports
- Health Tracking
- T- Logs

Therap Services, LLC.
562 Watertown Avenue, Suite 3, Waterbury, CT 06708-2240 Phone: (203) 596 7553 www.TherapServices.net
Using ANCOR’s Web-Based Alert System and Other Tools

Legislators want to hear from YOU—their constituents. As a private provider, only YOU can tell your elected officials how legislation and public policy affect the people you serve, their families, and your employees. ANCOR’s Government Relations Division has tools to help you take action on important federal legislation and resources to help you stay informed. This article contains “how-to” information: how to respond to an ANCOR Action Alert, how to find contact information for your elected officials, and how to find current legislation.

How to Respond to an “Action Alert”

When legislation could have an effect on ANCOR members, ANCOR may initiate an Action Alert to urge members to contact their federal representatives. Action Alerts are designed to give members an easy way to be heard on important issues that affect them.

ANCOR begins the process by sending you an email urging you to take action, such as sending an email message or letter to an elected official. The Action Alert is also posted on the ANCOR website in the Action Center box on ANCOR’s homepage and on ANCOR’s Members’ Only page.

When you receive an email urging you to take action, the first step in responding to the alert is to click on the “Take Action!” link at the top right of the email text. This takes you to the alert in the Action Center. Sometimes ANCOR provides a form message for each Action Alert, and this message is at the bottom of the alert. However, individualized messages are more effective than scripted ones, so you are encouraged to personalize the message by explaining how proposed legislation may affect your agency. To personalize the message, click inside the “Editable Text” box and begin adding more details about your agency. Personalization is not required but is encouraged for maximum effect.

After finalizing the message, you must complete the contact information. (The system does not allow anonymous messages.) Based on the contact information, the system looks up your specific legislators and then directs the message or messages to the appropriate recipients.

How to Contact Your Elected Officials

Have you ever wanted to contact your senators or representatives about an issue or schedule an appointment but didn’t know where or how to find their information? ANCOR’s Government Relations Division has several resources available that will help you find the answers to these questions.

There are two ways for members to learn details about elected officials, how to contact their offices about issues, and how to request meetings. The first way is to use ANCOR’s Action Center. The Action Center provides you with information to contact members of Congress and the president.

How to use the ANCOR Action Center to find your elected officials:

- Go to the ANCOR Action Center: http://www.ancor.org/capwiz/index.cfm
- Under “Elected Officials,” enter your ZIP Code and click “Go”. The system will use the information you submit to provide you with your state and federal officials’ contact information.

Second, on the ANCOR homepage is a link to a Federal and State Official Directory, which contains even more details on your federal representatives, state representatives, and governor. This tool includes office contact information, staff contact information, biographical information, and is in an easily printable format.

How to use ANCOR’s Federal and State Official Directory:

- Click the link to the directory, located on the ANCOR homepage and on the National Issues page.
- Enter your zip code (the long version, to get the most accurate information) and press “Go”.
  OR
- Click on the first drop down menu that is labeled “directory” and find your state.
- Select any of the US or State categories listed for under your state name.
- NOTE: The “State Executives” category gives you information on your state’s Governor and Lieutenant Governor
- Then click the button “Get Directory Records”.
  OR
- Click on the first drop down menu that is labeled “directory” and find your state.
- Select any of the US or State categories listed for under your state name.
- You can narrow your search by first choosing the category in which you want to search, for example Alabama State House. Then you can 1) type in the first or last name of a particular State Representative OR 2) the political party to list everyone in the State House in the political party you’ve selected. Then click “Get Directory Records” to get the results.

How to Find current Legislation

Are you interested in current federal legislation but have no idea where to begin your research? There are two ways to find out.

First, ANCOR’s Action Center allows you to look up current federal legislation and stay updated on votes and bills important to ANCOR members. ANCOR’s Action Center features updated information on legislation through the “Issues and Legislation” section.

To find legislation on ANCOR’s Action Center:

- Click on the “Issues and Legislation”

See Tools page 6
ANCOR Tools, from page 5

- or “Issues” link, then
- Click on “Current Legislation.”
- If you would like to look up legislation NOT listed among ANCOR’s current legislation, scroll to the bottom of the page to use the search functions. You may search for bills by typing a key word, or by typing the bill number.
- Don’t forget to have the correct “bill type” selected. House bills begin with “H”—i.e. H.R., H. Res. Senate bills begin with “S”—i.e. S., S. Res.

Second, by going to www.thomas.gov, you can also search for federal legislation by bill number, key word, or browse legislation introduced by your Representative or Senator.

More ANCOR Tools Available

ANCOR’s Government Relations Division has even more tools available to help build your expertise and to help you inform your elected officials about what’s important to private providers. ANCOR’s website has a comprehensive list of Tools for Relationship Building, Tips for Contacting Your Congressman, and even state-specific Disability and Medicaid Fact Sheets. If you have any questions about ANCOR’s web-based tools or contacting your elected officials, contact Jessica Sadowsky, Government Relations Associate at jsadowsky@ ancor.org.

New Reports Rank State Medicaid Programs

The Medicaid program has been described as resilient. Whatever the prevailing and contradictory views of the Medicaid statute, its programs, and operations, there is consensus that the program has an overwhelming level of diversity and complexity. And according to one new report, it mirrors, changing economic circumstances, conflicting political pressures, and fluctuating demographic and medical needs. Two recent reports rank state Medicaid programs, highlighting disparities in services and eligibilities in one and addressing specific issues for people with intellectual and developmental disabilities in the other.

Unsettling Scores Finds Miserly Medicaid Reimbursement Policies

The Public Citizen Health Research Group released Unsettling Scores: A Ranking of State Medicaid Program concluded that the federal Medicaid program that provides health care coverage to 55 million low-income individuals is failing to deliver adequate services to millions of people because of differing state eligibility requirements, benefits and performance. There are large numbers of people who need to be, but are not, eligible for Medicaid; need to have access to a wider scope of services (including ICFs/MR, HCBS waivers, home health, and personal care); need to benefit from better quality health care; or need to have access to more providers than are available because state reimbursement policies make their participation difficult if not impossible.

The report found marked disparities between and among states and that the top ten states tended to cluster in the Northeast. It ranked the following states in rank order from #1 to #10: Massachusetts, Nebraska, Vermont, Alaska, Wisconsin, Rhode Island, Minnesota, New York, Washington, and New Hampshire. The worst states, in order from 50th to 41st, were Mississippi, Idaho, Texas, Oklahoma, South Dakota, Indiana, South Carolina, Colorado, Alabama and Missouri. (See Chart #1 at end of article for rankings.)

The overall rankings are followed by state-specific summaries with the breakdown of scores by four categories: eligibility, scope of services, quality of care, and reimbursement. The report finds that the reimbursement is an area that is in flux and that varies greatly from state to state. As a result, there are few indicators that are up-to-date and reliable. The research group, therefore, chose three indicators that serve as markers of a state’s fiscal performance in administering its Medicaid program: Medicaid payments per enrollee, by group; physician fees; by service; and Medicaid-to-Medicare fee index, by service.

Of the four categories examined, reimbursement “is the one with the fewest indicators and is subject to much fluctuation between and among states.” At the high end is Alaska, which pays Medicaid providers much more than the national average in order to attract and retain them. In addition to Alaska, the other states within the top ranks are Delaware, Nevada, Arizona, Nebraska, Wyoming, Iowa, Maryland, Wisconsin, Montana, and Connecticut. The states with the bottom rankings in reimbursement are: New Jersey, New York, Rhode Island, Missouri, Pennsylvania, District of Columbia, Florida, California, Oklahoma, Texas, Illinois, Michigan, Maine, and Indiana.

...Medicaid physicians’ fees have traditionally lagged behind Medicare fees. Although this gap has narrowed over time, in 2003 Medicaid fees were 69 percent of Medicare fees. Not surprisingly, Medicaid is therefore perceived as a “stepchild” program compared to Medicare, and is somewhat stigmatized as a result.

According to the report, “these are differences that make a difference.”

For the rest of the story, the article in full, and to view charts of the findings, click here http://www.ancor.org/members/links/State_Medicaid_Rankings.doc
ANCOR’s National Advocacy Campaign (NAC) is demonstrating its commitment to making 2007 the year of the Direct Support Professional (DSP). It began with the creation of a new theme, You Need to Know Me, and will zenith with a fall DSP event in Washington, DC. The 2007 campaign affords ANCOR members and partners multiple opportunities to spotlight the direct support workforce—both its successes and challenges—and you cannot afford to sit it out.

Initial You Need to Know Me efforts have confirmed what we suspected—no one can tell the story of the direct support workforce better than a DSP. With more than 300 personal DSP stories in hand from the inaugural ANCOR Direct Support Professional of the Year contest, and while the announcement of the contest’s 37 honorees is garnering much-needed public attention, ANCOR is building broader awareness about the direct support workforce through their personal stories.

Though You Need to Know Me is a fresh concept with growing infrastructure, early response to a more DSP-focused approach has surpassed expectations. It’s about more than the immeasurable value DSP voices add to our direct lobbying, media outreach or public education efforts. It’s also about the infectious enthusiasm and morale building opportunities that greater DSP involvement gives us.

That is why it is so critical for you to send DSPs to Washington, D.C., September 10th and 11th to lobby for DSP legislation and to participate in a DSP educational track at ANCOR’s Government Activities Seminar. While your DSPs will undoubtedly help federal advocacy efforts, they’ll also get some free professional development and their participation will benefit you back home.

How does sending DSPs to D.C. help at home? First, they’ll be excited that they have the chance to participate; and they and their colleagues will appreciate that their employer is so committed to their issues. Second, the DSP visits to Capitol Hill will help raise your organization’s profile with members of your Congressional delegation. Third, it presents a great opportunity to showcase the DSPs and workforce issues in local media and newsletter accounts. Finally, it will help you build a stable of self-advocates—both participating DSPs and those influenced by their participation—who can serve as a tremendous asset to your state-based advocacy endeavors.

Specific to details of the fall DSP event, all participating providers or associations will be responsible for DSP travel and lodging costs, but there will be no registration fee for participating DSPs and scholarship opportunities may be available. The DSP program, held in concert with ANCOR’s Government Activities Seminar, will include an afternoon of DSP professional development activities and evening entertainment on September 10; advocacy training for visits to Congressional offices, a DSP rally on Capitol Hill and meetings with Congressional offices (scheduled by participants) on September 11.

ANCOR also encourages its members and partners to include people with disabilities and family voices in the fall DSP event. Additional details about the fall DSP event will be forthcoming, but ANCOR members can RSVP DSP commitments to ANCOR’s advocacy consultant, Daryn Demeritt, at ddemeritt@fieldgoals.net.

A DSP is no different than any other employee—they like to feel appreciated and they like to feel that they are part of a team. While we advocate for better compensatory appreciation, DSP participation in You Need to Know Me initiatives, like the fall D.C. event, will Make a Difference to the DSP, the workforce and your organization.

Make your commitment to participate today!

Update from the Hill

The Direct Support Professionals Fairness and Security Act, H.R. 1279, has gained an average of 13 co-sponsors a month since its introduction to United States House of Representatives on March 1, 2007. As of this writing, the bill has 29 co-sponsors (18 Democrats and 11 Republicans). To find out if your U.S. Representative is a co-sponsor or to send a letter asking your U.S. Representative to become a co-sponsor, please visit ANCOR’s Action Center today. (http://capwiz.com/ancor/issues/alert?alertid=9723141&type=CO)

TheArcLink Sponsors Roommates Webinars for Interested States

TheArcLink, an ANCOR partner, is sponsoring webinars on its Roommates service. The webinar dates change monthly.

To register, go to http://roommates.thearclink.org/webinars/states.

TheArcLink Roommates matches people with the best possible living arrangement and supports. It supports self-determination and helps to eliminate unnecessary vacancy days. The service is available to state disability agencies or other state or regional organizations on an annual subscription basis. Indiana and Louisiana are already online.

Users can match a vacancy with a person needing a placement. They can either post a vacancy or create a listing for a person who is ready for placement. Family members and persons with disabilities can also post their own listings if their online registration is approved. No personal identification like names and street addresses are allowed in the postings.

This webinar will include a live tour of Roommates’ major features, and options states have for customizing it to their needs and goals.
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Strixct Educational and Work Duties Needed to Exempt Case Managers

Joni Fritz, Labor Standards Specialist

ANCOR has recently received inquiries from members who believe that some of their case managers meet federal criteria for exempt professionals. In most situations case managers are not considered to be exempt and must be paid on an hourly basis and receive overtime when they work for more than 40 hours in a workweek. However, in limited cases these employees may be exempt if they have the proper educational background or function as supervisors rather than, or in addition to, working directly with the people who receive supports.

The exemption for professionals in the human services field requires: compensation on a salary or fee basis at a rate of not less than $455 per week, exclusive of board, lodging or other facilities; and their primary duty must be the performance of work "requiring knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction."

The rules themselves specifically state that the educational requirement cannot be attained at the high school level. Nor is this "learned professional" exemption available for occupations that customarily may be performed with only the general knowledge acquired by an academic degree in any field. It also does not apply to occupations in which most employees have acquired their skill by experience rather than by advanced specialized intellectual instruction. Only occupations that customarily require specialized academic training are considered learned professional fields under the regulations.

Agencies that have described the educational requirements for their case managers in limited general terms, such as "a bachelor’s degree in social sciences" are invariably informed by Department of Labor (DoL) officials that the learned professional exemption does not apply. Where they have gone into greater detail there is a more positive outcome.

Advanced Specialized Training and Job Duties Are Key

Case managers with a masters degree (MSW) and certification in social work are generally considered to be exempt when working in the field of their degree. They are found to have the recognized professional status required by the regulations. Those who supervise other employees may also be paid on a salary basis under the exemption for "executives" for their supervisory and management responsibilities.

While a requirement that all of an agency’s case managers have a bachelor’s degree in social sciences is considered insufficient, DoL has agreed that more specific educational requirements support such an exemption. Two DoL opinion letters describe their expectations for meeting the learned professional exemption. In one such case the agency requires a master’s degree in social work or human behavioral science or a bachelor’s degree with a major in human behavioral science, with one year of professional case work experience in a social service agency acquired after obtaining the degree. DoL approved use of the exemption in this case because the agency specifically defined the human behavioral science degree as follows: at least 30 semester hours or 45 quarter hours either in development of human behavior; child development; family intervention techniques; or diagnostic measures of therapeutic techniques such as social work, psychology, sociology, guidance and counseling, and/or child development. This was found to meet criteria for a degree in a "particular course of study."

The work performed by these so-called "learned professionals" must include "work which is predominantly intellectual in character, and which includes work requiring the consistent exercise of discretion and judgment, as distinguished from performance of routine mental, manual, mechanical or physical work."

Exercising discretion and independent judgment generally involves the comparison and evaluation of alternative courses of conduct and making a decision after the various possibilities have been considered. DoL expects exempt professionals to have the authority to make independent choices.

See Case Managers page 10

From ANCOR Partner Philadelphia Insurance

“A Primer on Property Risk Management”

Philadelphia Insurance Companies

To read this important article focusing on the disabilities community, click on this link

(http://www.ancor.org/members/links/General_%20Property_Risk_Management.pdf)
Private Provider Nurses Are Very Positive About Using CDS for Training in Mississippi

Tom King

A proposal to utilize the College of Direct Support (CDS) in Mississippi in an alternative manner was an idea that originated within the offices of ANCOR member The Arc of Mississippi. The Arc’s executive director, Matt Nalker, and Lisa Burck, project director of the CDS in Mississippi, approached the state’s Department of Mental Health. The proposal was for the department to use the CDS to train approximately 60 nurses providing services in the Medicaid Home and Community Based Services Waiver Program for persons with developmental disabilities.

While not sure of specific instances in which the CDS had been used to train nurses, Nalker and Burck thought it could be and met with Ashley Lacoste, the department’s administrator. After studying the idea, the project got the green light. The targeted nurses were approved to provide only in-home respite and attendant care services as individual Medicaid providers. They may not employ others to work for them, Burck explained.

On June 1, 2006, the 60 nurses, with an average of 20 years in the profession, began using the CDS to receive required annual and quarterly training. Upon completion of the first year’s curriculum the nurses will receive an increased reimbursement rate that will be effective on July 1, 2007.

Working with the nurses, Burck developed a core curriculum of 12 courses that were customized because of the nurses’ obvious medical background. The nurses were assigned one course a month.

After six months, the nurses were surveyed to gauge their level of learning and satisfaction. Burck said the data was gathered anonymously to elicit more forthright answers. There were ten questions asked in Likert Scale format as well as five anecdotal questions regarding the technical assistance they received, future applications of CDS, and direct testimony of better services.

On a scale of 1 to 5, all of the responses to the CDS were greater than 4, validating that the CDS helped improve skills and the nurses’ understanding of their role in providing supports. They also agreed that the CDS is convenient, accessible and reliable. In addition, they said they would recommend it to their peers, for use by all service providers and as means of learning for families.

Burck said a variety of themes emerged in analyzing the responses to the open-ended question, “What would you like the Mississippi Department of Mental Health to know about using the College of Direct Support to teach service providers?”

“There were many indications that respondents were very satisfied with the ease, efficiency and effectiveness of the CDS. Most reported that the CDS was convenient and easy to use,” Burck said.

But beyond the ease and convenience of the CDS, respondents noted the improved quality of training they received. One nurse noted the applicability of CDS beyond the specific current work role in that it was “very informative and the knowledge gained can be applied in all areas of nursing care.”

“This survey reinforces the success that the CDS is bringing to Mississippi. It makes a strong inference that regardless of the level of college preparation or professionalism, there is much to be learned in the field of disability through the CDS,” Burck said. “If nurses feel more prepared for their jobs, then imagine how much more direct support staff will benefit from this unique and important learning opportunity.”

Case Managers, from page 9

“The provision of the professional exemption will be considered on an employee by employee basis. However, if within an employer’s class of exempt professionals just one fails to meet either the educational or the duties test the exemption of all will be threatened.

Copies of the two relevant opinion letters can be found in the “members only” section of the ANCOR web site.

Joni Fritz is a Labor Standards Specialist whose guidance is free to ANCOR members and to those who attend a Wage and Hour Workshop or participate in a teleconference she has conducted. Any ANCOR member who wishes to make arrangements for consultation or workshops with Joni must first contact ANCOR national headquarters for referral. Contact Suellen Galbraith at 703-535-7850 or sgalbraith@ancor.org for referral information.
Over 200 providers, families, individuals with disabilities and policy makers from around the globe gathered May 1-4 in Asheville for the international conference Service Transformation sponsored by the North Carolina Council on Developmental Disabilities. Throughout the 3½ days, eight providers highlighted the positive actions they had taken to make individualized supports a reality for every person in their organization.

While there was no “one size fits all” model for supporting individuals in the community, the diversity of perspectives had these characteristics in common:

• They had been supporting individuals with a variety of needs in the community for 15 years or longer.
• The agency’s leadership fostered a strong, values-based culture.
• The power of person-centered planning and the use of natural supports wherever possible were integral to service delivery.
• Ongoing collaboration and cooperation with funding sources and local community members were ingrained strategies.

The organizations emphasized that their service delivery approach was financially viable; was possible for individuals with significant needs, including those requiring 24/7 supports; and that the key agency indicator for success was the creation of a learning organization where stakeholders were included in the discussion and planning for how to support the people they served.

The participating agencies were small to medium-sized, supporting between 30 to 100 people with disabilities. While transformation can seem like a daunting process for many agencies, one conference participant noted how his organization had begun the transformation process by focusing on one portion of the organization’s overall service delivery options—group homes—and making the transformation one group home at a time. This strategy provided an experiential model that served to assuage the concerns of staff that a transformation was not possible or that it would be too complicated to accomplish effectively.

Some of the “right ingredients” for successful agency transformation included:

1. Consistent and clear values surrounding individualized supports; self-directed services; community connections and building social capital. It is imperative that there be a focus on finding partners in the community and joining with other community groups that need the same types of community support, such as transportation, housing and health care.
2. Leaders with a clear vision who can effectively reframe the issues, understand the processes of organizational change/ transformation, and are committed to broad-based collaborations with key stakeholders, funding sources, and the community at large.
3. A well-trained and engaged workforce.
4. A decentralized business model, where increased controls are placed in the hands of DSPs and others closest to the customer.
5. Consistent, sound financial management encompassing the best possible use of available resources for the individuals served.

The NC Conference provided something special; it provided an opportunity for all those around the table to discuss challenges and success stories in moving toward individualized supports. This spirit of cooperation and friendship will continue online through the creation of the Asheville Coalition. This site (http://www.nc-ddc.org/ashevillecoalition.html) will serve as an online community to connect the over 200 conference participants and the broader community in an ongoing dialogue regarding the delivery of self-directed, individualized supports to people with disabilities.

Please note: Presentations from this conference will be posted on the Asheville Coalition site in the near future.
Like most providers, ANCOR member Ability Beyond Disability (Bethel, CT) was facing a significant challenge in the recruitment and retention of DSPs. Determined to reduce the organization’s 23 percent turnover rate, Ability Beyond Disability made two major changes in its hiring process.

The first was to begin making hiring decisions almost right away—within 48 hours of the first interview, or even sooner. This decision, however, was contingent upon an applicant passing a background check, a physical exam and a drug screening.

The second change was to stop hiring for specific openings and hire instead for direct-support professionals in general. Individual hires now undergo extensive training and visit a variety of settings to see the different roles a DSP may perform. For two to three months, these new hires, called intern floaters, are exposed to a variety of jobs before they commit to working in a particular setting.

By restructuing the hiring process, Ability Beyond Disability has been able to reduce turnover and keep good candidates who might have previously chosen to leave the organization because one or more elements of the job, such as the job schedule, did not work for them.

Recruiter Maren Millard says, “The new system’s overall flexibility eases some of the pressure on HR and recruiters, because there is less emphasis on providing the perfect candidate for the particular job.”

While less than a year into this process, there is evidence the approach is working. To date, the gap in direct-support staffing has shrunk to just 1 percent, down from 10.5 percent and retention appears to be improving, down from 23 to 21 percent.

There have been numerous benefits to the organization as well. Hiring managers are now able to get temporary help through the scheduling office. Currently, subs can be found about 75 percent of the time. Before implementing this new hiring process, substitutes could only be found approximately 10 percent of the time, often requiring the agency to provide overtime pay to the workers.

This new approach, when supplemented with intensive classroom and on-site learning, has helped produce well trained direct support staff who understand the demands of the position, and are choosing those duties that most closely align with their skills and interests. New hires report being enthused, excited and engaged in the work at hand, all critical components of maintaining a stable workforce in the field.

Note: Original article appeared in the September 2006 article of HR Magazine. For the complete article, go to http://www.shrm.org/hrmagazine/articles/0906/0906agenda_empstaff.asp For further information on Ability Beyond Disability, go to http://www.abilitybeyonddisability.org/home.cfm. Ability Beyond Disability President/CEO Tom Fanning can be reached at 203-775-4700 x3014.
ANCOR’s Resource Partners can be found on the following pages:

CapGrow ...........................................RG2
Colonial Insurance ...............................RG3
Deyta ...............................................RG4
Esteam ............................................RG5
Furniture Concepts .............................RG6

Futures HealthCare ...............................RG7
MRDD ..............................................RG8
Philadelphia Ins. .................................RG9
RideAway .........................................RG10
SteadyCare .......................................RG11

Therap .............................................RG12

ANCOR extends its appreciation to each of the consultants highlighted in this edition. Their listings can also be accessed on the ANCOR web site at www.ancor.org.

For more information on how to become an ANCOR Resource Partner, call Marsha Patrick at ANCOR headquarters, 703-535-7850, or email her at mpatrick@ancor.org.
S
imply put, we purchase existing homes and custom build new homes for service providers nationwide. In return, our clients lease the homes back from us at an affordable rate. By allowing our team to assume all of the roles, responsibilities and financing risk attributed to obtaining a new and/or replacement home, our clients are given the valuable opportunity to increase cash flow, focus more time on fulfilling mission-based goals, achieve liquidity and further enhance their operations.

Our services can help alleviate one of the more pressing issues providers face today, the ability to acquire appropriately designed, safe and secure residential housing. In addition, as overhead costs continue to rise and state reimbursement plans remain uncertain, it is becoming increasingly difficult for organizations to commit the funds traditionally required to finance the purchase or construction of a new home.

There are significant benefits attributed to utilizing our services. First, from our own experience as a residential support provider, we know that every home will need to meet individual consumer needs. This is why we treat every project independently. Whether we’re modifying an already existing home to become wheelchair accessible or custom building multiple homes, we provide the same level of exclusive service and expertise to every project.

Secondly, there is not another company today that can equal the combination of experience and resources we offer. In fact, we have been told by our clients that our immediate access to capital and true understanding of their operational issues provides for an unparalleled level of comfort and support.

The third, and one of the most important points, is the fact that we understand the importance of remaining flexible and uniquely responsive to our clients’ needs. We demonstrate this focus by offering customized solutions. It can be through the home selection process or details outlined in the lease that our clients are able to realize a tailored residential program that has been designed specifically around their operational parameters.

Improving the lives of persons with developmental disabilities - this is the foundation of CapGrow Partners. Just like you, we are committed to enhancing the lives of your clients. We also want to make it possible for you to offer the highest level of service and amenities available today. We encourage you to give us a call so that you can learn exactly how our services can most appropriately benefit your organization.

Three reasons why ANCOR members should contact CapGrow Partners:

• Purchase/Lease
  We will work with you to determine the best new housing option, purchase the home, incorporate any required modifications and lease the home directly to you or your clients

• Sale/Leaseback
  We can purchase the current home(s) that you own, perform any necessary updates/modifications and lease the home(s) back to you – up to 100% equity realization

• Build-to-Suit/Lease
  We have the expertise and resources required to custom build a home to your specifications and needs, and then lease the home to you

CapGrow Partners LLC
3635 North Wilton Avenue
Suite 2
Chicago, IL  60613
P: 773.327.7542
E: info@capgrowpartners.com
www.capgrowpartners.com
Michael and Ross would like to introduce you to the Employee Retention and Communication Program for ANCOR membership. The program was designed to help agencies recapture lost dollars by educating your employees on the full value of their benefit package.

The Employee Benefit and Communication Program is offered to all ANCOR members at no additional cost to your agency. The program educates your employees on their benefit package and the associated cost through a “Personalized Benefit Statement.” This communication process will give your employees a better understanding of their total compensation. Studies have shown that communication of benefits and the cost associated with them has lowered employee turnover, boosted employee morale and increased productivity.

The EBCP gives each employee the opportunity to face financial security issues for themselves and their families through sensible and affordable solutions. All employees, whether interested or not in additional products or services will come away from the consultation with a new understanding and appreciation of the many benefits provided to them by your agency. Please note that this benefit in no way replaces or duplicates any of your existing programs.

What’s in it for you?
Your agency benefits because you:
• Maximize the “Return On Investment” with your current benefits program.
• Communicate your benefits to your employees, and the dollar cost associated with them.
• Control the increasing cost of providing benefits.
• Provide a benefits package that satisfies your entire employee population.
• Recruit and retain quality employees.

What’s in it for your employees?
Your employees benefit because they:
• Have a better understanding of their current benefits and the cost associated with them.
• Have access to a larger portfolio of benefits.
• Have the ability to build a benefits plan based on their own individual needs.
• Have benefits that are affordable and portable through the convenience of payroll deduction.
• Qualify for benefits on a group basis.

Summary of Program
• Provide benefit communication to all employees.
• Provide a “Personalized Benefit Statement” to each employee, enhancing their awareness of the cost of benefits.
• Offer voluntary products with no change to your existing benefits.
• Ease of administration.
J. Kevin Porter, CPA

PRESIDENT AND CEO

Deyta, the experts in Performance Management, brings considerable Industry Experience and Scientific Knowledge to the Survey Administration, Analysis & Reporting process. We are pleased to present our newest “Factual Foresight” design for National Benchmarking and REAL Performance Improvement: The ANCOR Performance Manager System. Quality is our Priority, too.

Who is Deyta?

Deyta provides Performance Management Systems designed to capture consumer and employee assessments of an organization’s performance. Dedicated to the Specialty Healthcare and Human Services sectors since 1994, Deyta provides services for large national operators, as well as, small community organizations and agencies.

Our experience also includes work with national organizations and their membership such as the NHPCO (National Hospice & Palliative Care Organization), NAHC (National Association of Home Care), ALTHA (Acute Long Term Hospital Association), ALFA (Assisted Living Federation of America) and our newest affiliate, ANCOR.

Deyta designs Satisfaction Survey Modules for all stakeholders of a human services or healthcare organization. Our outsourced service is based on unique survey modules that provide turnkey data capture, analysis, and reporting. Modules are available for the four key stakeholder groups:

• Consumer & Resident (people being supported)
• Family & Guardian
• Employee
• Referral Source

The Highlights of Deyta’s “Outsourced” System

• Turnkey Offering for Managing the Satisfaction Survey Processes
• Executive Level Reports at the Company and Location level
• Coded Verbatim Comment Reports
• Monthly, Quarterly & YTD report intervals
• Immediate E-mail Alerts for “Hot Comments”
• National Benchmarking (including industry and cross industry data/standards)

Satisfaction Modules

Family/Guardian Satisfaction Module –
Do you know what your families and guardians are saying about your organization? Our Family/Guardian Satisfaction Survey removes the guesswork and places the facts in your hands. You get “Actionable” information that empowers and encourages you and your leadership staff to effect real change. Surveys are offered for a variety of services provided by your company.

Employee Satisfaction Module –
Are you wondering how to motivate and retain your employees? Our Employee Satisfaction Survey supplies the answers. We reveal what employees report are the most and least important job satisfaction factors, key satisfaction drivers, and your company’s strengths and opportunities. Analyzed by our experts and returned in an easy to read and interpret format, this module provides invaluable insight for the astute employer.

Customized analysis and reports are available to meet every Human Service need. For a complimentary, custom consultation, contact us at 888-893-1937 or visit us on the web at www.deyta.com.
SPECIAL SECTION

George Pashel
CEO

Esteam offers Total: Impact®, a comprehensive suite of process-based software solutions designed to enable improvement in clinical and financial operations of human services organizations. From improving organizational quality to financial management, Esteam is uniquely positioned to provide a comprehensive management system for human services organizations.

Total: Impact Solution Suite

For clinical staff, finance, and executive management, Total: Impact provides the most comprehensive suite of software, strategic consulting services and deployment expertise for significantly improving the performance of human services organizations. The Total: Impact suite, which includes Total: Record, Total: Quality and Total: Service, helps significantly improve the effectiveness of human services organizations by enabling them to focus on providing the best possible services to their clients. From intake to discharge, scheduling to integrating with accounting — decision makers throughout the organization gain anytime, anywhere access to the information they need, organized the way they need it.

Total: Record

Total: Record is an integrated, browser-based system designed to improve how providers manage their clinical and reimbursement processes. The solution provides a breakthrough approach to integrating the clinical and administrative functions within human services organizations while minimizing duplication of effort, frustration and financial penalties associated with lack of sufficient information and processes. Total: Record provides real-time visibility into revenues and enables the organization to track services provided against authorizations received, validity of claims, comprehensive clinical information, and enrollment and intake information about clients receiving service. According to Nancy Speed, Billing Manager at Pressley Ridge, “Total: Record helped us reduce our average Medicaid receivables balance by 30 days.”

Total: Quality

Total: Quality is the only organizational assessment management solution in the human services market today. Total: Quality is a web-based software application that simplifies data collection and analysis to help executive and program management create a quality-driven organization that supports results-oriented change. The solution facilitates program and department operational alignment on strategies and tasks, and promotes timely, uniform reporting that helps close the gap between planning and implementation. Management can define quality objectives, set benchmarks for success and analyze data to improve performance. Users can easily track progress on key performance metrics such as customer satisfaction, medication error rates, incident occurrence, and other key indicators. Total: Quality helps organizations ensure that they are able to adapt and conform to constantly changing regulatory requirements.

Three reasons why ANCOR members should contact Esteam:

- We offer a comprehensive, enterprise-wide software solution to boost organizational productivity, encourage continuous improvement and manage quality
- Esteam solutions handle the most complex billing environments including electronic claims delivery, the need to connect service claim data to authorization caps, and support for multiple funding sources
- Customers receive tangible, measurable productivity gains and reduce expenses every day

Esteam—Getting to the Point of Human Services
George Pashel
CEO
504 Beaver Street
Pittsburgh, PA, 15212
(888) 378-3266
(412) 749.101

PROUD PARTNER
ANCOR—A national network of providers offering quality supports to people with disabilities.—www.ancor.org

May 2007
The only thing stronger than our furniture is our dedication to customer satisfaction! Our people understand the needs of your residents and the realities of your budget. Our products make your residents feel right at home, while our prices allow you to only pay for what you truly need. Quite simply, we are not satisfied until you are.

Furniture Concepts and Furniture Associates are proud to have a Vendor Partnership with ANCOR. Members of ANCOR receive an extra 1% to 5% discount, in addition to standard 50% off pricing, when purchasing quality furniture designed for group living environments.

Furniture Concepts and Furniture Associates have over 25 years of experience furnishing MR/DD group homes, developmental centers, residential treatment centers and transitional housing facilities. From beds and wardrobes, to sofas, chairs, dining tables, mattresses and more, the folks at Furniture Concepts and Furniture Associates are eager to fulfill your furnishing needs with reliable service, on-time delivery and a fierce dedication to customer satisfaction.

Furniture Concepts and Furniture Associates is your exclusive source for TOUGH STUFF – a collection of contract and institutional furnishings with the look and feel of home. We understand the needs of your residents and the realities of your budget.

Over 25 years of customer satisfaction, on-time delivery, interior design and service to the MR/DD and human services community assure you of purchasing furniture that truly fulfills your residents’ needs.

Furniture Concepts and Furniture Associates
26110 Emery Rd., #250
Warrensville Hts., OH 44128
Toll Free (800) 969-4100
(216) 292-9100; Fax (216) 292-7460

Three reasons why ANCOR members should contact Furniture Concepts/Furniture Associates:

• As a Vendor Partner with ANCOR, Furniture Concepts/Furniture Associates offers ANCOR members an extra discount in addition to standard 50% off pricing.
• Furniture Concepts/Furniture Associates is your exclusive source for TOUGH STUFF – a collection of contract and institutional furnishings with the look and feel of home. We understand the needs of your residents and the realities of your budget.
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Feel free to call at 800-969-4100 with your comments or questions, or visit the website at www.furnitureconcepts.com. Furniture Concepts and Furniture Associates are eager to be of service, and look forward to serving you.
Three reasons why ANCOR members should contact The Futures HealthCore:

Futures’ clinicians and management staff are committed to:
• Work that makes a real difference in the lives of the people entrusted to our care.
• Maintaining outstanding clinical services and programs while implementing sensible cost-containment strategies.
• Ensuring that our work is thoughtful, caring, and directed toward outcomes that matter in the lives of the people we serve.

The services we offer include:
• Speech Language Pathology
• Physical Therapy
• Occupational Therapy
• Nursing
• Dietary
• Psychology
• Social Work

We look forward to working with your organization in a collaborative effort to help the people we support build better lives.

The Futures HealthCore, LLC
136 William Street
Springfield, MA 01105
(800) 218-9280  Fax: (866) 656-6111
www.futureshealth.com
futures@futureshealth.com

Peter Bittel, Ed.D., CCC/SLP
CEO
The Futures HealthCore, LLC

The Futures HealthCore provides clinical supports to over 10,000 people in 6 states and the District of Columbia. Because Futures’ management staff are practicing clinicians, we maintain an understanding of the clinical and administrative issues inherent in service to people with disabilities.

A problem with the delivery of clinical supports in the world of developmental disabilities is that most supports are driven by the clinician rather than by the individual.

What would happen if clinical supports were consumer-driven?
• If frequency and scheduling were done based on the needs of the consumer?
• If the needs of the consumer and the concerns of consumer advocates primarily influenced frequency and intensity of supports?
• If the cost of supports and objective outcomes were tracked and trended?
• If the quality of supports were measured against objective standards?

That is what happened when a metropolitan agency outsourced its clinical supports to The Futures HealthCore. This project involved the support of people with complex disabilities living in community residences. Occupational Therapists, Physical Therapists, Nurses, Dietitians, and Speech Language Pathologists were hired from the outsourcing agency.

The first year of operation resulted in significant changes within the system, and provided a variety of learning opportunities for clinical and administrative staff:
• Clinicians could recommend supports they determined to be necessary and the team discussed recommendations to determine the most appropriate service delivery.
• Clinicians considered the ways that community supports could be used.
• Pay status for clinicians was moved from salaried to hourly.
• Caseloads became dynamic—swelling as people achieved levels of medical stability and decreasing as hospitalizations and acute illnesses were noted.
• Turnover of staff in consumer residences was significant resulting in Futures clinicians spending increased amounts of time on training.
• Turnover of Futures clinicians was only 8%. Clinicians reported increased professional satisfaction and appreciation of greater autonomy and accountability.

As the project progresses, the clinical and organizational foundations have been enhanced, new processes have developed and existing processes strengthened:
• The Quality Assurance process has become more functional and sophisticated.
• Documentation is timely, thorough, and integrated into the outsourcing agency’s system.
• Difficulties between the outsourcing agency and Futures are addressed in a collegial fashion, with positive outcomes for both agencies and consumers.
• Clinicians are working in the community with people of all socio-economic levels.
• Therapy programs are more comprehensive so that the outsourcing agency is able to accept more consumers with a wider variety of clinical needs.

These improvements would be significant if they represented clinical developments alone; however, the cost savings to the outsourcing agency was more than 25% in the first two years of the project.

These cost savings may not be able to be realized at every juncture, due to the medical complexities with which we wrestle, but in a managed system, at least we understand the reasons for the costs and we know we have done all we can to reduce them.
Jeffrey A. Rutledge  
President of Sales and Marketing  
MRDD Solutions

MRDD Solutions’™ products and services slash agency costs, boost profit margins, and increase operational efficiency. This occurs by leveraging technology, using industry “best practices”, and integrating software systems in order to eliminate redundant data entry of accounting, billing, payroll, HR, and consumer management information.

In our twelve-plus years of experience in working with MR/DD providers across the country, MRDD Solutions has historically found providers are forced to run disconnected systems for accounting, billing, and client management functions. Few software systems on the market are suited for the specific needs of a MR/DD provider. In most cases, providers who run “disconnected” systems are burdened by the inefficiencies due to the lack of electronic communication between systems and the workarounds created in order for the software to function in a MR/DD environment. The incredible levels of inefficiency come with the high price tag of administrative costs and the lack of adequate managerial reporting.

Our solutions have paved-the-way for more than 103 providers in 19 states to become more efficient by using integrated software systems to improve efficiencies in multiple areas of agency management thereby reducing administrative costs. This includes an “integrated” MR/DD software system that focuses on accounting, payroll, billing, consumer management, human resources, fund raising, incident tracking, and other related functions. The system shares data electronically and eliminates redundant entry of the same data in unrelated software programs.

Other focuses include an Automated Forms Processing service that eliminates manual data entry for common processes such as payroll and billing by digitally processing paper forms.

Larry White, ANCOR member and Executive Director of Anne Grady Center, best describes the results obtained by MRDD Solutions by saying, “We were expanding in services, staff, and revenue, but could not tell which services were making money. We contracted with MRDD Solutions to install the Integrated Software Series © and help us streamline our business department. The software and services from MRDD Solutions paid for itself the first year and provided a 58.1% return on investment (ROI). We saved at least $100,000 in the first year, not to mention we have an accurate picture of our finances for the first time ever.”

The Integrated Software Series© is the flagship product. It is a series of 14 modules that can be run individually with your existing systems or in an integrated series. These modules include:

**Core Accounting**
- General Ledger
- Accounts Payable
- Accounts Receivable
- Payroll
- System Manager (HIPAA compliance)

**Consumer Management**
- Service Billing (Waiver as an example)
- Incident Trending and Analysis
- Client Personal Funds Management
- Client Assessment
- Client Demographics
- Vocational (Sheltered Workshop)

**Agency Management**
- Human Resources
- Employee Requirements (manages requirements i.e. training)
- Fixed Assets
- Fund Raising for non-profits

**Other services include:**
- ASP service for use of the software via the Internet (connects remote sites/users)
- Fiscal consultation and interim finance professionals (CFO, controller, etc.)
- Automated data collection for time, attendance, and billing

Three reasons why ANCOR members should contact MRDD Solutions:
- Successful installations at more than 103 agencies in over 19 states have proven that our products work. Expect our concepts to pay for themselves within six to eight months and provide generous ROI in the first year.
- We live and breathe MR/DD! Our products and services are uniquely tailored to serve the needs of the industry with a perspective that no other vendor can offer.
- “Profit” is not a dirty word. For profit or non-profit, our professionals will introduce you to technology that lets you earn more revenue with less administrative expense.

**MRDD Solutions**
122 South Fulton St.  
Wauseon, Ohio 43567  
jeff@mrddsolutions.com  
419-335-1280 Extension 11  
www.mrddsolutions.com  

**Founding Gold Partner**
Philadelphia Insurance Companies is committed to providing ANCOR members with a quality insurance program. Our underwriting flexibility enables us to address the unique exposures of non-profit organizations while considering budgetary constraints. We provide competitively priced policies, local service and differentiated coverage features designed to protect our customers. Our package policies and loss control services are uniquely designed to fulfill a wide range of special insurance needs for ANCOR members. **Focus on the things that matter. We’ll handle the risk.**

**BENEFITS OF OUR COVERAGE**

**General Liability**
- Abuse & Molestation available
- Volunteers as Additional Insureds
- Coverage for Fund-Raising Events
- Blanket Additional Insured for Funding Sources and Landlords
- Employee Benefits Liability
- Medical Payments with $15,000 limit

**Professional Liability**
- Separate coverage part so no erosion of General Liability aggregate limit
- Provide vicarious coverage for subcontracted physicians
- Covers students in training

**Directors & Officers Liability**
- Our comprehensive management liability solution for 501(c) Non-Profit Organizations offers Directors & Officers Liability, Employment Practice Liability, Fiduciary Liability, Workplace Violence Liability, and Internet Liability.
- Defense costs paid in addition to the limit of liability
- Broad employment practice act definition that provides coverage for claims alleging: discrimination, wrongful termination, sexual harassment, retaliation, constructive discharge, and more…
- Coverage available for all pension benefit and welfare benefit plans as defined by ERISA
- Outside Directorship coverage

**Property**
- Blanket limits with large in-house capacity
- Water backup of sewers and drains or sumps
- Sign coverage – No limitation
- Glass coverage – No limitation
- Ordinance & Law coverage – Included up to Building Limit
- Spoilage coverage $25,000

**Auto**
- Employees and Volunteers as Insureds
- Rental Reimbursement for Private Passenger Vehicles
- Web-based Auto ID card issuance

**Crime and Fidelity**
- Employee Threat
- Theft, Disappearance and Destruction
- Forgery or Alteration
- ERISA Coverage

**AccessPhly Loss Control**
- Protect your business with AccessPhly loss control services at www.losscontrol.com. Keep costs down by choosing industry specific safety programs. We’ll show you how to implement Client Training Services and Risk Management Reporting that get results.
- Large network of loss control and risk management professionals with expertise in all aspects of safety.
- Quality and timely risk assessment and loss prevention services
- Risk management program tailored for your needs

**Three reasons why ANCOR members should contact Philadelphia Insurance Companies:**

- **Strength** – We are rated A+ (Superior) by A.M. Best Company, the principal U.S. rating agency for insurers. Only 5% of the 3,350 U.S. insurance companies earn this rating.
- **Experience** – We have 16+ years experience writing non-profit organizations.
- **Expertise** – We have a large network of loss control and risk management professionals with expertise in all aspects of safety. We will tailor a risk management program for your agency and provide access to our industry specific, proprietary website, www.losscontrol.com.

**Philadelphia Insurance Companies**
One Bala Plaza
Suite 100
Bala Cynwyd, PA 19004
Toll Free: 800.873.4552
Fax: 610.617.7940
Email: phlysales@phlyins.com
www.phly.com

Tell us you are an ANCOR member when you call PHLY.

**Remember to tell us you are an ANCOR member when you call.**
Top three reasons to use Ride-Away for your transportation solutions:

- One call for chassis acquisitions, trades, handicap equipment, financing or leasing options, service protection, rentals and a total needs analysis ensuring you get the right vehicle at the right price.
- Ride-Away offers complete passenger assistive technique training, ensuring your Direct Care staff handles both the client and equipment properly and with confidence.
- 24-hour service, loaners, rentals, FMVSS compliance, pick-up and deliver, 30-day guarantee on all pre-owned vehicle and access to a reciprocal service network of over 160 dealers.

Corporate Headquarters
Ride-Away Handicap Equipment Corporation
54 Wentworth Avenue
Londonderry, NH 03053
(888) RIDE-AWAY
info@ride-away.com
www.ride-away.com

Additional locations in: East Hartford and Norwalk, CT; Tampa, FL; Gray, ME; N. Attleboro, MA; Beltsville, MD (DC-area); Norristown, PA (near Philadelphia); Essex Junction, VT; Richmond and Norfolk, VA.

Mark Lore
President
Ride-Away Handicap Equipment Corporation

Not only does Ride-Away provide all types of vehicles for organizations that work with people who have disabilities, but their staff is very involved in many organizations just like yours. President Mark Lore has served as Treasurer and Chairman of the Board for a variety of non-profits while supporting and encouraging others at Ride-Away to also get involved. Ride-Away is also a longtime employer of people with all types of disabilities, including those with developmental disabilities.

In 1986, Ride-Away was started in order to provide high quality vehicle modifications to people with disabilities. Today, Ride-Away has become America’s largest provider of modified vehicles and adaptive equipment for people with disabilities and its employees are recognized as both industry experts and community leaders throughout the East coast. Ride-Away’s long-term success is based on one simple premise – the quality of life in our communities directly affects the success of our business - a simple premise but one that speaks to the very nature of Ride-Away, its culture and its commitment to greatness.

Giving back to the communities in which they serve is just one way Ride-Away honors its longevity, success and leadership position. Their philanthropic commitment occurs on several fronts, most notably through corporate giving and employee involvement. Over the past ten years, Ride-Away has, on average, contributed more than 10% of its annual profits to various endeavors. Most of their corporate giving is driven by employees who work with community agencies to identify the best programs to address local needs and enhance quality of life. The organizations and agencies they support are as diverse as the people they assist. Whether it’s getting involved in a civic organization, running a relay to help fight Multiple Sclerosis or joining in a wide range of community activities, that dedication to serve has been a benchmark for Ride-Away and its employees since the beginning. In fact, it has become an integral part of how Ride-Away does business.

Together, their 150 employees donate more than 5,000 hours of volunteer time annually to reach into their communities and support local initiatives.

Chassis Acquisition
- New and used
- Ford, GM, Dodge, Toyota, Honda and others
- Full-size or minivans
- Cash paid for trade-ins

Handicap Equipment Modifications
- Braun, Bruno, Freedom Lift and VMI lifts
- Side entry or rear entry
- Braun, VMI and Viewpoint vans
- Full-size conversion vans and transporters
- Over 400 new and used vehicles in stock

Financing
- In-house financing department
- Many leasing programs available
- Ten-year financing options
- No money down

Service
- 24-hour/7-day service protection
- Rental vehicles (private or commercial)
- Loaner vehicles
- Pick-up and delivery
- Needs Assessment
- Passenger Assistive Technique Training
- 30-day guarantee on all pre-owned vehicles
- Reciprocal service network of over 160 dealers
The SteadyCare System reliably monitors Awake Overnight Staff. Sleep better knowing your employees are alert and ready to care for clients. SteadyCare is a patented call-in system that is easy to set up and easy to run. It’s so inexpensive, you can’t afford not to use it.

A major concern for agencies providing 24-hour service to their clients is whether their Awake Overnight Staff is, indeed, awake.

Many methods have been tried. Some agencies use video equipment—expensive and invasive. Others have employees call into voicemail boxes—inefficient and not particularly reliable. Then there are surprise spot checks. Day staff always dread pulling the short straw for those in-the-middle-of-the-night spot checks. So what if there is a check at 2? What goes on before the day shift takes over hours later?

Should the Awake Overnight Staff be asleep when an emergency occurs, the facility—your facility—would be at extreme risk.

Faced with this problem, the SteadyCare system was developed. It is a patented call-in service that is easy to set up—all that’s needed is a telephone and computer—inexpensive with no special training necessary, and most importantly, reliable.

How does it work? Every overnight staff member gets a personal ID number. At regular assigned intervals chosen by the agency—midnight, 1 a.m., 2 a.m., 3 a.m. or on the half-hour—the employee calls a designated number, enters the ID number, and states his or her name.

This data is recorded and compiled into an e-mail that is sent to each supervisor at the end of the shift. It lists any homes where staff members missed calling in and includes an Excel spreadsheet showing all calls made.

In the morning, supervisors can quickly scan the e-mail and at a glance, see who missed calls the night before.

“We feel like we finally have a handle on what is happening in our 28 homes overnight,” Sue Casey of Delta Projects said. “Since using SteadyCare, the number of overnight incidents has decreased.”

The response to SteadyCare has been incredible. It has received 100-percent satisfaction from every level of the organization—from the CEO to overnight staff themselves. The overnight staff appreciates the system. It helps them stay awake, and it shows they are on the job.

And SteadyCare is not expensive. We are talking as little as $2 a day. Think about it. Can you afford not to use SteadyCare?

You worry about the people for whom you are entrusted. So do we. You want them and their families to know they are receiving the best and most responsible care. So do we. And how do we do that? SteadyCare provides a valuable link to your employees that translates into them doing the best for your clients.

Test-drive SteadyCare. Sign up today for our 30-day, free trial offer.
Warren S. Gifford, Ph.D.

President
Therap Services, LLC

Therap is an online service bureau offering secure online documentation and information services specially tailored to the needs of the Developmental Disability community. It improves care by facilitating communication among providers, programs, staff, regulators, state personnel, family members, and guardians in a secure HIPAA compliant way.

General Event Reports (Incident and Medication Error Reports)
Efficiently report and follow up on a wide range of incidents including injury, medication errors, death and other incidents while conforming with specific state requirements and jurisdictions.

Individual Service Plans
Plan in detail all the programs or services to be provided for an individual. Define goals to be met and the guidelines and services to be implemented and track progress towards these goals.

ISP Template Library
The ISP Library allows you to create service plan templates. When entering a new plan for an individual, staff members can pull out plans from this library and personalize it.

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Record and follow up on many categories of health data such as vital signs, weight, menses, blood glucose, seizures, wound assessments, breathing treatments, lab tests and many more.

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Designed to keep track of upcoming events, day notes, appointments and other day to day events for users.

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Thera IDF form contains information about an individual’s identification, contacts, medical data, and insurance.

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Collect and communicate day-to-day information and progress in a way that can be efficiently stored, followed up on, communicated and shared across programs.

Secure Communications (SComm)
Contrary to regular emails, communication through SComm is safe and HIPAA compliant. General e-mail features are all supported by this application.

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Designed to help provider agencies that directly employ people with developmental disability with job definition, wage determination, pay calculation, etc.

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Allows agencies to effectively manage work hours of employees by setting up weekly and monthly schedules.

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An ideal tool for easy day to day data collection for the billing module as well as for recording daily attendance of individuals in their corresponding programs.

Electronic Billing
To assist the billing process of providers funded by Medicaid. Users can create and send professional claims for a single or multiple individuals for one or more of their service lines.

T-Notes
Attach T-Notes on certain Therap application forms which works exactly like its real life counterparts in that T-Notes can be put up and removed.

Visit www.TherapServices.net to know more.
Consumer Panels Help Focus the Direction of the Organization

Marisa Geitner

H eritage Christian Services, an ANCOR member, is a not-for-profit agency serving over 1400 children and adults with developmental disabilities. Like many organizations, finding an effective means for consumers to voice their opinions is something Heritage Christian Services strives toward. With this in mind, a consumer initiated program, entitled the CARE Committee was established by the 340 individuals participating in HCS’ residential program.

The mission of the CARE Committee is to: Be a voice for all consumers in advocating for our rights and dreams; to have a say in how the agency grows and operates and to educate and train staff, consumers, and others.

This group, in concert with the individual human rights committee, has created an invaluable mechanism for Heritage Christian Services to understand and respond to the concerns of the individuals we serve.

The CARE Committee was established in 2005 as a vehicle to establish a completely consumer driven forum to express concerns, ask questions and develop strategies for services within Heritage Christian Services, Inc. Two committee members serve as liaisons for the agency wide Quality Committee as well, so that trends and best practices can be shared. Agenda items are driven by the individual committee members and have included voting, expectations of staff, empowerment, safety, finances and general agency updates. Their feedback and contributions are shared at the Executive level and Board of Directors level to edify their role within the agency.

The individual human rights committee was established in 1993 with a small group of individuals from Heritage Christian Services residential program. It currently has 15 members and meetings are held each month. The individuals who participate in this monthly meeting have an opportunity to review and discuss behavioral plans and supports that are being proposed for individual services by Heritage Christian through its residential and day habilitation programs. The committee reviews each plan to ensure that it clearly identifies target behavior(s), intervention, teaching components, reinforcement and has clinical justification. Any questions or recommendations are then forwarded to the appropriate person for follow up. Committee members are then asked to give their approval or disapproval for each plan presented.

These two committees have led to an increased understanding of the needs of the people we serve throughout all levels of the organization. Receiving this feedback has further allowed the organization to respond in an appropriate and timely manner to issues affecting the quality of life of those we serve. By enabling open communication and coaching of employees, the timeliness and importance of their concerns is continually emphasized. The organization’s support for these committees has enabled our consumers to network and challenge other self-advocate groups throughout New York State to enhance their advocating abilities. This has led to increased enthusiasm, involvement, and reinforces Heritage Christian Services’ commitment to valuing the gifts of all individuals.

It has further resulted in the agency being inducted into New York State’s COMPASS (Consumerism, Outcomes, Management Plan, and Agency Self Survey) program as one of the state’s top providers to people with special needs.

AUTHOR LINK: Marisa Geitner is the Executive Vice President & Chief Operating Officer of Heritage Christian Services. She can be reached at mgeitner@heritagechristianservices.org.
How to boost employee morale, reduce turnover and enhance your benefits package.

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The Employee Retention & Communication Program For ANCOR Membership

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ANCOR@colonialagency.com
Phone 800.595.9768
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Strategic Restructuring

Corporate restructuring has been commonplace in the for-profit sector for several decades, most often in the form of mergers or acquisitions. While the primary motive for such restructurings is profit through efficiency, the drivers for nonprofit affiliations are more varied and complex. In some instances affiliation for survival overrides concerns for uniqueness of mission. In other cases, harmony of purpose and the opportunity to expand the scope of influence dominates the decision. In still other cases, the need to reduce overhead costs in order to redirect resources toward core functions is behind the restructuring. Regardless of the motivation, restructuring is now a tangible part of the not-for-profit service sector landscape with many examples of both successful and unsuccessful affiliations.

Kohm and LaPiana (2003) have documented the increased frequency of nonprofit affiliations across the spectrum of arrangements from informal collaborations to full-blown mergers. Contributing to considerations of non-profit restructuring are a number of factors: increased competition from a growing number of nonprofit organizations, for-profits entering into markets traditionally dominated by nonprofits, the advent of managed care strategies in which the government becomes a purchaser of outcomes rather than buyers of services, and the growing shortage of talented leaders.

These factors are certainly present in the field of developmental disabilities. Add to these the dramatic increases over the past decade in the cost of health insurance, increased regulatory requirements, and higher fiduciary expectations for boards of directors, and the environment in which providers of services to individuals with intellectual, developmental and other disabilities operate is unstable and volatile, to say the least.

As a result, a number of restructurings have occurred in supports and services to people with disabilities.

See Challenges page 16

In a recent survey, members rated Al Condeluci’s Advocacy for Change the #1 ANCOR publication!

Hear what providers are saying about Advocacy for Change:

“One of the easiest and most helpful guides in the field of advocacy. I highly recommend it to my clients’ families.”

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Copies of Advocacy for Change are available at $25.00 for members. Please contact ANCOR Foundation at 703-535-7850 x115 to discuss the special-discounted rate for multiple purchases. Online registration forms are available at https://www.ancor.org/foundation/publication.cfm.
Challenges, from page 15

services delivery that are illustrative of what will likely be a growing trend. What lessons can be learned and which models are applicable will depend on the size and nature of the organization. At the most informal level, organizations may decide to enter into collaborative partnerships on specific one-time projects such as fundraising. At the programmatic level, organizations may decide to share decision making on ventures involving common services. And at the most formal level, organizations may affiliate through parent-subsidiary relationships, management service organizations or full-blown mergers that result in totally new companies.

Bethesda Lutheran Homes and Services, Inc., an ANCOR member, is a century-old provider of services and supports for people with developmental disabilities located in Watertown, Wisconsin. It supports about 1,100 individuals in 12 states. Through its strategic planning process in the early 2000s, its Board of Directors began to question its significant annual loss from operations and the manner in which the organization was growing. From that process emerged three strategic initiatives that have since dominated the attention of the organization:

• Deliberate planned growth to expand Bethesda’s mission of Christian service to more individuals
• Significant increase in financial resources
• A commitment to continuous quality improvement

These three initiatives marked major shifts in emphasis. Rather than reacting to opportunities to acquire small struggling programs or agencies, the emphasis has shifted to planned and strategic growth through affiliation with mission-compatible organizations and by targeting areas in which demand, funding and community support networks converge. Rather than relying on bequests and many small annual gifts to cover the loss from operations, resource development has shifted to direct solicitation of larger gifts in order to build the endowment. And, instead of continuing the historic medical model of quality assurance related to licensure, the organization has committed itself to quality enhancement efforts grounded in the quality measures of the Council on Quality and Leadership (CQL) and other quality metrics.

These shifts have helped develop a more strategic view of the world of disability services and the corporation’s preferred position in the future of that world. For example, Bethesda had previously restricted its operations to states east of the Rocky Mountains because of an unstated understanding with Good Shepherd Communities (GSC), a similar Lutheran agency serving individuals with developmental disabilities in California, Oregon, Washington and Colorado. Communication between the CEOs of the two organizations began in 2004 around subjects related to possible partnerships in fundraising and spiritual life services delivery that are illustrative of what will likely be a growing trend. What lessons can be learned and which models are applicable will depend on the size and nature of the organization. At the most informal level, organizations may decide to enter into collaborative partnerships on specific one-time projects such as fundraising. At the programmatic level, organizations may decide to share decision making on ventures involving common services. And at the most formal level, organizations may affiliate through parent-subsidiary relationships, management service organizations or full-blown mergers that result in totally new companies.

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supports. These opportunities for informal partnership eventually led to higher level discussions between board chairmen and corporate executives to investigate more formal and permanent restructuring possibilities. Negotiations eventually resulted in a formal affiliation in which GSC is now a wholly controlled subsidiary corporation of Bethesda. It is half-way through a two year integration process which is not only merging functions into single systems, but is evaluating every functional area in both organizations in order to identify and implement best practices.

The principal driver behind this affiliation was, and continues to be, a shared mission and vision. Achieving synergies and efficiencies, improving effectiveness and reducing costs are all desirable goals, but these are secondary and more long-term in relation to the overriding belief that these two mission-compatible organizations are stronger and more effective together than they could be apart.

The affiliation has also made possible a strong case statement for potential donors, and the resource development function has undergone a significant change in its operating philosophy and practices. For example, approaching potential west coast donors has forced a change in professional methodologies away from those that were shown to be successful in a largely upper Midwest, rural, conservative population.

The third benefit from this affiliation has been the shift in thinking about how services are provided. Both BLHS and GSC had largely deinstitutionalized, with the large majority of their clients living in community-based settings. Still, quality was measured for the most part using a medical quality assurance system based on checklists and deficiencies in order to meet licensing requirements.

Although numerous Bethesda programs were accredited by CQL, none of GSC programs were accredited, and its Board was very concerned about building the capacity in GSC programs to seek and obtain accreditation. This became a key deliverable in the affiliation agreement. The integration process has led to the corporate-wide adoption of CQL quality measures as the best practice for ensuring the highest possible quality of supports and services based on individual personal outcome measures. CQL has also provided impetus for all other functional areas to examine their policies, procedures, work expectations, and even the corporate culture to see if they are compatible with and support this view of quality.

At this stage of the integration process, it is too early to tell whether the affiliation will result in synergies and savings or not. For Bethesda that would be nice but not necessary. The deeply felt desire to help another agency with a very similar mission that lacked the same financial resources was enough of a motivator.

America is fortunate to have many high quality mission-driven private providers of supports and services to people with disabilities. But recent changes in the field are raising significant challenges to many of these agencies. Many lack the financial reserves that would allow them to weather the vagaries of federal and state funding. Most organizations are being forced to allocate larger percentages of operating budgets to soaring costs of insurance and other overhead costs. And other agencies will struggle to devote the human resources necessary to meet increasing regulatory requirements.

It is a fairly rare occurrence in which two nearly mission-identical organizations such as Bethesda and Good Shepherd Communities can get “married” through a tight affiliation. At the same time, there are many other ways in which agencies can collaborate around non-mission-sensitive areas such as finance, IT, insurance, HR and resource development, even if they differ in programs, services, location, or denomination. There are a variety of ways in which these “back office” functions can be combined through collaborative structures, or even outsourced to partner-vendors.

It is evident that many nonprofit organizations will soon have little choice but to consider restructuring options in order to retain their core functions, or in the case of small under-funded agencies, to survive. While there is no one solution to every situation, understanding and exploring the possible options for strategic restructuring will increasingly become an imperative for the leaders of organizations offering supports and services to people with disabilities. The affiliation between Bethesda and Good Shepherd Communities is only one example of how organizations can strategically position themselves for a preferred future.

References

Dr. John E. Bauer is the integration manager and interim chief operations officer at Bethesda Lutheran Homes and Services, Inc., and was the chairman of its Board of Directors during the affiliation with Good Shepherd Communities.

President, from page 1
power of numbers. We need those numbers. We need you to get off the sidelines and make your voice count. How many people do you touch, how many work in your agency, how many people do you support, how many family members are you involved with? The only way those people will come together is if you take the lead. Waiting for the rest of us just won’t cut it. It’s time.

The time is now. If we are going to do it, we need to do it now. We have the place: Washington. We have the date: September 11. We have the cause: HR1279. Now we need you. Let’s put some new meaning into the date September 11. Six years ago that date changed the world and us. Let’s change it again on this September 11 by converging on Washington, by getting thousands of our friends who couldn’t make it calling their local congressional offices. This is a call to action. The time for words is over. We need to come to Washington in force. The time is now to join us in Washington whether you are a long-term supporter or new to the fight. So be there. It’s time!
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“The Supports Intensity Scale is one of the most significant tools to come along in my entire 35 years of service in the disability field, and I cannot say enough about the critical need for such an instrument.”

— Ron Wisecarver,
President/CEO, People ARC

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Email books@aaidd.org for pricing on web-based SISOnline.
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Human Resources Council Focuses on Key Areas of Concern to ANCOR Members

Larry Weishaar, Vice President

Last month, the Member Services Division provided you with a broad overview of the activities of the division. This month, Regis Obijiski, chair of the Human Resources Council shares the current activities underway and specific avenues the Council is exploring.

The charge of the Human Resources Council of the Member Services Division is to identify issues and priorities for workforce development; generate ongoing discussion and exchange on workforce issues among ANCOR member agencies; showcase innovative workforce development practices; and disseminate model practice and other information through LINKS, the ANCOR website, and online and other training events.

Current issues and priorities

1. Recruitment and retention remain one of the most critical issues in the field. The Council seeks to highlight agencies that have developed new recruitment strategies, implemented employee appreciation programs, and decreased turnover among DSPs. ANCOR is seeking examples of what’s working, whether they are specific to the disabilities field or from other industries.

2. Credentialing is a concrete and universal method underpinning pay for performance and for gaining higher levels of reimbursement from public sources. A Direct Support Professionals (DSP) credentialing program has been launched by the National Alliance for DSPs. Frontline supervisor development, such as the College of Frontline Supervision, advanced by the University of Minnesota’s National Training Institute are also important resources. Exploring ways to develop a well-trained, stable and person-centered workforce will continue to be emphasized by the Council.

3. Leadership succession planning is critical and is best accomplished by the creation of a career ladder for DSPs. The HR Council seeks to identify how to best establish such a career ladder and enhance the professionalism of direct support workforce.

4. Health care costs for employees is an issue of concern for providers. Highlighting the impact of universal health care and managed care, as well as sharing strategies for reducing or containing health care costs are areas we’d like hear from you.

See Member Services page 22

POSITION AVAILABLE

EXECUTIVE DIRECTOR

Tri-Valley Developmental Services, Inc., headquartered in Chanute, Kansas, a not-for-profit community based service provider serving adults with developmental disabilities in Allen, Bourbon, Neosho and Woodson counties (and also the Community Developmental Disability Organization for this four-county area) is seeking an Executive Director.

Responsibilities include overall administration of all activities of the organization. TVDS has a $6.3 million annual operating budget and employs 173 staff. The organization has a 33-year history of respected and progressive leadership, quality service and community-wide support. The Board of Directors seeks candidates with experience in budget and finance, communications, management/supervision, and community building.

Required qualifications include Bachelor’s degree, with Masters degree in administration desirable; experience in service delivery to persons with developmental disabilities; and five years management experience. Competitive salary commensurate with ability, experience and education. Excellent benefit package. Please send resume and cover letter to: TVDS Search Committee, Attention Human Resources, P.O. Box 518, Chanute, Kansas 66720. EOE.

ANCOR CALENDAR

2007

July 15-20 Summer Leadership Institute
University of Delaware

September 9-11 ANCOR’s Government Activities Seminar
Washington Court Hotel, Washington, DC

2008

Sheraton Hotel, New Orleans

New professional development trainings have been added!
For an updated list of ANCOR’s Professional Development Calendar, go to http://www.ancor.org/conferences/EventsListingPage.cfm
Tough Stuff

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2006 U.S. Senate Productivity Award Goes to Chimes

Chimes sets its sights on Baldrige National Quality Award, the nation’s highest Presidential honor for organizational performance excellence.

In March, Chimes joined an elite body of Maryland organizations, winning the 2006 U.S. Senate Productivity Award. The award, part of the annual Maryland Performance Excellence Awards Program sponsored by U.S. Senators Barbara Mikulski and Benjamin Cardin, is the highest distinction given in Maryland to organizations for performance excellence.

The 2006 U.S Senate Productivity Award earned by the Maryland-based subsidiaries – Chimes International, Chimes Maryland, and Chimes D.C. – is another significant step in the Baltimore-based not-for-profit’s quest toward excellence. The awards are given by the state’s U.S. senators and the University of Maryland to organizations that are deemed worthy of emulation throughout the state. Award applicants complete a rigorous self-examination and application process, after which teams of examiners spend up to 1,000 hours evaluating, scoring and providing feedback using the Baldrige Criteria for Performance Excellence.

Chimes began its effort in 2002, when it was honored with a Bronze Maryland Quality Award. Not satisfied, Chimes used the detailed feedback report it received to make improvements in its organization. Those improvements led Chimes to receipt of the Gold Maryland Quality Award in 2004.

“We are incredibly proud to receive this award,” Stephen S. Kramer, Chimes Board chair, said. “Today’s recognition is only one of the many ways that Chimes strives for excellence. Last year, Chimes met the Better Business Bureau’s Wise Giving Alliance’s strin-

Terry Allen Perl displaying the Chimes Senate Productivity Award with staff and board members.

See Chimes page 22

Member Highlight

 Designed to recognize and showcase ANCOR member agency achievements and significant community and other initiatives of note. Our goal is to feature an ANCOR member in each issue of LINKS, so please forward your highlight story to Denise Patton-Pace at dpattonpace@ancor.org.

Our May Highlight member is the Chimes under the leadership of President and CEO Terry Allen Perl.

Member Highlight

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5. Whether your organization is unionized or not, providers have expressed interest in fostering closer management-labor relations. The HR Council is seeking information from members on what positive actions they have taken to ensure greater cooperation between management and employees.
6. Mentoring programs are essential to professional development. The HR Council is exploring what program models work best and how member agencies and others are using these programs to advantage in stabilizing and enhancing the frontline workforce.

All of these efforts will be advanced by your input. Please contact me, Regis Obijiski, at robijiski@nhrny.org or Kari Amidon at kamidon@ancor.org to share what’s working in your organization. Any literature or resources you are using to enhance recruitment and retention is of value to your colleagues across the U.S. Please share these resources with us so we can network to the ANCOR provider community. Whatever your participation—whether it’s one-time or ongoing—we appreciate it.

ANCOR WELCOMES NEW MEMBERS!

Great Lakes/East Region

Charles Hooker, Director
Richard Sheridan
The ARC Middlesex County
North Brunswick, NJ
(732) 247-8155
rsheridan@arc-middlesex.org

Great Lakes/West Region

Thomas Lewins, Director
Tony Thomas
Welcome House, Inc.
Rocky River, OH
(440) 356-2330
tthomas@welcomehouseinc.org

Southwest Region

Jeff Gardner, Director
M. Sharon Courtney
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Fort Collins, CO
(970) 226-2345
sharonc@foothillsgateway.org

John Barragato
Alliance Outreach Services
Boulder, MT
(406) 225-4258
alloutserv@myway.com

Iowa, from page 20

for this population group, so there was great concern about the impact on the termination of services for these individuals. The provider community worked closely with legislators and the Department of Human Services through the summer and into the fall to develop the application to CMS. The intention was to mirror the other HCBS programs and services, as these have worked well for many years.

Legislation was passed this year to transform and strengthen the community mental health system. Through this legislation several work groups consisting of funders, providers, consumers and advocacy groups will be meeting throughout the summer and into the fall in preparation for a report and recommendations to the legislature in January of 2008.

Overall we had a very successful legislative session; there are many new opportunities for enhancing services and life. It looks to be a busy summer!

Chimes, from page 21

gent ‘Standards for Charity Accountability.’ We will continue to go the extra mile to earn the trust of all of our stakeholders.”

“The U.S. Senate Productivity Award is given each year to an organization representing excellence in Maryland,” said Senators Mikulski and Cardin in a joint statement. “It is our pleasure to congratulate this year’s winner, The Chimes, whose mission focuses on deeds, not just words.”

The Maryland Performance Excellence Awards are modeled after the Malcolm Baldridge National Quality Awards, which were created by Congress in 1987 to “enhance the competitiveness, quality and productivity of U.S. organizations for the benefit of all residents.”

“We decided to put Chimes to the test again in 2006 because the entire organization is committed to excellence,” stated Terry Allen Perl, Chimes, President and CEO.

POSITION AVAILABLE

CHIEF FINANCIAL OFFICER

Liberty is a multi-state, nationally accredited, growing, not-for-profit organization that provides services to individuals with disabilities.

Liberty seeks a Chief Financial Officer with a minimum of 5 years of senior level experience with a medium to large provider of disability and/or health services. The ideal candidate will also have experience with mergers, acquisitions and new business development. The CFO will manage all financial operations and formulate the organization’s financial strategies for expansion and long-term stability.

She/he must have the ability to communicate effectively at all levels, including government relations.

A bachelor’s degree, graduate degree, and/or CPA preferred.

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State Representative
Roger Krebs, Washington

It is a pleasure and a challenge to follow in the capable footsteps of Leslee Currie, who recently retired, as the state representative for Washington State. I am currently the Executive Director of Tri-Cities Residential Services (TCRS) located in Kennewick, Washington. Over the past twenty-seven years I have had the pleasure of working both in the vocational rehabilitation and residential arenas, from line staff to executive leadership positions. The most important part of my experience is participating in assisting people with disabilities to live and experience life to the fullest, as they define it, and to foster opportunities for inclusion into our community life. I believe our services are a vital part of the human service infrastructure that is the “glue” that holds communities and all other infrastructures together (i.e. medical, education, economic development, governmental-police & fire, etc.).

I have been involved with our state association for over 12 years, serving as chair for three years and being actively involved in our legislative and contracts committee. Being a part of ANCOR is an important extension of helping our state association be more successful. ANCOR provides a tremendous service in being our voice at the national level. With the ever-changing face of regulations, funding, and service-focus, it is imperative that we, as providers, have a strong voice at the national and state level. ANCOR provides that linkage. Although I have only been involved for a short time with ANCOR, I have been very impressed with the quality and commitment of the members and staff. The networking has been tremendous. I have taken ideas received from conversations with members back to TCRS and used them to enhance the quality of our services.

At TCRS, our guiding principle in service delivery and management is to “create an environment that promotes the individual’s self-esteem, personal growth, and self-sufficiency.” ANCOR lives our principle.

ANCOR Leadership
ANCOR’s 2007 Officers, Directors, State Representatives and Association Executives – along with contact information – can now be found on the ANCOR web site.

• Visit ANCOR’s home page
• Highlight ABOUT ANCOR
• On the menu that appears, click on LEADERSHIP
• Then click on the pdf of ANCOR Leadership.

Visit us on the web ... www.ancor.org
ANCOR Mission:
To inform, educate and network service providers to safeguard, develop, grow and extend their capacity to support the choices of people with disabilities.

ANCOR Vision:
Advancing excellence in supports and services ~ Leading the way to communities of choice.