



LINKS

ANCOR Links

April 7, 2014

Columns

CEO Perspective: Are We On the Cusp of a New Renaissance?

Renee Pietrangelo, PhD

Fresh ideas, business practices and solutions are percolating. To remain relevant, organizations need to tap into this fount of new ways.



As professionals we all know the importance of strategy. But assessing strategy while confronting a future we can only guess at is scary. Worse, in choosing specific strategies we explicitly cut off other possibilities and options. And, planning isn't typically explicit about what an organization chooses *not to do and why*. It does not question assumptions. And its predominant logic is affordability.

In considering the above, it seems best to focus our energy on the key choices that influence revenue decision-makers, i.e., our customers. Capabilities themselves do not compel a customer to do business with your organization. Only a superior value proposition for a particular set of customers can do that. From that it would seem that for our choices to make sense, we must be answering questions about what we think about our customers; about how our field is and will continue to evolve; about competition as it may manifest itself; and about your organization's capabilities in light of those answers.

I believe we are on the cusp of a new renaissance globally driven by the fact that people are transforming the social dialogue from a top-down one to a horizontal one. Many hierarchies are becoming flatter as a result. Consider how much change has been stimulated because millions of people have contributed their ideas and innovations through the Internet. And, we've just seen the very tip of the iceberg of change this level of crowd sourcing and horizontal dialogue can and will engender.

The economic and social unease of current and recent years is serving as an incubator for an all-new renaissance era. We're already seeing this in collaborative, outsourced research and "nomad" professionals who work from their own homes, just to name a couple of examples. People are doing away with top-down management, hierarchy, and control. What's evolving is a more individualized society--less manageable but also richer and more diverse.

Organizations that want to remain vibrant and sustainable should be developing and fine-tuning supports and services that appeal to customers' values, aspirations, and personal identities; and that customers can help design and further customize themselves. We already see this transpiring in the self-advocacy community. The renaissance era will also require optimizing our workforce, empowering employees across multiple platforms to be engaged, and an integral part of fashioning the organization for the future.

The social situation that existed in the historical Renaissance era that emerged 600 years ago is not unlike that of today. At that time, the church had lost its iron grip on the populations of Europe at the same time of extreme uncertainty brought on by famine and recurring epidemics of plague. The resulting loss of trust in the established authorities/hierarchies unleashed an avalanche of energy and creativity.

Author LINK: Renee Pietrangelo is CEO of ANCOR. She can be reached at rpietrangelo@ancor.org.



Wage & Hour: Sleep Time for Duty of 24 Hours or More

Joni Fritz, Labor Standards Specialist

Wage & Hour update on sleep time pay requirements.



The Fair Labor Standards Act was passed in 1938, and because Congress had not anticipated all of the unintended consequences it generated, its passage resulted in many lawsuits. A number of these revolved around sleep time. Some of these involved people who were on duty for periods of 24 hours or more, but who could sleep for some of that time. The courts soon ruled that under some circumstances it would be appropriate for employees to agree in advance of employment that they would not have to be paid for sleeping.

The U.S. Department of Labor Wage and Hour Division (WHD) published Interpretive Bulletins (IBs) that condensed the rulings of the courts, but were not offered for public comment since they were legal rulings. Thus 29 Code of Federal Regulations contains IB §785.22 Duty of 24 hours or more. It states that:

Where an employee is required to be on duty for 24 hours or more, the employer and the employee may agree to exclude bona fide meal periods and a bona fide regularly scheduled sleeping period of not more than 8 hours from hours worked, provided adequate sleeping facilities are furnished by the employer and the employee can usually enjoy an uninterrupted night's sleep. If sleeping period [sic] is of more than 8 hours, only 8 hours will be credited. Where no expressed or implied agreement to the contrary is present, the 8 hours of sleeping time and lunch periods constitute hours worked.

It is important to note that there must be a 24-hour period of time associated with each uncompensated 8-hour sleep period. In other words, if an agency wishes to avoid paying an employee for sleeping both Friday and Saturday nights, an example of a schedule that would comply with WHD expectations would be of an employee who arrives at a group living arrangement at 4 p.m. on Friday and works until 4 p.m. Sunday (two 24-hour periods), sleeping from 11 p.m. Friday and Saturday to 7 a.m. Saturday and Sunday mornings.

Mid-day breaks for employees on duty for 24 hours or more

Generally, employees who are on duty for periods of 24 hours or more may not take breaks in the middle of the day that interrupt that 24-hour period, except for bona fide meals. There is an exception, however, for employees who "relieve" an employee who "resides on the employer's premises permanently or for an extended period of time." A special 1988 enforcement policy for group living arrangement staff, 88.48, states:

This special position allows "relief" employees who are provided with private quarters in a home-like environment to be treated the same as "full-time" employees (i.e., those who either reside on the employer's premises permanently or for "extended periods of time") whom they relieve with respect to deducting sleep time. This special position was developed out of concern for the apparent inequities of requiring compensation for sleep time for relief employees but not for full-time employees being relieved who work under identical conditions at the same facility.

In other words, under these conditions, "relief" employees who work on weekends may have time off in the middle of the day and still agree not to be paid for bona fide sleep time at night, even though they work just two or three days a week, and fewer than five. While the real world of group living generally does not allow for free time on weekends, there might be an occasion when a weekend employee wanted time off on Sundays to attend church, for example, and an agency might wish to accommodate this request. This provision would permit such an arrangement.

Interruptions of sleep time

IB §785.22 defines what is required when interruptions to sleep occur:

If the sleep period is interrupted by a call to duty, the interruption must be counted as hours worked. If the period is interrupted to such an extent that the employee cannot get a reasonable night's sleep, the entire period must be counted. For enforcement purposes, the Divisions have adopted the rule that if the employee cannot get at least 5 hours' sleep during the scheduled period the entire time is working time.

Through policy, WHD has said that the five hours need not be five consecutive hours. WHD applies the sleep requirements from §785.22 to any permissible unpaid sleep period, including those found in §785.23 and enforcement policy 88.48. The treatment of meal periods will be discussed in a future ANCOR Wage & Hour Blog.

Author LINK: 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 that has conducted. Any ANCOR member who wishes to make arrangements for consultation or workshops with Joni must first contact Barbara Merrill, ANCOR Vice President for Public Policy, for a referral at (703)535-785, ext. 103 or bmerrill@ancor.org.



Articles

The CEO Search Begins

Arthur M. Ginsberg

ANCOR CEO search update.



As you are aware, Renee Pietrangelo informed the Board of Directors of her intent to retire as ANCOR's Chief Executive Officer effective December 31st, 2014. The board's first step was to review the CEO's job description. This review was quite thorough and robust as we discussed the expectations of the position and future of ANCOR. I am pleased to provide this update on behalf of the Search Committee, and in my capacity as Chair of the Committee.

The committee was appointed by President Dave Toeniskoetter in January 2014. The committee is comprised of the following board members: Dave Toeniskoetter, Donna Werner, Than Johnson and myself. We have met by conference call and in person since then.

The committee is currently soliciting proposals from several search firms. We expect to complete this process and have a firm engaged by early April 2014. Once engaged, the firm will assist and guide us through the search process.

The search will be national in scope. Depending on the timetable established, the Search Committee will begin reviewing resumes in May. The first round of interviews with the committee is tentatively scheduled for June. The Search Committee will recommend three finalists to the board. The entire board plans to participate in the second round of interviews in August or September of 2014. The board will be responsible for selecting the new CEO. The goal is to have the search completed by October, with an offer extended at that time.

We expect a smooth transition. The committee is engaged and committed to completing the search in a timely fashion. If you have any questions, please do not hesitate to contact me or any member of the committee. I will continue to provide updates to the membership.

Author LINK: Arthur M. Ginsberg is Chair of the ANCOR Search Committee. He can be reached at 202-809-1008.



Getting the Most Out of the New LINKS Features

Check out these new *LINKS* features.



We are committed to providing you information you find useful and relevant, in a way that is most convenient for you. We also want to engage you more, and offer more opportunities to share information, insights, and opinions. To this end, we want to highlight several exciting new *LINKS* features you may have missed

Poll

We want to know what you think. Every edition will include a quick one-question poll, and we'd like your feedback. Click and let us know. (If you have an idea for a poll, please email the editor at bhawley@ancor.org.)

Comment

Every article is an invitation for you to share your opinions, knowledge, and expertise. Use the comment link at the bottom of each article to share your thoughts on the topic

Forward

If you like what you read, forward it to a friend! We want to spread the word, and we need your help to do it

Rate

Let us know what you think of the article with a simple click. Was it useful? Did you fall asleep? We're reaching for a Five Star Salute every time! You'll find the Rate This Article button next to the stars at the bottom of the page. We're also always looking for great story ideas. If there's something happening in your organization that's new and exciting (or compelling, intriguing, shocking, etc.) we want to share that with the rest of the community. Contact Beth Hawley at bhawley@ancor.org with any ideas for stories you'd like to read.

We always look forward to hearing from you.



More Than Just a Best Friend

Pet programs are bringing positive outcomes to many people, encouraging better health and more independence.



It's amazing the positive effects animals have on us. They keep us company, get us moving, lower our blood pressure, and reduce our stress. They're more than just our friends. In some cases, they're life-savers. The positive outcomes for people served are immeasurable, leading many providers to start animal programs of their own

AHRC New York City partners with the North Shore Animal Shelter to provide pets for residents of the Bloomberg Apartment's medically fragile program

"It's been wonderful for so many of our men and women," said John Flaherty, Assistant Executive Director of AHRCNYC. "We have a woman who adopted a cat when she moved from a traditional supervised home to her own apartment. The relationship and caring between them has been a key element in her success."

Riverbrook Residence in Stockbridge, MA recently launched an in-house pet therapy program, Roverbrook. With the help of Coco Chanel, a chocolate Newfoundland dog who regularly visits Riverbrook, residents are feeling the calming and positive effects pets can bring.

"Roverbrook has really helped us make new inroads and even deeper connections within our surrounding community," said Deborah Francome, Executive Director of Riverbrook. "And our residents, staff, day program folks and visitors are always happy to see Coco Chanel, our gentle giant newfie."

Roverbrook also includes a dog walking program, and Riverbrook hopes to expand into new opportunities for care-based vocational activities such as diet, play time, vet visits and grooming.

For years, Wendell Foster's Campus for Developmental Disabilities in Owensboro, KY has worked with Canine Companions for Independence (CCI), a non-profit that specializes in assistance dogs. Not only did the animals build bonds with the individuals, the individuals built bonds with the animals' caregivers.

"Daniel has actually retired, but still hangs out with us every day," said Bob Tarrantis, of Wendell Foster's. "I cannot speak highly enough about CCI and Daniel. Brings much joy to the staff, volunteers, and individuals we support!"

To say pets have calming effects on people is an understatement. Keystone Human Services Children & Family Services operates Susquehanna Service Dogs (SSD), a program that trains and provides service dogs to promote independence. Volunteers from the program often bring dogs to community events and touch lives.



"[An SSD dog named] Bodi and I went to Timeless Barber shop to provide pet therapy," wrote an SSD trainer. "The owners of this barbershop open their shop after hours on the third Sunday of the month so children with disabilities can get a haircut. Some of the children are afraid of getting haircuts and will scream, cry and just move around.... Bodi was present to provide whatever pet therapy would be necessary to calm any fears these children may have."

Another SSD trainer wrote, "We were at the orthodontist and there was a little girl there. She saw us walk in, and was very excited to see Nitro. They were getting ready to put the finishing touches on her braces when we sat down, and the next thing I knew she was screaming and crying in pain. Nitro was very concerned for the little girl. I couldn't get him to settle in and just lay down while this little girl was crying and screaming in pain. So they took a break during her process to let her calm down. After she calmed down and wasn't screaming anymore, I asked the mom if she would like to pet him. Her mom was so appreciative. So we walked over, and Nitro was so amazing. He was this gentle giant letting this little girl rub his head. She petted him a couple times, and she stopped crying."



The positive effects animals have on people with disabilities are amazing, and instituting a pet therapy program is as easy as a Google search. Reputable pet programs will provide well trained animals, and screen their volunteers. Pet Partners, an organization out of Washington State, has [step-by-step instructions](#) on how to set up an animal program. Reach out to your local shelters as well, and bring the joys of animal companionship to your organization.



RCM Helps Bring Person-Centered Practices to Japan

Area providers are working to spread person-centeredness to Japan.



RCM of Washington's mission is to support, nurture and expand the lives of people with disabilities. Their passion for their work is so great, it stretched stretches across an ocean. When officials from Ashikaganomori Ashikaga Hospital in Japan wanted to see how American organizations serve people with intellectual and developmental disabilities, they called on RCM

In October of last year, RCM played host to the Japanese delegation made up of doctors, nurses, and support staff.

The Ashikaganomori Ashikaga Hospital serves individuals with intellectual and developmental disabilities, but their approach is clinical in nature, offering very little in the way of community inclusion.

"In the Japanese culture, it's shameful to have a disability," said Holly Flickinger, Director of Community Services at RCM of Washington.

Japanese people with I/DD are given excellent, state-of-the-art healthcare, but mostly in institutional settings. The group came to Washington, DC searching for tools and strategies to bring more inclusive, person-centered practices to Japan. While in the states, the delegation visited several day services and ICFs.

The doctors and nurses have returned to Japan with wonderful experiences to recount, and strategies to implement. RCM plans to stay in contact with the group from Ashikaganomori Ashikaga Hospital to help them further in their evolution.



Member Musings

Verland's Carol Mitchell Honored for Activism

ANCOR member Carol Mitchell recognized for her efforts at a Pittsburgh area event.



Carol Mitchell, President and CEO of Verland, was honored for her contributions in Human Services, her efforts in the community, and achievements in advancing women at the Allegheny Health Network's 9th Annual Women of Achievement Awards in Pittsburgh, PA on March 6, 2014.

Carol founded Verland in 1978, and has been an active member of ANCOR for many years. She served on the ANCOR Board of Directors, played a major role in the creation of the National Advocacy Campaign, chaired the NAC's PR committee, helped launch the ANCOR Foundation, and served as foundation Treasurer.

Leveraging her connections with FranklinCovey through her work with her alma mater, California University of Pennsylvania, and a long-standing relationship with a trust fund that has contributed \$80,000 to ANCOR's National Advocacy Campaign, Carol helped found the ANCOR/FranklinCovey partnership on leadership development. Since that partnership began in 2011, the trust fund has contributed over \$100,000 to the ANCOR Foundation's Lighthouse Leader program. Carol's leadership and commitment to ANCOR and the ANCOR Foundation continue as she helps write annual grant proposals, meets with the Trustee, and plays host to FranklinCovey training seminars.

Carol is a member of the inaugural class of Legacy Leaders, inducted in 2010.

ANCOR is thrilled to see Carol's extensive advocacy work acknowledged in the community, and we look forward to blazing more paths with her in the future.



Comings and Goings

ANCOR members retiring, moving on and starting new positions

YAI, New York, NY

Stephen Freeman, CEO of YAI in New York, has stepped down as CEO after 36 years. He was appointed CEO in 2011. He joined YAI in May of 1977 as a residential supervisor. He was instrumental in the development of the agency's residential and day programs, which were among the earliest in New York State, as well as in establishing YAI's nationally-recognized medical programs for people with disabilities. Over the years Freeman received a series of promotions, including Director of Residential Services and Director of Resource Management. He also headed the human resources department, education and training department, and program development departments before being named Associate Executive Director in 1997 and Chief Operating Officer in 2009.

Freeman had overseen the YAI/National Institute for People with Disabilities' Day Services and Clinical and Family Services departments, as well as Premier HealthCare, the New York League for Early Learning, and the International Institute for People with Disabilities of Puerto Rico, all members of the YAI Network.

On March 1, 2014, **Matthew Sturiale** was appointed Interim Chief Executive Officer. Prior to accepting his new position, Sturiale served as Executive Vice President for Empowerment and Services. Over the course of his 34-year career at YAI, he was Director of YAI's Residential Services and Senior Director of YAI's Long Island Services. He joined YAI as a Direct Support Professional in 1979.



In Memoriam

ANCOR offers our deepest condolences.

Trina Losinno passed away April 2, 2014 after fighting cancer for eight months. Trina, a former special education teacher, founded Special People in the Northeast (SPIN) in Philadelphia with her husband, David. SPIN had the distinction of being the first winner of the ANCOR Foundation's Community Builder Award. Trina retired as Executive Director, and David as CEO, in 2011. Tina was known as the heart and dynamic inspiration behind the development of SPIN programs, which continue to receive accolades both locally and nationally. ANCOR extends our deepest condolences to David and the Losinno family, and also to the staff at SPIN.



Did You Know

Did You Know: Arkadin

Did you know that using audio & web conferencing to conduct meetings remotely can help your business save time, reduce costs, and eliminate the hassle of travel? Click [here](#) for more information.



A Word From Our Sponsors

Effective Staff Development for Community Employment

Are you hiring and developing the right people to help the people you serve find jobs?



Getting people a job is hard work. Direct support staff that facilitate community employment for people with intellectual and developmental disabilities (I/DD) are sometimes overlooked as a valuable resource for change. Cary Griffin, a senior partner at Griffin-Hammis Associates, answered a few questions for Relias Learning on how provider agencies can hire, develop, and train staff to be more effective at community employment.

Q: Where should agencies focus first to see positive change?

A: I think we have to go back to what our role is and really clarify that mission. Are we managing or solving the unemployment problem? Are we really looking to emancipate people from our services? By treating the community as a separate place, our organizations aren't currently set up to liberate people. Our mission should be to get people full lives in the community. In order to achieve this mission, the first step is to realize why we have staff in the first place. And that is to accomplish this goal of community inclusion. Employment drives key aspects of our lives, so it's important to have reasonable expectations for staff development. You can teach people numerous things but it takes a rigorous training program. We don't necessarily need experts but we need people with more than 40 hours of training.

Q: What is the best way to train staff to accomplish the goal of community inclusion?

A: Agencies need to tie training to outcomes. What do you want to have happen? We can't just train people on this new idea called "customized employment" and then hope for the best. To get results you have to start with your desired outcome. For example, "We need to get 20 people good jobs this year" and then work backwards. What does staff need to know to be able to do this? What kind of support do they need to receive? We can't continue to throw training at people as part of the checklist for quality assurance. We have to look at the whole system (residential, case management, transportation, employment) and identify how they work together. If I am talking about employment, I am talking about the impact on home life, etc. One of the challenges that we face is that there are still a lot of people in our field that feel employment for a person with a disability is a choice when in reality it is a responsibility and an obligation that we all share as citizens. Finding people jobs is hard work, so it is sometimes easier to act as if working is a choice. Treat employment support like a profession, and take training just as seriously.

Q: When hiring staff to provide employment support, what skills should one look for?

A: Hire the person, not the potential. You can teach anyone anything but a person's personality is largely unchangeable. Hire for skills, experience, and performance. Job development is relationship creation, understanding a person with a disability, and technical skills like how to teach people with a disability complex tasks. We tend to hire for conformity and consistency, and people that we think we can manage. New ideas are tough to incorporate and require hiring people that are different than you.

Q: How can agencies create a culture of community and what are the outcomes?

A: Upper management often gets far removed from the problem so we ask executives to have a caseload of one. If I am working with someone, I see firsthand how policy and funding works, I can see what front line staff needs are and what technical skills they need. As CEO, I can see how our agency policies and practices directly impact staff, consumers, employers, and families. If our mission is to liberate people, then being on the front line is great internal advocacy. I would challenge any director to get back to why you got into the field in the first place, and present a model your staff can't refute. In the highest performing organizations we work with, upper management carries a caseload. The outcome is oftentimes lower turnover and higher productivity.

Relias Learning (www.reliaslearning.com) partners with ANCOR to provide members with a discounted online learning system. For more information on our community employment courses developed by Griffin-Hammis Associates (www.griffinhammis.com) or our staff development courses, visit www.reliaslearning.com or email solutions@reliaslearning.com.



ANCOR | 1101 King Street Suite 380 | Alexandria, VA 22314 | Phone: 703.535.7850 | www.ancor.org