

An **ANCOR** publication of private provider practice and federal policy issues.

Third-Party Research Substantiates Significant Deterioration of Provider Labor Purchasing Power

Marty Lampner, chair,
ANCOR National
Advocacy Campaign
Research Task Force

One of the objectives of the ANCOR National Advocacy Campaign was to contract for objective, third-party research that would solidly substantiate the significant deterioration of private provider labor purchasing power over the past ten years. To that end, ANCOR engaged the respected consulting firm BDO Seidman.

ANCOR, in turn, assembled a Research Task Force and Design Team, which I chaired, to work directly with Seidman principal Joseph Lubarsky and his team of experts to examine the issues regarding wage and wage parity in community-based provision of supports and services to people with disabilities. Joe Lubarsky is well known and respected in Congress for his studies related to long-term care and the nursing home industry. The Research Task Force believed that this credibility would be crucial as the National Advocacy Campaign pressed its agenda in Congress.

The Research Task Force Design Team met several times with Joe Lubarsky and his team over the past 18 months to shape the study. The initial results of the research

were presented by Joe Lubarsky at ANCOR's 2002 Governmental Activities Seminar in late September. None of the findings will come as a shock to professionals in our field, but for the first time we can point to real data, based on fact and verifiable sources.

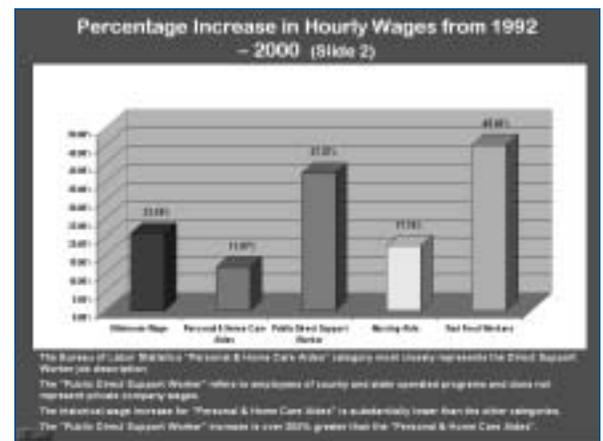
Figure 1 one traces the disturbing trend, seen nationwide, that seriously hampers private providers in recruiting new talent to our direct support workforce. A decade ago, our wages, while not fully competitive with state employees and nursing homes using similar skill sets, were relatively close and, therefore, competitive. Throughout the decade we have seen that near parity fall apart with growth in state wages far outstripping those of our employees. Perhaps more

troubling is the erosion of our wage structure over the past several years, particularly when nursing home wages have begun to catch up with those of staff in state-operated facilities.

Finally, direct support staff positions have barely kept pace with the growth in the minimum wage and the effect those increases have had on other jobs. Wages in the fast food industry are growing at a much faster pace than in our own industry.

Figure 2 brings this point home in a fashion that few legislators can ignore by graphically illustrating the percent change in wages over the same period. While the minimum wage has grown by 21 percent; wages for direct support staff have only grown by 12 percent, a little more than half the pace. Fast food and public-sector employees in state-operated programs have achieved rates of growth in excess of

continued on page 5



ANCOR

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.

National Office

Renée L. Pietrangelo
Chief Executive Officer
rpietrangelo@ancor.org

Suellen Galbraith
Director for Public Policy
sgalbraith@ancor.org

Jerri McCandless
Director of Member Services
jmccandless@ancor.org

Marsha Patrick
Director of Resource Revenue Development
mpatrick@ancor.org

Cindy Allen de Ramos
Finance and Office Manager
cramos@ancor.org

Catherine Dunkelberger
Technology and Communications Manager
cdunkelberger@ancor.org

Kara Freeburg
Public Policy Analyst
kfreeburg@ancor.org

Tammy Record
Membership Administrator/ Database Coordinator
trecord@ancor.org

Barry Noel
Office Coordinator/Generalist
bnoel@ancor.org

1101 King St., Suite 380
Alexandria, VA 22314-2944
phone: (703) 535-7850
fax: (703) 535-7860
e-mail: ancor@ancor.org
web site: <http://www.ancor.org>

Links Contents

Third Party Research Substantiates Significant Deterioration of Provider Labor Purchasing Power.....1	<u>Employment, Training & Rehabilitation Issues</u>
<u>CEO Perspective</u>	DOL Completes Survey and Puts Field Operations Handbook On-Line11
“Dialogue” Isn’t Just Another Trendy Word.....3	<u>Training</u>
<u>President’s Corner</u>	Universal Enhancement in Place/ Just in Time Training: The Four Coaching Strategies13
Staying Positive and Focused4	<u>Consumer Empowerment</u>
ANCOR National Advocacy Campaign Contributors5	If Not Self-Determination, Then What?.....15
<u>Public Policy Update</u>	In the News.....16
Social Security Administration, Department of Labor Announces New Disability Navigator Initiative.....6	State Representative Profile.....17
Social Security Beneficiaries to Receive 1.4% Cost-of-Living Increase in 20037	ANCOR Officers, Directors, State Representatives, and State Association Executives.....18
Resources.....8	ANCOR Calendar20

Editorial Board

Board Development

Yo Bestgen
Yo Bestgen Associates
Tucson, AZ
(520) 299-5295

Carol Mitchell
Verland
Sewickley, PA
(412) 741-2375

Challenging Populations

Charles Li
Howell Child Care Centers, Inc.
LaGrange, NC
(252) 566-9181

Consumer Empowerment

Terry Wisecarver
Peoria County Board for Persons w/ Developmental Disabilities
Peoria, IL
(309) 672-6372

Corporate Compliance

Barb Wolf
ResCare, Inc.
Louisville, KY
(502) 394-2100

Customer Service

John Hannah
Champaign Residential Services, Inc.
Urbana, OH
(937) 653-1320

Employment

Peter Callstrom
Partnerships with Industry
San Diego, CA
(619) 681-1999

Environmental Assessment

Bonnie-Jean Brooks
OHI
Hermon, ME
(207) 848-5804

Fundraising

Chris Stevenson
Cedar Lake, Inc.
Louisville, KY
(502) 425-5323

Innovative Business Practices

Frank Capone
Liberty
Amsterdam, NY
(518) 842-5080

Leadership

Michael Rench
We Care Homes, Inc.
Cincinnati, OH
(513) 771-3322

Program Quality Enhancement

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

Public Relations

Denise Patton-Pace
Marketing Consultant
Falls Church, VA
(703) 845-1153

Strategic Planning

Ron Wisecarver
PARC
Peoria, IL
(309) 691-3800

Systems Change

Ric Crowley
MACROW
Denham Springs, LA
(225) 939-0344

Ken Lovan

ResCare, Inc.
Louisville, KY
(502) 394-2100

Technology Applications

Matt Fletcher
Interhab of Kansas
Topeka, KS
(785) 235-5103

Training

Tom Pomeranz
Universal Life Styles, LLC
St. Louis, MO
(314) 535-1027

Contributing Editors

Michael Clancy
Farmington, MI

Andrea Dixon
Professor
Department of Marketing College of Business Administration
University of Cincinnati
Cincinnati, OH

Dale Dutton
National Director
Employment and Community Services Division
CARF
Tucson, AZ

Jim Gardner, Ph.D., CEO
The Council
Towson, MD

Peggy Gould
President and CEO
Visions Center for Creative Management
Katonah, NY

Amy Hewitt, Ph.D.
Research Associate
Institute on Community Integration Research and Training
Minneapolis, MN

Liz Obermayer
Quality Consultant to The Council
Towson, MD

Dennis Stork
Management Consultant
Hot Springs, VA

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

“Dialogue” Isn’t Just Another Trendy Word

By Renée Pietrangelo

We hear over and over again about the importance of open and honest communication; about the critical need for dialogue among all stakeholders. Sounds good. We all buy into it. But do we truly understand what this means in action? And, more important, are we practicing sound dialogue every day? From the industry communications I’m privy to, we definitely are not practicing the tenets of open and honest communication.



I recently attended a day-long seminar at Georgetown University on civility in American life. Nearly all of the participants emphasized that civility is really about communication and how we negotiate our civil discourse.

Implicit in this discourse is trust and respect.

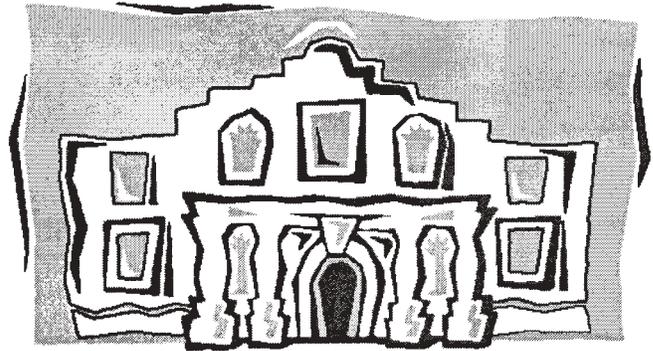
The ultimate purpose of dialogue is to change us; to open us to alternatives, options and other points of view. The purpose of dialogue is *not* to change the other. Our general inability to deal with the critical issues and problems facing us today stems largely from our destructive manner of discourse. To facilitate the level of discourse needed to achieve trust and respect we must:

- Separate people from the problem
- Get all the facts
- Limit interpersonal misunderstanding
- Use fair process
- Limit escalation
- Limit backlash from discussion
- Strive for win/win
- Listen—never pass up the opportunity to remain

silent

- Tell the “un-truth”—unvarnished and uncensored
- Seek first to understand. In seeking to persuade, we must allow ourselves to be persuaded. Dialogue must be based on a premise of experience and understanding of the other.

We live in a world of uncertainty and ambiguity juxtaposed against a society that is desperately seeking certainty, strong anchors and truth. We’re therefore prey to the tyrannies of certainty and absolutism. Let’s commit to coming to dialogue in good faith; to being honest and sincere. Let’s come to dialogue without hard and fast assumptions about the issue. Let’s come to dialogue as equals and base our exchange on mutual trust. ■



ANCOR’s Winter Conference

BUILDING THE FUTURE TODAY

MARCH 16-18, 2003

Mark Your Calendars for the Conference
Providers Shouldn't Miss!!

A sampling of topics include:

- Navigating in a Stormy Policy Environment
- Quality Assurance
- National Advocacy Campaign
- Cultural Shifting
- Leadership
- Fiscal Intermediaries
- Transforming Your Agency With Innovative Software
- Legal Liability/Self Determination
- Workforce Recruitment/Retention Strategies
- Employment/Vocational Issues

Don't miss this opportunity to network with providers from around the country!

Visit www.ancor.org for further details or contact jmccandless@ancor.org.

Join ANCOR in San Antonio, Texas
Adams Mark Riverwalk Hotel
For Hotel Reservations Call 210-354-2800 and ask for the ANCOR room block.

Staying Positive and Focused

Fred Romkema, President

After receiving a Thanksgiving e-mail from Reneé and responding with a short, but sincere “back-at-ya” to the entire Listserv...I received more Thanksgiving messages than in my entire life—all wishing a happy Thanksgiving and some giving



weather reports. One particularly poignant message came from Steve Lesko in Alaska ...an ANCOR member and former board member.

He stated: “A very happy Thanksgiving back to all of you! I know at my agency, as I am certain across the nation, we all too often deal with the challenges, the problems, the ‘issues’. This year I have made it a priority to instill a sense of celebration in our staff for all of the good ‘things’ and all of the incredible moments that we share and to highlight the achievements, the milestones, the accomplishments.

“It’s far too easy to get lost in the negative. So why not, as the ANCOR gang, give thanks for our staff who remain the silent heroes of human services—who touch peoples’ lives every day of the week—who stay on

the job for as long as they can, despite low pay, inadequate benefits, and the unique stressors and pain associated with our chosen profession.

“Let’s be thankful and celebrate the moments when someone moves a little closer to independence, when an institution closes, when a new word or phrase is learned and spoken. Let’s recognize the times when accessibility is achieved, self-direction is attained, and dignity, value and respect are accorded to many who have lived in segregated, isolated, congregate environments. Let’s shout when community inclusion occurs, natural relationships are achieved, and someone misses someone else when they are absent.

“Let’s cherish all that has been done, have a drumstick or two on Thursday, and then brace ourselves for a new year, a new set of challenges and a new opportunity to continue winning the battle for lasting civil and human rights. Have the very best of times and celebrate!!”

He captured the essence of our silent heroes, inspired us to do better, and left us

with a better feeling about ourselves and what we do.

However, the workforce challenge does continue to confront us. The National Campaign continues to focus on HCR 477. This resolution seeks to garner knowledge and support for our primary issue—the shortage of direct care employees in our field. A report recently published by BDO Seidman confirms the shortage of residential employees and the fact that wages are neither keeping up with inflation *nor* with

wages in comparable fields in the private sector. This issue must be addressed eloquently and aggressively...and it is!!! So, contribute and volunteer to head up support in your state and...get your colleagues and friends to join ANCOR.

The tenacious Foster Care Tax Reform Coalition, chaired by Rich Carmen, Dave Toeniskoetter, and Kelley Abell, was successful in obtaining an opinion letter favorable to foster care families as they file their income taxes. Exclusion from taxation has been extended to include payments from both non-profit and for-profit agencies for services provided to children and adults. This is a great accomplishment, taking over four years, and speaks to another ANCOR success as we assist providers, both large and small, that offer support to people with disabilities. Thanks to all ANCOR members who contributed to this effort.

Do not forget the ANCOR winter conference in San Antonio, March 16-18, 2003! It promises to be another great conference—so typical of ANCOR. No doubt those of you who attended the San Antonio conference in 2000 remember the superb facilities and warm hospitality and will want to return...and bring your friends and colleagues. ■

ANCOR’s Fax-On-Demand is available 24 hours a day, 7 days a week at 1-888-715-5501 INFORMATION IS JUST A PHONE CALL AWAY!

Time Is Running Out ! Order ANCOR’s HIPAA Privacy Compliance Manual Today!

HIPAA Privacy Rule’s April 14th compliance deadline is now less than 3 months away. Will your agency meet the deadline?

Don’t delay--order ANCOR’s HIPAA Privacy Compliance Manual today!

ANCOR’s HIPAA Privacy Compliance Manual features:

- ❖ Over 25 appropriate forms—adaptable to your agency’s use.
- ❖ Two Template Notice of Privacy Practices.
- ❖ Over 80 Answers to Questions Specific to ANCOR Private Providers.
- ❖ **A FREE CD-ROM**—To download and customize the forms and templates.
- ❖ And Much More!

Order your manual today!
ANCOR Members: \$675/manual
Non-ANCOR Members: \$1350/manual

Third-Party Research

continued from page 1

30 percent; or, put another way, *those wages are out-running us by more than 200 percent!* The cost of the failure to keep pace with this growth is obvious. Talented individuals we recruit and train at significant cost are often quickly lured to other jobs offering better wages.

Figure 3 of the National Advocacy Campaign study compares inflation in the cost of living as measured by the Consumer Price Index, wage growth for the nation as a whole, and direct support staff wages. What we see is a steady erosion in our direct support staff's ability to enjoy the fruits of their

labor. If there is a bright spot in this, we see that in the late 1990s, wages for the first time outgrew inflation, but failed to



keep pace with wages in the overall economy. Even this small consolation is short lived. As we look at the last years of the graph, we begin to lose ground. This comes at a time when we are asked by states to serve and support people with increasingly complex needs.

No one involved with the provision of supports and services to people with disabilities can say they are shocked by this, but irrefutable data lends value to our quest to educate funders. For the first time we can say with certainty and reliable sources that this is more than our feeling, it is hard cold fact.

To read the final briefing report from BDO Seidman, go to http://www.ancor.org/dev/Activities/National_Advocacy_Campaign.htm. ■

ANCOR National Advocacy Campaign Contributors

We wish to extend our sincere appreciation to the following members, who have made a contribution in support of the ANCOR National Advocacy Campaign launched in September 2001. Their contributions to date total \$543,535.78.

AGENCIES

AAPPD
Acumen, Inc.
ADDCP
ADDP
Adelante Development Center
Aditus, Inc.
AIM Services, Inc.
AIRES, Inc.
American Habilitation Services
ARC of the Bluegrass, Inc.
ARCA
ASKAN Corporation
Association for the Help of Retarded Children
Avenues to Independence
Bethpage
Bios Corporation
Bost Human Development Services, Inc.
BRASS
California Association of Health Facilities
Camp Horizons, Inc.
CARF
Catholic Community Services CCLS, Inc.
CDC Resources
Cedar Lake Foundation
Champaign Residential Services
Chesterfield County BDSN
Christian Concern, Inc.
Christian Opportunity Center

Colorado Association of Community Centered Boards
Community Access Unlimited
Community Alliance of Providers of Wisconsin
Community Connections (AK)
Community Connections, Inc. (SD)
Community Living Association
Community Living Concepts, Inc.
Creative Networks LLC
Crystal Run Village, Inc.
Danville Services
DDMS, LLC
DEH Operating Company
Delta Projects, Inc.
Desert Area Resources & Training
Developmental Services Network
Disability Supports of the Great Plains, Inc.
Disabled Citizens Foundation
Discovery Living, Inc.
DSNWK
Dungarvin
Evergreen Presbyterian Ministries, Inc.
Fairbanks Resource Agency
Faith, Hope & Charity, Inc.
Families Plus, Inc.
Friendship Community
Friendship Community Care

Futures Unlimited, Inc.
Greater Kansas City Foundation
Harry Meyering Center, Inc.
Herkimer County Chapter ARC
Home of Hope
Hope Haven
Hope Haven Area Development Center
Howell's Child Care Center, LLC
In Home Support Services, LLC
Independence Residences, Inc.
Independent Opportunities
Independent Options, Inc.
Indiana Association of Rehabilitation Facilities
Intermountain Centers for Human Development
John F. Murphy Homes
Kent County Chapter RIARC
Kentucky Opportunities
Keystone Service Systems
Liberty
LIFE, Inc.
LifeSkills, Inc.
Lynch Community Homes, Inc.
Maine Association for Community Service Providers
Mains'l Services, Inc.
Mainstream Living, Inc.
Martin Luther Home Society, Inc.
McGuire Memorial
Miami Cerebral Palsy Residential Services, Inc.
Maryland Association of Community Services
Midstream, Inc.

Mission Mountain Enterprises, Inc.
Mission Road Developmental Center
Mitchell Area ATC
Montana Association of Independent Disabilities Services
Mount Olivet Rolling Acres, Inc.
Nebraska Association of Private Resources
Nemaha County Training Center
New Avenues to Independence
New Hope Community, Inc.
North Central Human Services
Northern Hills Training Center
NYSACRA
OAHE, Inc.
OHI
Omega Home
ONCOR
Opportunity Living
Opportunity Village
PAR
PARC
Phoenix Residential Centers, Inc.
Pine River Group Home, Inc.
Potomac Center, Inc.
Rainbow of Challenges dba School of Hope
Reach, Inc.
Rehabilitation Enterprises of Washington
Region IV Family Outreach, Inc.
REM, Inc.
ResCare, Inc.

Residential Support Services, Inc.
Rimland Services, NFP
Riverbrook Residence, Inc.
Rose-Mary Center
S. L. Start & Associates, Inc.
Santa Maria El Mirador
South Central Behavioral Services
South Dakota Association of Community Based Services
Spruce Vila, Inc.
St. John's Valley Associates, Inc.
St. John's Community Services
Sunny Oaks
Sunrise Community
T.E.R.I., Inc.
Texas Sunrise Services, Inc.
The Arc Northern Chesapeake Region
The Association For Community Living
The Centers for Habilitation
The Chimes, Inc.
The Coastal Workshop
The Institute of Professional Practice, Inc.
The Mentor Network
The Resource Center
United Cerebral Palsy of Los Angeles & Ventura Counties
United Cerebral Palsy of New York City, Inc.
Utah Association of Community Services
Verland
Volunteers of America
Volunteers of America of Oklahoma, Inc.
WCI
Willows Way Inc.
Young Adult Institute, Inc.



Social Security Administration, Department of Labor Announces New Disability Navigator Initiative

Program Navigator Will Assist With Outreach to Disability Community, Providers

Social Security Commissioner Jo Anne Barnhart October 26th announced the creation of a joint pilot project with the Department of Labor (DOL) to assist individuals with disabilities seeking employment and training services through DOL's local One Stop Career Centers (One-Stops). The new *Disability Program Navigators* (Navigators) will assist individuals with disabilities in navigating through the variety of programs and services that impact employment. Commissioner Barnhart announced the new position at an event celebrating National Disability Employment Awareness Month and National

Disability Mentoring Day.

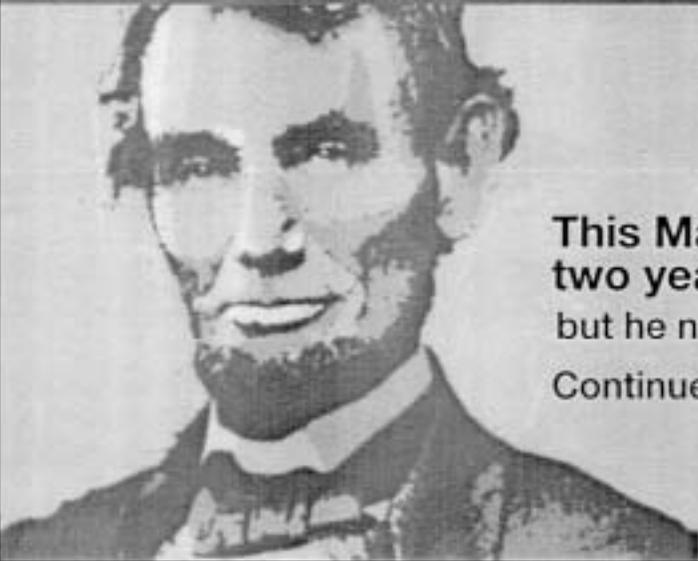
While One-Stops are required to serve individuals with disabilities seeking employment and training services, an ongoing criticism of One-Stops and their staffs has been the general lack of knowledge about employment programs and services available to individuals with disabilities. The Navigators will address the specific needs of individuals with disabilities seeking training and employment opportunities at local One-Stops by providing expertise and information on local One-Stop programs and services and SSA work incentives, providing assistance on navigating through the programs and services that impact employment—such as health care, housing, and transportation,

and serving as a resource for One-Stop staff.

This new initiative is pilot demonstration and is funded jointly by SSA and DOL through fiscal year (FY) 2004. Between 80 and 100 Navigator position will be established in FY 2003, with up to an additional 100 positions added in FY 2004. The first Navigators will be placed in local One-Stops in the first 13 states rolling out SSA's Ticket to Work Program: Arizona, Colorado, Delaware, Florida, Illinois, Iowa, Massachusetts, New York, Oklahoma, Oregon, South Carolina, Vermont, and Wisconsin. These 13 states will be eligible to apply for grants to fund Navigator positions in their local One-Stops.

website www.collegeofdirectsupport.com > go

COLLEGE OF
DIRECT SUPPORT
AN INTERNET-BASED COLLEGE FOR DIRECT SUPPORT PROFESSIONALS



This Man had less than two years of formal Education...
but he never stopped learning.
Continue your journey today.

high quality > comprehensive > on-demand > anytime > anywhere

Navigators Will Have Broad Knowledge of SSA, DOL Employment and Related Federal Programs

Disability Program Navigators will be required to have broad and varied knowledge of Federal, state, local, and private programs that impact the ability of individuals with disabilities to work. While the exact duties and responsibilities of the Navigator can be adjusted to meet the needs of the local area, the Navigator will be responsible for numerous activities in the areas of outreach, One-Stop accessibility, and service coordination. Some examples of a Navigator's duties and activities include:

- Conducting outreach to the disability community and advocacy organization on resource available through One-Stops and facilitating access to services through:
 - Formation of a disability advisory group;
 - Involvement of and coordination with community service providers; and
 - Providing information and training on One-Stop programs and services and SSA work incentive to public and private developmental disability and mental health organizations in the community;
- Assessing, on an on-going basis, One-Stop facilities, services, programs, and equipment accessibility;
- Providing expert information on assistive technologies for One-Stops and for employers;
- Providing service and information to individuals with disabilities, including Social Security Disability Income (SSDI) and Supplemental Security Income (SSI) beneficiaries on how to enter or retain

competitive employment;

- Properly referring individuals with disabilities for additional information and services to assist them in maintain current employment or transition to new careers;
- Have knowledge of the following areas to provide detailed information to One-Stop staff and customers regarding:
 - SSA's work incentives, including the Ticket to Work program and related provisions and other SSA employment support programs;
 - Medicare and Medicaid provisions, including state Medicaid buy-in programs;
 - The local One-Stop's programs and services;
 - Training needs of individuals with disabilities, including knowledge of individualized employment options such as self-employment, on-the-job training, job-carving, and transitioning to integrated employment;
 - Transportation availability and limitations that may affect access to training and employment, and alternate transportation options;
 - Housing availability and limitations and proper methods to refer individuals to appropriate sources for adequate housing; and
 - TANF and welfare-to-work requirements affecting TANF-recipients with disabilities. ■

RESOURCE LINK Grant funding for the Navigator positions will be released in early 2003. More information on the new SSA/DOL Disability Program Navigator is available from SSA at <http://www.ssa.gov/pressoffice/disabilityinfo-pr.htm>.

ANCOR Honor Roll

The following agencies have submitted the names of homes that have succeeded in having deficiency-free surveys, which qualifies them for appearance on the ANCOR Honor Roll.

ANCOR congratulates all of the staff who make these honors possible. Send your submission for the Honor Roll to: Attn: Barry Noel, ANCOR, 1101 King St., Suite 380, Alexandria, VA 22314.

Please send supporting documentation of the surveys.

Arizona

A.I.R.E.S
Silverbeach
Wilshire

Indiana

Carey Services, Inc.
Adams Street Group Home

New York

A.I.M Services, Inc.
Doten Avenue IRA

Ohio

Champaign Residential Services, Inc.
High Street Home
Sunshine, Inc.
Parkside Care Home

Social Security Beneficiaries to Receive 1.4% Cost-of-Living Increase in 2003

Monthly Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) beneficiaries will see a 1.4 percent cost-of-living increase in benefits in 2003, Social Security Commissioner Jo Anne Barnhart announced October 25, 2002. SSDI beneficiaries will receive the 1.4% increase beginning in January 2003. SSI beneficiaries will see their monthly benefits increase 1.4% to \$552 beginning December 31, 2002.

Social Security beneficiaries receive a

benefit cost-of-living-adjustment (COLA) automatically each year based on the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) from the third quarter of the previous year.

Other Social Security program benefits and fees receiving annual COLA increases include:

- **SSI/SSDI Substantial Gainful Activity (SGA) Amount:** \$800/month (non-blind); \$1330/month (blind);
- **SSDI Trial Work Period Amount:** \$570/month;

- **SSI Student Income Exclusion Limits:** \$1,340/month (\$5,410/year);
- **Representative Payee Fee Limit:** \$30/month.

SSI resource limits do not receive automatic annual increases. For 2003, the SSI resource limits remain at \$2,000/individual (\$3,000/couple). ■

RESOURCE LINK For more information, go to <http://www.ssa.gov/pressoffice/colafacts2003.htm>.



Resources

Workforce Recruitment and Retention Resources

HHS and CMS Initiative Includes Database of Practice Profiles

The U.S. Department of Health and Human Services, through its Office of Planning and Evaluation (ASPE) and the Centers for Medicare and Medicaid Services (CMS) have launched a special initiative to address the critical shortage of *paraprofessional* workers across the full spectrum of long-term care settings. This initiative is also a partnership between the Institute for the Future of Aging Services of the American Association of Homes and Services for the Aging (AAHSA) and the Paraprofessional Healthcare Institute (PHI).

The project is designed to do the following:

- Collect examples of effective and fully operational practices affecting the recruitment and retention of *direct-care workers* across long-term care settings. Providers and policymakers can view selected practice profiles from a database on the National Clearinghouse on the Direct Workforce website at <http://www.directcareclearinghouse.org/practices/index.jsp>. Providers can search practice profiles on a state-by-state basis on the following topics: recruitment, entry-level training, peer support and mentoring, career advancement, management and supervisory training, culture change and caregiving practices, wages and benefits, and workers supports.
- Design a public awareness strategy to increase public recognition of the role of the direct-care worker.
- Develop an applied research plan to investigate the nature, causes, and impact of workforce problems and support select studies of workforce issues.
- Prepare and disseminate three policy briefs on issues influencing the availability of direct-care workers and the efficacy of policy interventions designed to reduce vacancies and turnover. (NOTE: The first policy brief will examine state *wage pass through* initiatives.
- Prepare and disseminate two working papers: (1) a synthesis of lessons from workforce-related research and evaluation stud-

ies, public policy and regulatory initiatives and innovative provider and worker practices; and (2) a concept paper analyzing how workforce improvement must be taken into account in developing new models for promoting long-term care quality.

- Develop specifications for a new program of demonstration grants designed to bring about changes in provider practice and public policy that reduce vacancy and turnover rates.

RESOURCE LINK For more information on the initiative's criteria for the selection of provider practices, visit the website at http://www.directcareclearinghouse.org/practices/pp_criteria.jsp.

CMS and PHI Research on Adequacy and Availability of Personal Assistance Services and Direct-Care Workers

A second projects awarded by the Centers for Medicare and Medicaid Services (CMS) to the Paraprofessional Health Care Institute (PHI) is an research initiative intended to evaluate strategies and policies to assist states in developing the direct-care workforce necessary to enable individuals with a disability or long-term illness to live and participate in their communities. PHI will identify tools, resources, and innovative practices for recruiting and retaining community-based personal assistance workers and compile, analyze, and disseminate the information through PHI's National Clearinghouse on the Direct Care Workforce. This project is intended to be a particular resource for the 37 states receiving CMS *Systems Change Grants for Community Living*.

This project has three main components:

- **Research:** PHI will collect information on the current personal assistance services workforce and efforts to address vacancies and turnover by reviewing existing literature; assess conference proceedings, internet resources, and proposed state legislation; and interviews individuals knowledgeable in the delivery and receipt of services. PHI will also examine the economic impact of increasing personal care wages—particularly on state budgets and state economies.
- **Clearinghouse:** Through its National Clearinghouse on the Direct Care Workforce, PHI will create an electronic database of resources, contacts, and tools designed

for use by federal, state, and local organizations to increase the availability of personal assistance services. In addition, PHI will create and disseminate a series of fact sheets summarizing findings on elements that influence the ability to recruit and retain personal assistance service workers.

- **Direct Assistance:** CMS has awarded grants to states and other organizations to make enduring changes in their long-term care system for individuals of any age with a disability or long-term illness. To assist these *Systems Change* grantees, PHI will develop a report on key elements affecting direct-care worker vacancies, as well as promising practices, resources, and tools for addressing workforce issues.

RESOURCE LINK For more information on this CMS and PHI research project, visit the National Clearinghouse website at www.directcareclearinghouse.org.

Robert Wood Johnson and The Atlantic Philanthropies Team Up on Direct Care Grants

Better Jobs, Better Care is a new 4-year \$15.5 million research and demonstration program funded by The Robert Wood Johnson Foundation and The Atlantic Philanthropies to achieve changes in long-term care policy and practice that reduce vacancy and turnover rates among direct-care staff across the long-term care spectrum. The initiative will be awarding two types of program grants during 2003: demonstration and applied research. This is an initiative of the Institute for the Future of Aging Services within the American Association of Homes and Services for the Aging. The Paraprofessional Healthcare Institute (PHI) will anchor the technical assistance functions of the program.

- **Demonstration Grants:** Up to five grants totaling as much as \$7 million will be awarded to teams of long-term care providers, workers, and consumers working in concert with state and local officials to implement policy changes and workforce interventions that support the recruitment and retention of a quality direct-care workforce. Each team must be headed by a non-profit agency capable of providing leadership and direction in initiating one or more public policy changes to improve job quality for direct care workers; developing and implementing improvements in the work-

place of one or more provider organizations or networks; and assessing the effect of implementing policy and practice changes.

Preference will be given to proposals that commit to improving the workforce across the full spectrum of long-term care settings. Deadline for submission of online intent to apply was December 10, 2002 with application guidelines distributed to those who submit intention to apply. Full proposals are due February 14th. (NOTE: ANCOR members received an electronic Washington Insiders Club notice and a broadcast fax in November on this demonstration grant and deadlines for application.) ANCOR members should reach out to other long-term care providers in both aging and disability fields to collaborate on final proposals within your state and make sure that the teams that receive final awards include providers of supports and services to people with mental retardation and other disabilities and address their direct support professionals.

- **Applied Research:** Up to 12 grants, totaling as much as \$3.7 million, will be awarded to researchers to generate practical empirical knowledge about strategies and practices that work best to attract and retain a high quality workforce. Between \$50,000 and \$500,000 will be awarded to applicants

conducting qualitative and quantitative research. Topics for study include: organization, management and workplace culture; job preparation and ongoing education and training, labor force expansion, and federal and state policy interventions. At least one-half of the funds for these grants will be targeted at projects generating information to improve workforce recruitment and retention and quality in home-and community-based settings. *Deadline for receipt of brief proposals is January 31, 2003, with full proposals due April 25th.*

RESOURCE LINK For more information on the demonstration grants, visit any of the following websites: Robert Wood Johnson Foundation at www.rwjf.org; Better Jobs, Better Care at www.bjbc.org; or www.paraprofessional.org.

Two New Aspen Institute Reports on Workforce Development

Two new publications are available from the Aspen Institute which address workforce development: *Cooperative Home Care Associates: A Case Study of a Sectoral Employment Development Approach* and *Grow Faster Together or Grow Slowly Apart: How Will America Work in the 21st Century*.

- *Cooperative Home Care Associates*

(CHCA) focuses on the flagship company in PHI's Cooperative Healthcare Network. A worker-owned home care agency, CHCA employs close to 650 African-American and Latina women, the majority of whom have recently transitioned from public assistance. CHCA models an innovative employment strategy for the industry, investing significantly in training and advancement of aides to promote retention and quality care for consumers. As a result, CHCA has established a reputation as an excellent employer and a high-quality service provider, providing the agency with significant opportunities to grow and thrive in a difficult marketplace. The case study is available at: <http://www.paraprofessional.org/publications/CHCACaseStudy.pdf>.

- *Grow Faster Together or Grow Slowly Apart: How Will America Work in the 21st Century?* identifies three major problems facing the American economy: a worker gap, a skills gap, and a wage gap. The Aspen paper notes that for the past 20 years, businesses have relied on a growing native-born workforce that was rapidly increasing its level of education and skill. With this growth at a stand still, businesses will need new strategies to expand the skilled workforce. To support these changes, the report



TheArcLink.org

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

Now you can choose for yourself.

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



offers five public policy solutions:

- 1) Make work pay.
- 2) Build a more skilled workforce and foster upward mobility.
- 3) Restore worker security while enhancing workforce flexibility.
- 4) Provide a more supportive workplace for working families.
- 5) Rethink immigration policy.

Grow Faster Together... describes the efforts of several business enterprises to promote new workforce development strategies and to reshape public policy to support those efforts. Read the full report at <http://aspeninst.org/dsg/2002report/full-report.pdf>.

Catholic Health Associations Publishes Guide on Direct Care Staff

The Catholic Health Association of the United States as published a 47-page guide, *Finding and Keeping Direct Care Staff: Employer of Choice Strategy Guide for Catholic-Sponsored Long-Term Care and Home Care Providers*. Although the guide was published for Catholic-sponsored providers, it provides useful information for other providers of long-term

care services. The Association will be publishing a secular version of the guide in 2003.

The guide is aimed at individuals whose jobs include recruiting, training or supervising direct care staff. Among the goals of the *Guide* are the following:

- To give the reader immediate, concrete suggestions for how to find and keep direct care staff.
- To guide you to resources both within and beyond local Catholic health care and human service systems.
- To suggest long-term strategies.
- To offer the reader an *eagle's view* of the nationwide forces causing the staffing crisis, so that you can place in context your own local initiatives to retain staff.

The *Guide* includes effective practice prescriptions, community collaborations with federal and state work force development programs, and public policy concerning the staffing crisis. The *Guide* is available for \$7.00 and can be ordered from The Catholic Health Association of the United States by going online at www.chausa.org and clicking on *Long-Term Care*, then clicking on publications.

HIPAA Resource

HHS' Office for Civil Rights Publishes Updated Guidance on HIPAA Privacy Rule

The Department of Health and Human Services' Office for Civil Rights (OCR) December 4th released updated guidance explaining significant aspects of the Health Insurance Portability and Accountability Act's (HIPAA) Privacy Rule. The guidance is intended to assist HIPAA covered entities—health care plans, clearinghouses, and providers who transmit information electronically—voluntarily comply with the Privacy Rule. The 123-page document explains and answers questions about key elements of the Privacy Rule. The guidance contains sections on incidental uses and disclosures, *personal representatives, marketing, and workers' compensation laws*, among others. While the guidance was written for primarily for traditional health care providers—such as physicians and hospitals, it is applicable to ANCOR private providers. The OCR guidance is available at <http://www.hhs.gov/ocr/hipaa/privacy.html>. ■

INDEPENDENT SKILLS ASSESSMENTS

Independent Skills Assessment Scale 2003

Designed for persons receiving or being considered for fewer than 24 hours of staffing time. Key indicator areas are:

- Meal Planning and Preparation
- Personal Appearance and Hygiene
- Apartment/Home Maintenance and Upkeep
- Personal Safety/Use of Emergency Resources
- Civil Rights and Responsibilities
- Social/Recreation/Transportation
- Shopping,
- Personal Medications
- Money Management
- First Aid and Health,
- Telephone and Other Utilities
- Coping Skills and Behavior

Independent Skills Assessment Scale	10 for \$20.00
	25 for \$40.00
	50 for \$75.00

Clinical Nursing Care Needs

The scale assists in determining the level of Clinical Nursing Services and suggests a number of Clinical Nursing hours (RN or LPN) necessary for individual consumers as well as entire group facilities.

Personal Strengths and Needs

A quick, 100 item, two-page assessment designed to show skills and abilities, as well as programming and health needs, for persons of all ability levels and ages.

Nutritional Needs

Aids in determining nutritional needs for the individual, developing individualized skill training goals for food shopping and preparation, supplying health related information to the physician, planning pertinent staff training, arranging staffing patterns during meal times, and in screening referrals to the agency or program

Clinical Nursing Care Needs	20 for \$10.00
Personal Strengths and Needs	50 for \$20.00
Nutritional Needs	

Sexuality Assessment

Helps determine an individual's social/sexual vulnerabilities and supervision needs. Identifies individual program objectives in the area of sexuality, prioritizes sexuality goals and objectives, and establishes homogeneous social skills groups.

Sexuality Assessment/Curriculum Guide:

The guide is to be used in conjunction with the Sexuality Assessment Worksheet. Describes how each assessment item should be answered and provides information that can serve as a basis for training and program development. Included with the guide are 18 line drawings in a three ring binder, helpful in both assessment and training.

Sexuality Assessment Worksheet:

100 questions designed to address knowledge and performance in such areas as privacy and ownership, basic anatomy, relationships, positive touch, sexual expression, birth control, victimization and sexually transmitted diseases. It can be used with individuals of varying levels of knowledge and abilities.

Sexuality Kit:

Includes 20 Sexuality Assessment Worksheets, a Sexuality Assessment / Curriculum Guide, 18 line drawings, anatomically correct male and female dolls, sanitary pads, condoms, an artificial penis and a soft carry bag.

Sexuality Kit – includes guide and 20 worksheets:	\$200.00
Sexuality Guide – Includes 20 worksheets:	\$20.00
Sexuality Assessment Worksheet:	20 for \$10.00
	50 for \$20.00



Add 8% to the above prices for shipping & handling, MN residents should include sales tax or a tax exempt number.

For an order form, or to order, write or call

Bald Eagle Assessments
111 11th Ave. N. E., Austin, MN 55912
507-437-2074

wbaldus@yahoo.com fax 507-433-4597

DOL Completes Survey and Puts Field Operations Handbook On-Line

By *Charlie Harles*

The U.S. Department of Labor's (DOL) Wage-Hour Division recently completed its 2002 National Baseline Survey of community rehabilitation programs (CRPs) holding Section 14(c) special wage certificates that allow them to pay commensurate wages to individuals with significant disabilities based on the individual's productivity. While final results will be available in the near future, preliminary results from the National Baseline Survey provide a glimpse

of what CRPs can expect in the future regarding

DOL's National Baseline Survey was conducted, and the resulting increase in DOL compliance efforts are, in part, based on recommendations made by the General Accounting Office in its 2001 report—*Special Minimum Wage: Centers Offer Employment and Support Services to Workers With Disabilities, But Labor Should Improve Oversight* (available at <http://www.gao.gov/new.items/d01886.pdf>).

The National Baseline Survey consist-

ed of two parts. The first survey was a written survey sent to a sampling of community rehabilitation providers to measure the effectiveness of the Wage-Hour Division's enforcement of the program. The second survey involved on-site visits to 70 randomly selected community rehabilitation programs. The sample was drawn from the universe of 3644 organizations and businesses that hold special certificates. Only CRP's were selected for the on-site surveys since they make up 95% of the organizations with special certificates. In the on-site surveys, DOL did ask CRP's to come into compliance and pay back wages when they were found due. DOL also used these surveys to identify areas and issues that need special attention and to develop strategies for future compliance efforts.

DOL has turned over the raw material to a university for analysis and the results will be made available to the public. ANCOR will inform members when the final results are made available.

Preliminary Survey Findings Show Common Violations

As part of the national survey, DOL analyzed all 698 Section 14(c) special wage certificate applications (renewals) that were filed during a four-month period during 2002. DOL found that 87% of the applications were filed on time, while 47% had missing information, were incorrectly completed, or showed violations.

DOL directed 113 applicants (16% of all applicants) to conduct a self-audit of the issues identified. These self-audits resulted in back wage payments totaling \$131,369 to 802 workers with disabilities, an average of \$163 per worker with a disability.

DOL also looked at wage-hour compliance for staff. The most common violations identifies through these reviews were 1) failure to obtain and/or use the experienced rate in determining prevailing rates; and 2) math errors in computations.

CRPs Can Expect Greater Scrutiny In Future

As a result of DOL's survey findings, CRPs can expect greater scrutiny in three areas. The three areas are: establishing

ANCOR Welcomes New Members

Northeast Region

Rich Carman, Regional Director

Living Independence Network
Corporation

Dawn Cummings
Norway, ME

Richard Farnsworth, Representative

North Central Region

Rod Braun, Regional Director

Community Alliance of Providers of
Wisconsin

Richard Berling
Monona, WI

Ellen Haines, Representative

Northwest Region

Emily Ennis, Regional Director

Adult Learning Programs of Alaska
Silvia Holliday

Fairbanks, AK
Steve Lesko, Representative

Mid-Atlantic Region

Bill Loyd, Regional Director

Independent Opportunities
Wayne Harvey

London, KY
Clyde Lang, Representative

Autism Services Center
Ruth Sullivan

Huntington, WV
Steve Hendricks, Representative

Southeast Region

Bernard Wagner Ennis, Regional Director

Center for Independent Living South
Florida

Kelly Greene
Miami, FL

Joseph Aniello, Representative

South Central Region

Lisa Toth-LaTray, Regional Director

Harmony Living Centers, Inc.
H.W. Pecot

Longview, TX
Phil Haas, Representative

Community Access, Inc.

Jeffrey Spangler
Lawton, OK

Fredda Monroe, Representative

Southwest Region

Wendy Sokol, Regional Director

Lincoln Self Reliance, Inc.
Terri Rawson

Kemmerer, WY
Jeff Gardner, Representative

TOUGH STUFF®

Wholesale Pricing,



Solid Gold Service!

Furniture Concepts

& Furniture Associates
800-969-4100
www.furnitureconcepts.com

prevailing rates, measurement methods for hourly paid workers, and setting piece rates. DOL officials have said that, in future investigations, DOL will call employers to verify prevailing rate information submitted to a CRP. DOL will also require more detailed documentation of work sampling and measurement methods used, ensuring that the method utilized accurately measured both quantity and quality of work.

DOL Providing More Compliance Assistance, Conducting More Audits in 2003

DOL has recently posted a number of compliance assistance materials on the Wage-Hour Division web site (www.dol.gov/esa/sec14c/). Included on the site are seven fact sheets on various aspects of complying with the special minimum wage provisions. The most important addition to the web site is a copy of Chapter 64 of DOL's Field Operations Handbook. In the past, the Field Operations Handbook has been considered to be an *internal* DOL document for use as a guide for DOL employees, especially compliance officers.

ANCOR members holding Section 14(c) certificates are encouraged to obtain a copy of the Field Operations Handbook and review it thoroughly. The Handbook offers exact information regarding what DOL expects Section 14(c) certificate holders to do and even what DOL compliance officers will look for during an investigation.

DOL officials have stated that they plan to conduct at least 140 on-site investigations in 2003. They stated that DOL would continue to provide increased compliance assistance through mass mailings, Internet updates, seminars and training sessions, analysis, and publication of the results of DOL surveys and targeted information for employers of youth. DOL also said they would streamline the Section 14(c) application form, send out timely renewal notices, train the certification team in the Chicago field office, and implement a new certificate processing system. ■

AUTHOR LINK Harles & Associates provides consulting services to ANCOR on employment and training-related issues.



Heads Up!!

Beginning this issue, *LINKS* is being distributed in electronic (PDF) format. Electronic transmission ensures that you receive news concerning critical national developments on a timelier basis.

Your agency still has the option to receive a printed copy. Let us know your organization's preference for delivery of *LINKS* when you send in 2003 membership renewal.

Questions contact Catherine Dunkelberger by e-mail cdunkelberger@ancor.org or by phone at 703-535-7850.

Universal Enhancement in Place/Just in Time Training: The Four Coaching Strategies

Tom Pomeranz

This is the fourth article in the four-part series from *Universal Enhancement: Approaches to On-Site Training*, Scheduled for publication by High Tide Press in 2002.

As noted in the previous Links article *Having a Presence*, Support Providers have a right and deserve quality In Place/Just in Time Training (IP/JIT). It is the observation of this author that Support Providers denied the essential experience of IP-JIT Training express less job satisfaction than Support Providers receiving ongoing IP/JIT Training. Support Providers who receive ongoing IP-JIT Training required to successfully meet the obligations of their job are more likely to feel empowered and valued. IP/JIT Coaching cements relationships between management and staff. It is not uncommon to hear Support Providers express not only job discontentment but also fear, when they lack the skills to meet performance requirements. Isn't it tragic when a Support Provider is heard to express the fear that:

- They will be injured by an individual's aggression
- They will unknowingly violate an individual's rights
- They will not complete documentation per regulation
- They will not be able to respond to an emergency situation
- They will not have the support of their colleagues

It is imperative that supervisors, clinicians and managers *have a presence* and provide Support Providers with the IP/JIT Training they require.

IP-JIT Coaching Strategies

• *Modeling, Prompting, Supporting and Celebrating* (reinforcing) that a Coach provides facilitates multiple opportunities to improve the working relationship with subordinates. The use of these four coaching strategies by the IP-JIT Training Coach helps the Support Provider become more competent as well as communicates, "I care about you". We are all attracted to people who are willing to take their time and make the effort to improve our capabilities. Gaining competence and a sense of ease in applying the coaching strategies can take years of experience and practice. It is evident that continued dedication on behalf of the IP-JIT Training Coach in utilizing the coaching strategies will lead to a proportional gain in Support Provider competence. In the Coaching experience the IP/JIT Training Coach must be prepared to be vulnerable. That is the Coach is not expected to know the best answer, approach or strategy. Exemplary Coaches say, "I don't know or I am not sure let's find out together". Or more impressive yet, the cutting edge Coach says "show me how you would do it". When supervisors/clinicians approach coaching with this type of attitude it lessens the Coach's anxiety regarding their need to be all and know all. IP/JIT Coaches who approach the coaching activity with this mind set create a climate where the Support Provider is more



likely to see the supervisor/clinician as an ally/teacher. A Coach who has a physical presence will improve the quality of work life for the Support Provider as well as the quality of life for the support recipient.

Model

Support providers learn best when provided with hands on demonstration and immediate feedback—*Model*. The old adage—"show me and I will learn" rings true. The nuances and subtleties of the essential interaction skills desired in the Support Provider are most effectively imparted when the Support Provider is able to observe others demonstrate the preferred behavior. We have known for many years that teaching people with intellectual disabilities bed making in an Activities of Daily Living classroom or teaching pedestrian street signs in the dining room was never a very effective approach to instruction. The same holds true for learning by all individuals. Learning is facilitated when it is delivered in the environment where the skills are to be exercised. Thus, a Coach's *Modeling* for a Support Provider on how to best assist an individual in transferring from bed to wheelchair or the use of graduated guidance in dressing, is best taught when *Modeled* by the IP/JIT Coach at the place and at the time the activity is normally conducted.

Prompt

Asking the Support Provider "What other approaches could you have used with Bob that might also be effective" serves as a good example of *Prompt*. The Post It Note as reminder, a glance in the direction of a Support Recipient who is engaged in stereotypical behavior both may serve as effective coaching *Prompts* for a Support Provider. The receptivity, experience and sensitivity of the Support Provider determine in great measure, the types of *Prompts* that are most effective.

Support

An important strategy of the IP/JIT Training Model is the role of the Coach in providing *Support* to the Support Provider. *Support* is provided when the Support Provider has available the materials, supplies, equipment and environmental modifications that are needed to meet the expectations of their job. In those instances in which the Training Coach is the immediate supervisor of the Support Provider he/she holds the additional responsibility of obtaining or assuring the obtainment of the items required to meet the support needs of the Support Recipient. It is from the Coach's observations that he/she is able to assess what *Supports* are required. *Support* may result from observations at breakfast when the need for a Support Recipient to have available a footstool is identified, because their short stature prevents them from placing their feet on the floor. Or, another observation may result in

identifying the need to lower the closet bar of a Support Recipient who uses a wheelchair. *Support* may also include removing administrative barriers and obstacles that thwart the ability of the Support Provider to fulfill their job expectations. *Support* is provided when the scheduling of Support Providers is “flexed” to facilitate attendance at functions, which are conducted during “change of shift”. In providing *Support* the Coach should assess the environment for items, protocols and systems that:

1. Denote individualization in bedrooms: photos of family and friends, religious artifacts, personal collections.
2. Maximize accessibility: lowered closet bars, single sheet toilet paper dispensers, touch lamps, lowered light switches.
3. Promote self-determination: cookie jar, alarm clock, and immediate access to spending money.
4. Denote empathy and sensitivity: toothpicks, reading materials in bathroom, perpetual calendar, light dimmer switches in bedroom, sunglasses.
5. Enhance sense of self: jewelry, perfume, glamour shots, purses, and wallets.
6. Enhance the flavor and quality of meals: salt, pepper, mustard, sugar, catsup and relish.
7. Are age-appropriate, available during leisure time: jigsaw puzzles, Rubric Cube, dominoes, sketch pad.

Finally, *Support* encompasses training and education of the Support Provider. Giving the Support Provider the skills and competencies that they need in delivering *Support* is the quintessential component of providing *Support*.

Celebrate (Reinforce)

Additionally, those skills gain permanency when reinforcement and acknowledgement is received, celebrating that the Support Provider is performing appropriately. Support Providers are not mind readers; they need others to acknowledge their efforts and accomplishments. When the IP/JIT Coach celebrates the efforts and/or attainments made by the Support Provider-in place/just in time—several important outcomes are realized. As noted above, it is an effective way of increasing the probability that the Support Provider will continue to demonstrate those behaviors that are celebrated. Secondly, it helps create and nurture a climate that makes the Support Provider more open for constructive comments. Third, it builds a foundation for bonding between the Coach and the Support Provider. Finally, it creates a culture or climate that is likely to be passed on to the support recipient by the Support Provider. This is the way all of us wish to be treated! ■

AUTHOR LINK Tom Pomeranz is the President and CEO of Universal LifeStiles, providing training and consultation to agencies supporting people with disabilities. He is the creator and author of *The Principles and Practices of Universal Enhancement*. To contact Dr. Pomeranz: 314-535-1027 (phone); tpomer@aol.com (email); 314-533-4790 (fax).

SUPPORTING THOSE WHO SUPPORT OTHERS™

Property and casualty insurance programs designed for provider agencies in the disabilities field

The Irwin Siegel Agency is proud to have been involved in the Developmental Disabilities field for over 30 years. With this experience we have developed a comprehensive property and liability insurance package to protect your agency while our risk management services can help you and your staff provide quality services for the individuals you support.

Written exclusively through independent agents/brokers

1.800.622.8272 • siegelagency.com
siegel@siegelagency.com



irwin siegel
agency inc.

insurance & risk management
human service programs

If Not *Self-Determination*, Then What?

Diane McComb

I can barely remember a time in which the work I did was not in the disabilities field. As a lifeguard at age sixteen, my first save was a young man who had a seizure while swimming. From that moment, I was drawn to the work I find myself doing more than thirty years later.

I and others in my generation fit naturally into a profession that by any standard would be known as a pioneering field. Many of us would have joined the Peace Corps (and lo, some of us did), but instead found the challenges of creating a better life for people with disabilities a logical extension of the civil rights movement of the sixties. Well-intentioned, though somewhat misguided along the way, we muddled our way creating model after model of best practices. What most of us have found, despite our best efforts, is that there is no one size fits all.

Years ago we thought eight-bed group homes were the best thing since sliced bread. Then we thought smaller was better. Then we thought everyone should live in their own apartment. In reality, what people really need are choices—the proverbial array of options we've talked about for years. There are no panaceas, no perfect worlds, no nirvana. There is just life as we know it, support it, and nurture it. People with disabilities just want to live it.

While I have always considered myself to be an advocate for disability rights, I found myself in the role of provider almost from the beginning. It never occurred to me that being a provider of supports and being an advocate weren't one and the same. Most of the people with whom I worked held similar views. To create the supports was to advocate for people who needed them.

It wasn't until I first came up against a school system whose special education coordinator saw his job as protecting the school board, not advocating for students in special ed, that I realized that each of us defines our roles differently. Yet over the years, most of my provider colleagues and I worked with under the assumption that we are advocates first and foremost.

So imagine my surprise when, as a provider, I was told that I was *not* welcome at the self-determination table a few years ago. Not only wasn't I welcome, but I found myself in the odd role of being on the outside, relegated to observing. Had I not been on this road? Had I not advocated for the very change we were about to embrace?

As I listened to varying points of view, I found a cadre of people with developmental disabilities and parents whose vision rang true. Despite good intentions, agencies were still building boxes in which people were supposed to fit. Self-determination was a chance to

break away from the pattern of creating systems.

Very few providers could envision how this would work; but conceptually it was sound. In the role I played with Maryland's Association of Community Services, I found myself advocating for this change among my peers. I found myself excited by the thought that finally we would have the support of government to step away from the prescriptive "parental" structure of providing supports. There was new energy in wanting to be a part of this transformation.

What we found is that people want all kinds of services. Some want traditional, some want cutting edge, some want facility-based and others want things we have yet to create. In Maryland today, people with developmental disabilities have the autonomy, at least conceptually, to choose whatever provider of supports they wish. Conceptually they are allocated an amount of funding in the form



Audio Conference

LEGAL LIABILITY AND THE RESPONSIBILITY OF CHOICE

No other issue in the field today can influence the outcome of person-centered support more than the 'Right to Risk'. The key to successful outcomes will be largely the result of a competent workforce. By examining 'case studies' this presentation will look at how recent court cases influence the DD field and impact provider agencies. It will also address who determines the ability of an individual to accept the responsibility of choice: The Direct Support Professional? The Parent or Guardian?, The Clinician?, The Individual?, The Courts?

Presentation is geared toward : Executive Directors, Fiscal Managers, Human Resource Managers, Middle Managers, and Supervisors.

Presented by **ANCOR and Irwin Siegel Agency**

Speaker: Christopher Lyons, Esq.; CNA/ISA National Counsel, Human Services Program

Date & Time: January 23, 2:00-3:15 p.m. Eastern

Cost: \$60 ANCOR Member / Irwin Siegel Insured
\$95 Non Member / Insured

*(Fee is per site, not per person
Invite staff to gather around a speakerphone!)*

See www.ancor.org for registration information or contact Jerri McCandless, 703-535-7850, jmccandless@ancor.org.

We Bring the Experts to You!

of an individual budget. When this was put into regulation, many people took advantage of the opportunity to change their lifestyles. Yet fewer consumers jumped ship than many would have thought.

Rather, many agencies gladly embraced the opportunity to support people in new, creative ways. The bottom line is, no agency went out of business just because people with disabilities had the autonomy to change providers. Most people worked with the providers and support staff who knew them to create a new vision for their lives. And even though agencies are no longer guaranteed a fixed budget, they are given more latitude to create lasting outcomes for people with developmental disabilities.

Like many states, Maryland embarked on a path to self-determination with the best of intentions; and, like many states, found the devil in the details. Yet, the devil rests in figuring out how to get the funds to the intended recipients, not whether or not self-determination makes sense. Ideally, providers of supports will modify what they offer to accommodate customer satisfaction and the state will monitor the quality of those supports to assure safety, health and welfare accountability.

Yet all of this is jeopardized if funds are inadequate. Self-determination is not about things costing less (although sometimes they do.) No state should do anything that would jeopardize the stability of the agencies supporting vulnerable people. Inadequate funding forces providers to cut corners that could have devastating ramifications for people with disabilities.

The problem is there just isn't enough money in any system to do everything someone needs and guarantee funding increases over the course of time as needs increase. Good providers will balance what they need to manage risk and use any per-

chance surplus to augment additional services. Less than good providers won't necessarily figure out how to do this and they will always be one step away from crisis, while some will just seize every opportunity to get whatever they can every time they can.

What we tend to forget is that there has never been a time when there was adequate funding in disabilities. There has never been a time when it was easy, nor has there ever been a time without challenges. It comes with the territory. Vigilance will always be necessary.

The only way people with disabilities will have improved lives is if our public policy truly reflects a positive value on them. If they are entitled to services, they should be able to choose what makes sense for their own lives. The best measure of quality is determined by empowering someone who receives supports to take their funding and leave if they are unhappy.

Consumer satisfaction with community supports rose from 63 to 93 percent in the first five years of self-determination in Maryland.¹ Yet not that many people changed providers or even the way in which they were supported. What changed was their empowerment to leave if they wanted to leave. Agencies were able to support people in ways that accommodated what they wanted rather than what we thought they should have. Self-determination gave everyone, including providers, permission to step out of the box and return to being the advocates they were in the beginning.

Nothing would have worked in Maryland without collaboration. No one wants to feel left out, but more important, if public policy is to change successfully, EVERYONE must be at the table. That doesn't mean everyone gets what they want, or even that you have to have consensus. What it does mean is that no single

entity has all the answers. The trick is balancing everything; and it isn't easy. Yet I have to wonder what "system" we would be creating in place of self-determination.

After these thirty years I reflect on the many conversations I've had with people who have developmental disabilities. I've never met anyone who used to live in an institution who wants to go back. I've also never met anyone who used to live in a group home who now lives in their own apartment who wants to go back. People seek empowerment, autonomy and the dignity that comes with a measure of control over one's life.

Each of us finds ourselves on this path for whatever reason, and none of us is more important than the people we support. That which we seek will only be accomplished through the efforts of enlightened minds; and it will take all that and more to achieve a satisfactory end. It is this journey, rather than the destination, that is important. It calls to us through a deeply rooted sense of what is right. Yet its resolution can only occur through collaboration among those who would advocate for the full recognition of individual dignity be they people with disabilities, their families, government or providers of supports and services.

There is only one voice to which we should be listening, and it belongs to the people we support. Through them we are given the measures of quality that are meaningful. Through them we are given the direction we should travel, and through them we should be held accountable. ■

AUTHOR LINK Diane McComb is the Executive Director of the Maryland Association of Community Services (MACS). She can be reached at 410-518-9874.

¹Ask Me!SM The Arc of Maryland 11/99 and 11/01

In The News

Click of the Month: CensusScope

Get the big picture of demographic trends in the U.S. on the University of Michigan Social Science Data Analysis Network's CensusScope Web site at www.CensusScope.org.

The purpose of the site is to make it easier for researchers and the general public to quickly comprehend data from the 2000 U.S. census. You can link to charts and tables of long-form data outlining

educational attainment, ancestry and ethnicity, housing characteristics, immigration trends and more.

Maps of important social trends show you at a glance where the elderly predominate, where the nuclear family is still strong, and which states are becoming increasingly diverse—and which are staying as homogeneous as they ever were. Overall, there is good information with regard to recruiting strategies.

Are We Making Progress?

In today's environment, if you are standing still, you are falling behind. Making the right decisions at the right time is critical. Following through on those decisions is challenging. In a survey of a broad cross-section of CEOs, the Malcolm Baldrige Foundation learned that CEOs believed deploying strategy is three times more difficult than developing

continued on page 20

State Representative Profile



Tom Daniels
Tom Daniels, Board
of Representatives
Liaison to ANCOR
Board of Directors

It's always difficult to be the first to accomplish a task, because for a while at least you become the standard by which those that come later are judged. It is my goal, therefore, to begin this State Representative Profile column by assuring my colleague Representatives that my goal is to set a standard all of them can easily match and exceed in many ways!

I am Tom Daniels, executive director of Faith, Hope & Charity, Inc. (FHC), of Storm Lake, Iowa. FHC is a not-for-profit organization serving 32 children and young adults (under 21) in four, eight-bed ICFs/MR; and 40 children and families in an HCBS waiver program that provides hourly respite and supported community living services in a variety of settings. We serve children and young adults from all over Iowa in our ICF/MR program, and children and families from 26 northwest Iowa communities in the HCBS waiver program.

As a Storm Lake, Iowa, native, I came to Faith, Hope & Charity in 1980 through my position in marketing for an architectural firm. My wife and I had decided to raise our two daughters in Storm Lake, rather than seek more lucrative positions in larger cities or out of state. My first task was to assist the FHC Board of Directors in obtaining an FmHA loan to finance part of the ICF/MR facilities, and I later became involved in fundraising for the facility. When the executive director and the board parted ways in early 1981, I was asked to take the position temporarily, and have been here ever since except for a brief hiatus in the mid-80s.

While my degree is in Biology and English, I learned early on that I had found my life work in this field. The growth in the children we serve in ICF/MR, and the partnerships with families in both the ICF/MR and HCBS programs have been personally rewarding to me. I have also enjoyed working with our 140+ staff members to help them grow in their commitment to our mission and to find creative ways to reward them for their efforts, even

though the wage scale is a challenge to all of us.

My involvement with ANCOR began slowly with attendance at an NAPFRMR meeting, and has grown with the help of such Iowa colleagues as Gary Mattson, Gary Mrosko, Chris Sparks and Rod Braun. I have also met and been challenged and assisted by many ANCOR members through the years. Their counsel and idea sharing have been invaluable to me and my agency. I am very excited and energized by the National Advocacy Campaign and the doors it has opened for all of us, culminating with the Fall 2002 GAS conference. Secretary Elaine L. Chao's speech and the moving press conference announcing the Sessions/Capps resolution have given me concrete hope that something will be done to assist our Direct Support Professionals to continue their support of the individuals we love and serve without major personal financial sacrifices. I feel that my involvement in ANCOR puts me and my organization in a position to directly impact federal changes, which I hope can be an impetus to Iowa to make changes in direct support staff wages. I am proud and pleased to have the opportunity to serve as the Iowa Representative and the liaison from the Board of Representatives to the Board of Directors.

Finally, I wish I had 500 words to thank all of the ANCOR staff for all they do for us; we are blessed with a professional, competent, action-oriented staff who keep our best foot forward. ■

Attention Members & Consultants

We need your input!

If you know a consultant—or are a consultant—to private providers and have an interest in being a part of the special *LINKS 2003 Supplement* featuring the services of industry consultants, please contact Marsha Patrick at mpatrick@ancor.org.

Advertise in *LINKS*

Contact Jerri McCandless of ANCOR.
Advertising rates are as follows:

Classified employment \$0.60/word

Display ads

Full page 7½" wide x 10" tall	\$400*
¾ page 7½" wide x 7" tall	\$250*
½ page <i>Horizontal:</i> 7½" wide x 5" tall	\$150*
<i>Vertical:</i> 3¾" wide x 10" tall	\$150*
¼ page <i>Horizontal:</i> 7½" wide x 2½" tall	\$115*
<i>Vertical:</i> 3¾" wide x 5" tall	\$115*

*\$35 surcharge if not camera-ready.

ANCOR Officers, Directors, **2003** State Representatives & State Association Executives

Officers

President

Fred Romkema
Northern Hills Training Center
(605) 642-2785
romkema@nhtc.org

President-Elect

Peter Kowalski
John F. Murphy Homes, Inc.
(207) 782-2726
jfmhomes@aol.com

Vice President for Policy

Ron Wisecarver
PARC
(309) 691-3800
ronwisecarver@yahoo.com

Vice President Marketing and Communications

Gale Bohling
Creative Networks L.L.C.
(602) 828-0696
bohlinginc@cox.net

Vice President Member Services

James Blume
Development Services of
Northwest Kansas, Inc.
(785) 625-5678
jim_blume@notes1.dswnk.org

Vice President Membership

Ken Lovan
Rescare, Inc.
(502) 394-2100
klovan@rescare.com

Treasurer

Frank Capone
Liberty
(518) 842-5080
frank@libertyarc.org

Secretary

Patti Manus
Rainbow of Challenges, Inc.
(870) 777-4501
rocooh@sbcglobal.net

Past President

Than Johnson
Champaign Residential
Services, Inc.
(937) 653-1320
tjohnson@crsi-oh.com

Directors

Great Lakes/East Region

(DE, NJ, NY, PA)
Carol Mitchell
Verland, Inc.
(412) 741-2375
cbmitchell@verland.org

Great Lakes/West Region

(IL, IN, MI, OH)
Thomas Lewins
New Avenues to Independence,
Inc.
(216) 481-1909
tomlewins@aol.com

Mid-Atlantic Region

(DC, KY, MD, TN, VA, WV)
William Loyd
St. John's Community Services
(202) 237-6500
bloyd@sjcs.org

North Central Region

(IA, MN, NE, ND, SD, WI)
Rod Braun
Christian Opportunity Center
(641) 628-1162
rbraun@christianopportunity.org

Northeast Region

(CT, ME, MA, NH, RI, VT)
Richard Carman
Bethphage
(860) 343-8542
rcarman@bethphage.org

Northwest Region

(AK, HI, ID, MT, OR, WA)
Emily Ennis
Fairbanks Resource Agency
(907) 456-8901
emily@fra-alaska.net

South Central Region

(AR, KS, MO, OK, TX)
Lisa Toth-LaTray
Independent Opportunities, Inc.
(918) 744-5067
lisa@ioi-tulsa.com

Southeast Region

(AL, FL, GA, LA, MS, NC, SC)
Bernard Wagner
Evergreen Presbyterian
Ministries, Inc.
(318) 742-8440
bwagner@epmi.org

Southwest Region

(AZ, CA, CO, NV, NM, UT, WY)
Wendy Sokol
In Home Support Services, L.L.C.
(520) 881-4477
wsokol@Qwest.net

Liaisons

BOR Liaison

Tom Daniels
Faith, Hope & Charity, Inc.
(712) 732-5127
fhctom@dtgnet.com

BOR Liaison Alternate

Ellen Haines
St. Coletta of Wisconsin, Inc.
(920) 674-8232
ehaines@stcolettawi.org

State Executives Forum Liaison

Costa Miller
Indiana Association of
Rehabilitation Facilities
(317) 634-4957
cmiller@inarf.org

State Executives Forum Liaison Alternate

Diane McComb
Maryland Association of
Community Services
(410) 518-9874
macs@erols.com

State Representatives

Alabama

Vacant

Alaska

Steve Lesko
Hope Community Resources, Inc.
(907) 561-5335
slesko@hopealaska.org

Arizona

David Cutty
The Center for Habilitation
(480) 838-8111
davecutty@tch-az.com

Arkansas

Kent C. Jones
Bost Human Development
Services, Inc.
(501) 478-5551
kjones@bost.org

California

Ronald Cohen
UCP of Los Angeles, Ventura and
Santa Barbara Counties
(818) 782-2211
rcohenucp@aol.com

Colorado

John Taylor
Imagine
(303) 665-7789
jtaylor@imagecolorado.org

Connecticut

Janice Chamberlain
Camp Horizons Programs, Inc.
(860) 456-1032
janice.chamberlain@camphorizons.org

Delaware

Jerrold Spilecki
The Mary Campbell Center
(302) 762-6025
spilecki@erols.com

District of Columbia

Vacant

Florida

Joseph Aniello
Miami Cerebral Palsy Residential
Service, Inc.
(305) 325-1080
joe.aniello@ucpsouthflorida.org

Georgia

Janet Deal
Rescare
(770) 908-7044
jdeal@rescare.com

Hawaii

Vacant

Idaho

Jennifer Ramon
Western Idaho Training
Company, Inc.
(208) 454-3051
jramon@mindspring.com

Illinois

Robert Okazaki
Avenues to Independence
(847) 318-0870
okazaki@avenuesonline.org

Indiana

Nicole Lazzell
Dungarvin
(317) 243-5455
nlazzell@dungarvin.com

Iowa

Tom Daniels
Faith, Hope & Charity, Inc.
(712) 732-5127
fhctom@dtgnet.com

Kansas

Thomas Kohmetscher
Futures Unlimited
(316) 326-8906
futures1@idir.net

Kentucky

Clyde Lang
Cedar Lake, Inc.
(502) 425-5323
clang@cedarlake.org

Louisiana

Vacant

Maine

Richard Farnsworth
Woodfords Family Services
(207) 878-9663
rfarnsworth@woodfords.org

Maryland

Martin Lampner
The Chimes
(410) 358-4387
mlampner@chimes.org

Massachusetts

Nancy Silver Hargreaves
WCI
(781) 899-8220
nshargreaves@wearewci.org

Michigan

Vacant

Minnesota

Wayne Larson
Mount Olivet Rolling Acres
(952) 474-5974
waynel@mtolivetrollingacres.org

Mississippi

Vacant

Missouri

Katie Smallen
Life Skills Foundation
(314) 567-7705
ksmallen@aol.com

Montana

Rob Tallon
REACH, Inc.
(406) 587-1271
reachrob@avicom.net

Nebraska

Tony Green
Bethphage Norfolk
(402) 379-3888
agreen@bethphage.org

Nevada

Charlene DiBello
REM Nevada, Inc.
(702) 889-9240
cdibello@reminc.com

New Hampshire

Timothy Sullivan
The Institute of Professional
Practice, Inc.
(603) 224-8085
tsullivan@ippi.org

New Jersey

Mercedes Witowsky
Community Access Unlimited
(908) 354-3040
merccau@aol.com

New Mexico

Mark Johnson
Santa Maria El Mirador
 (505) 424-7700

New York

Daniel Berkowicz
New Hope Community, Inc.
 (845) 434-8300
 berk@newhopecommunity.org

North Carolina

Charles Li
Howell Child Care Centers, Inc.
 (252) 566-9181
 chli@esn.net

North Dakota

Brenda Niess
REM North Dakota, Inc.
 (701) 839-6630
 bniess@reminc.com

Ohio

Gary Toth
Phoenix Residential Centers, Inc.
 (440) 428-9082
 gtoth@alltel.net

Oklahoma

Fredda Monroe
Mentor Oklahoma
 (918) 492-2995
 fredda.monroe@thementornetwork.com

Oregon

Shelia Barker
Spruce Villa Inc.
 (503) 399-7924
 sprucev@open.org

Pennsylvania

Charles Hooker
Keystone Service Systems, Inc.
 (717) 232-7509
 chooker@kss.org

Rhode Island

Vacant

South Carolina

Terry Rogers
Chesterfield County BDSN
 (843) 623-9016
 ccbdsn@infoave.net

South Dakota

Rebecca Carlson
Community Connections, Inc.
 (605) 842-1708
 scatc@gwtc.net

Tennessee

Art Trunkfield
DDMS, LLC
 (901) 767-1455
 art@ddmsllc.com

Texas

Philip Haas
Martin Luther Homes of Texas
 (979) 823-7622
 phil@mlhs.com

Utah

Bill Woolston
Danville Services Corporation
 (801) 565-0700
 bwoolston@danserv.com

Vermont

Jerry Bernard
Community Access Program
 (802) 775-0828
 jbernard@rmhscn.org

Virginia

Jennifer Fidura
Fidura & Association, Inc.
 (804) 560-4640
 fidura@erols.com

Washington

Eric Latham
Washington Mentor
 (253) 952-0502
 eric.latham@thementornetwork.com

West Virginia

Steve Hendricks
ResCare West Virginia State Office
 (304) 344-5795
 shendricks@rescare.com

Wisconsin

Ellen Haines
St. Coletta of Wisconsin, Inc.
 (920) 674-8232
 ehaines@stcolettawi.org

Wyoming

Jeff Gardner
Ark Regional Services
 (307) 742-6642
 arkregserv@aol.com

State Association Executives

California

California Association of Health Facilities
 Sheree Lowe
 (916) 441-6500
 www.cahf.org
Developmental Services Network
 Dennis Mattson
 (909) 279-2585
 www.developmentalservicesnetwork.org

Colorado

Colorado Association of Community Centered Boards
 Christine Collins
 Executive Director
 (303) 832-1618
 www.caccb.org

Connecticut

Connecticut Community Providers Association
 Terry Edelstein, President/CEO
 (860) 257-7909
 www.cccpa-inc.org

Florida

Florida Association of Rehabilitation Facilities, Inc.
 Terry Farmer, President
 (850) 877-4816
 www.floridaarf.org

Illinois

The Illinois Association of Rehabilitation Facilities
 Janet Stover, Executive Director
 (217) 753-1190
 www.iaarf.org

The Institute on Public Policy for People with Disabilities
 Jeff Turnbull, President
 (309) 689-3602
 www.instituteonline.org

Indiana

Indiana Association of Rehabilitation Facilities
 Costa Miller, Executive Director
 (317) 634-4957
 www.inarf.org

Iowa

Iowa Association of Community Providers
 Craig Syata, Executive Director
 (515) 270-9495
 www.iowaproviders.org

Kansas

Interhab of Kansas
 Tom Liang, Executive Director
 (785) 235-5103
 www.interhab.org

Kentucky

Kentucky Association of Residential Resources
 Kitty Draper, President
 (502) 425-5323

Louisiana

Community and Residential Services Association
 Chris Pilley, Executive Director
 (225) 343-8811

Maine

Maine Association for Community Services Providers
 Jan Fraser, President
 (207) 324-7955

Maryland

Maryland Association of Community Services
 Diane McComb
 Executive Director
 (410) 518-9874
 www.macsonline.org

Massachusetts

Association of Developmental Disabilities Providers
 Grace Healey, Executive Director
 (781) 891-7327
 www.addp.org

Michigan

Michigan Assisted Living Association
 Robert Stein
 Executive Vice President
 (734) 525-2400
 www.miassistedliving.org

Minnesota

Association of Residential Resources in Minnesota
 Bruce Nelson
 Executive Director
 (651) 291-1086
 www.armm.org

Missouri

Missouri Association of Rehabilitation Facilities
 Russel Doumas
 Executive Director
 (573) 635-1631
 marf.undata.com

Nebraska

Nebraska Association of Private Resources
 Tony Green, President
 (402) 436-2165

New Jersey

New Jersey Association of Community Providers, Inc.
 Diane Conway, CEO
 (732) 246-8333
 www.njacp.net

New Mexico

Association of Developmental Disabilities Community Providers
 Anna Otero Hatanaka
 Executive Director
 (505) 232-2238

New York

New York State Rehabilitation Association
 Sherri Sanduski, President
 (518) 449-2976
 www.nyrehab.org
 NYSACRA
 Ann Hardiman
 Executive Director
 (518) 449-7551

Ohio

Ohio Provider Resource Association
 Maureen Corcoran
 Executive Director
 (614) 224-6772

Oklahoma

Oklahoma Community-Based Providers, Inc.
 Judith Goodwin, CEO
 (405) 236-1414

Oklahoma Network of Community Options and Resources

Doug Fulton, President
 (918) 492-2995

Oregon

Oregon Rehabilitation Association
 Tim Kral, Executive Director
 (503) 585-3337

Pennsylvania

Pennsylvania Association of Resources for People with Mental Retardation
 Shirley Walker
 Executive Director
 (717) 236-2374
 www.par.net

Rhode Island

Ocean State Association of Residential Resources
 Mary Madden
 Executive Director
 (401) 295-5757

South Dakota

South Dakota Association of Community Based Services
 Tom Scheinost
 Executive Director
 (605) 224-0752

Tennessee

Tennessee Network of Community Organizations (TNCO)
 Robin Atwood
 Executive Director
 (615) 254-3077
 www.tnco.org

Texas

Private Providers Association of Texas
 Carole Smith, Executive Director
 (512) 452-8188
 www.ppat.com

Utah

Utah Association of Community Services
 John Harbert
 Executive Director
 (801) 328-4580

Vermont

Vermont Council of Developmental & Mental Health Services
 Julie Tessler, Executive Director
 (802) 223-1773
 www.vtcouncil.org

Virginia

Virginia Association of Community Rehabilitation Program
 Karen Tefelski, Executive Director
 (703) 461-8747
 www.vaaccses.org

Washington

Community Residential Services Association
 Roger Krebs, Chair
 (206) 826-1051
Rehabilitation Enterprises of Washington
 Penny Jo Haney
 Business Manager
 (360) 943-7654

West Virginia

West Virginia Behavioral Healthcare Providers Association
 John Russell, Executive Director
 (304) 343-0728

Wisconsin

Community Alliance of Providers of Wisconsin
 Richard Berling, President
 (608) 268-0021
Rehabilitation for Wisconsin, Inc.
 Mike Kirby, Executive Director
 (608) 244-5310
 www.rfw.org

ANCOR Publications

Go to www.ancor.org or send an e-mail to ancor@ancor.org to order the publications listed below.

HIPAA Privacy Compliance Resource Manual—*This is significantly discounted to ANCOR members only.* Download order form for HIPAA Manual at: http://www.ancor.org/dev/issues/Medicaid_Medicare/HIPAAManualRef.htm.

Wage and Hour Handbook 2000 edition—\$25 members, \$50 non-members.

Directory of Members 2003—\$10 members, \$25 non-members. Please contact Tammy Record at trecord@ancor.org for more details (coming spring 2003).

In the News

continued from page 16

strategy. If deployment is so challenging, the questions are: Are you making progress? How do you know?

“Are We Making Progress?” is a questionnaire developed by the Malcolm Baldrige Foundation to help organization leaders determine if their perceptions agree with those of their employees. This tool helps focus improvement and communication efforts on areas needing the most attention. It’s never too soon to begin improving openness and communication. Ask your employees their opinions. They will appreciate the opportunity and your organization will benefit from their responses. You can modify the questionnaire to address particular needs and to

reflect language specific to your organization. You can download an electronic version of the questionnaire from the Baldrige National Quality Program Web site at www.quality.nist.gov.

Administration on Developmental Disabilities Commissioner's Forum

ANCOR is one of the co-participants/sponsors of this year's Commissioner's Forum. We have several members who will be making presentations this year.

In collaboration with the Developmental Disabilities Quality Coalition, the Administration on Developmental Disabilities will hold an ADD Commissioner's Forum on Tuesday, February 18, through Thursday, February 20, 2003 at the Mayflower Hotel in Washington, D.C. ■

ANCOR Calendar

2003

- Jan. 12-13** **ANCOR Foundation Board Meeting**
Tuscon, AZ
- Jan. 23** **Audio Conference**
Legal Liability and the Responsibility of Choice
- Feb. 18** **Audio Conference**
Survival & Growth Depends on Talented Supervisors
- Feb. 18-20** **ADD Commissioner's Forum**
Mayflower Hotel, Washington, D.C.
- March 16-18** **ANNUAL WINTER CONFERENCE**
Adam's Mark Riverwalk Hotel
San Antonio, TX
(Board meetings 3/15-16)

ANCOR Mission:

To promote and assist private providers who offer services and supports to people with disabilities and their families.

ANCOR Vision:

To be the premier association providing advocacy, services and resources to private providers.

ANCOR

American Network of Community Options and Resources

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

PRST. STD
U.S. Postage
PAID
Manassas, VA
Permit No. 77