In support of ANCOR’s efforts nationally, raising awareness of direct support workforce issues has become a priority in Indiana. With the assistance of many of its member volunteers, the Indiana Association of Rehabilitation Facilities (INARF) has been busy creating new ways to increase the visibility of the impact of workforce issues on the availability of quality supports for individuals with disabilities.

**Government Relations**

**Indiana Association Ramps Up Focus on Workforce Issue**

Kimberly A. Opsahl

Moving from the top down, direct support workforce issues became one of the INARF Board of Directors’ key strategic initiatives in 2005. The INARF Governmental Affairs Committee and the Grassroots Coordinator Network were tasked with finding creative and innovative ways to highlight workforce issues and increase awareness of both the need and potential solutions. Their efforts culminated in securing a Workforce Resolution through the Indiana Senate (Figure 5, page 23) and House of Representatives, creating a direct support professional license plate and developing a state-wide direct support professional recognition day (Figures 1-4).

The Indiana Bureau of Motor Vehicles provides a special group recognition license plate program. The program provides approved groups an opportunity to offer the public a special recognition license plate, as well as an opportunity to raise funds by charging an additional fee above customary vehicle registration fees. Following the application process, INARF, with the assistance of a core group of volunteers, solicited a variety of license plate design ideas and presented them to the full membership for a vote. The winning design submitted by Spark Design of South Bend, Indiana, depicts two joined hands, uplifted in a show of support and strength.

At this time, the application is being considered by the Bureau and a decision will be made.

See Indiana, page 22

Figure 1.

ANCOR 2006-07 Resource Partners Guide

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

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

See Resource Partners Guide, Center Section

Figure 2.
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ANCOR—A national network of providers offering quality supports to people with disabilities.—www.ancor.org

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Questions That Leave a Mark

Rene Pietrangelo

As a society, we are biased toward answers. Answers settle matters and tell us it's safe to move forward. Questions are troublemakers, poking holes in ideas and plans. But questions are also powerful tools for marshaling facts, exposing vulnerabilities and stretching imaginations. How can we make this work for our organization? How can we make this work better?


Not only are great questions well conceived, they are also well timed. In the article “Discipline of Innovation,” by Peter Drucker in the May-June 1985 issue of Harvard Business Review, he reminds us that innovation often occurs under special conditions, such as demographic change or the emergence of new knowledge; and that questions posed at such inflection points produce the best results.

In this issue of LINKS, ANCOR inaugurates a “Translating Quality Markers into Action” column as part of its comprehensive Performance Excellence Initiative. This month's column urges you to participate in the ANCOR/ASQ online Community of Practice dialogue, where you can share ideas and practices, and ask questions not only of colleagues in the provider community, but of other quality enhancement leaders across the globe! What a unique and valuable opportunity to sow your queries in fertile fields and watch prospective solutions sprout and positively flower into glorious potential.
Incident Reporting with Therap

Therap’s General Event Report (GER) application lets you efficiently report and follow up on a wide range of incidents including injury, medication error, behavior restraint, death and other incidents. With GER, reports get filed timely and accurately. The application includes the following helpful features:

- **User Friendly Forms:**
  Like all other Therap applications, GER forms have been designed to be useful and easy to use. Upon submission, the system checks to ensure that essential information is not being left out.

- **Multilevel Access:**
  GER supports multilevel access to reports for direct support professionals, clinical staff, case managers and program directors.

- **State Specific Information:**
  GER has flexibility in allowing for the completion of specific state incident report forms.

- **Flexible Notification Scheme:**
  Users receive notifications via email and pager as events take place.

- **Management Summaries:**
  You can track incidents reported over a period of time using the Management Summary option and create management type reports.

- **Witness Reports:**
  With GER, it is very easy to create Witness Reports just by entering the names of witnesses in the General Event form. Witness Reports will be automatically created and sent to the witnesses.

- **Efficient Search:**
  You can define a number of properties for your search to locate particular reports you wish to work on.

- **Secure Communications:**
  You can share reports with other authorized personnel securely by attaching them with Therap secure messages.

One of the fascinating things about Therap is the constantly improving technology. It seems like they’re always out there looking for better ways to do things, to make the process more efficient and to allow people to be freed up to concentrate on the quality of care.

Marta Morin
Executive Director, Mons Cerebral Palsy Residential Services

Therap Services, LLC.
569 Watertown Avenue, Suite 3 Waterbury, CT 06708-2240, Phone: (203) 596-7533 www.TherapServices.net

To learn more about Therap applications and their use, please sign up for one of our free training classes at www.TherapServices.net/training.
Disability – It May Be Closer Than You Think

Fred Romkema

I first met Mark on the plane at O’Hare Airport on the way to the 1993 Boston Marathon. The flight had been delayed for several hours and we were confined to the plane. Later that day, we did get to Boston and both of us ran the Marathon. While this was my 9th Boston Marathon, it was Mark’s 15th! He was the youngest runner in the world to have run that many Boston Marathons at his age at that time, a record he still holds today.

My conversation with Mark resulted in a friendship that has lasted over 13 years; something we didn’t anticipate at the time.

Over that time we always kept in touch at the Boston Marathon where we would get together for dinner and reminisce over previous marathons and other races.

Our friendship was rich and growing. I was pleased to receive an invitation to Mark’s wedding in August of 2003. It was a three-day affair taking place in two states! He later invited my wife and me to the Chicago Marathon, which we both ran in 2005.

Imagine my surprise when I received a call from Mark in January of this year saying he needed heart surgery! A defect had been detected during a routine physical examination. A valve needed to be replaced.

We talked several times prior to the surgery and the operation seemingly went well without any obvious problems.

Nevertheless, Mark chose to walk the Boston Marathon this April against doctors’ orders. He had been training, having walked some 19 miles one day and doing some hill work as well. It pleases me to report that Mark finished with an official time of 5:42:31 in this year’s race, making him an official finisher as he was within the six-hour time limit!

I tell this story because Mark’s story could describe any one of us. If any of us in top physical condition is harboring a life-threatening condition yet unknown, who knows what may await us?

While Mark seemingly has “dodged the bullet”, I am reminded that disability may be only a heartbeat away, affecting us or someone very near and dear to us. So, it may become very personal, very quickly.

Executive Director
Norfolk, NE

Mosaic is seeking a caring, energetic advocate and leader for the position of Executive Director of our Northeast Nebraska agency.

The Executive Director is responsible for the operations and management of all business and programmatic matters of the agency’s residential, supported, host homes, day services and children’s services, for people with developmental disabilities. The agency supports over 88 individuals throughout the community and employs 116 staff members. The Executive Director will be responsible to ensure that all agency programs run in accordance with regulatory requirements, accreditation standards, and within budgetary guidelines. Duties include overseeing all program services, personnel management, financial management and community and public relations.

QUALIFICATIONS: Bachelor’s Degree in Human Services or a related field. A minimum of five years experience in human services or behavioral health. Experience in the field of MR/DD is helpful. Two years of experience in a supervisory or management capacity required. Previous successful experience in budget management and human resources is a must. Experience in areas of Community Relations.

Please send a resume & salary requirements to:
Mosaic
Attn: Amy Gray
Employee Relations Coordinator
4980 S. 118th St.
Omaha, NE 68137-2220
amy.gray@mosaicinfo.org
E.O.E.

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Rates are effective 12/01/05
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Ads are due by 5th of the month preceding the month of publication.
(i.e. Ads for March LINKS due first week of February.)

Contact Marsha Patrick of ANCOR,
703-535-7850, or mpatrick@ancor.org
ANCOR Board Development Committee Solicits Candidates for Open Leadership Positions on the ANCOR Board of Directors

The success of any organization is contingent on the quality and commitment of its leaders. As a member of ANCOR, we're seeking your support in identifying the best leaders among us to lead the organization in realizing its vision and achieving its critical mission.

The ANCOR Board Development Committee, is seeking candidates for the following positions on the ANCOR Board of Directors and in other elected positions.

- **President.** Fred Romkema currently holds this position. He is ineligible to run again. This is a two-year term, running from October 1, 2006 to September 30, 2008. The President is eligible to serve two terms in office.
- **President-Elect.** Peter Kowalski currently holds this position. It will be vacated as he runs for the position of President for the 2006-2008 term. This position ensures effective succession and timely orientation for the position of President. This is a two-year term, running from October 1, 2006 to September 30, 2008.
- **Secretary.** This position is currently held by Patti Manus, who is ineligible to run for another term in this position. The ANCOR secretary maintains the minutes of the Board of Directors, the Board of Representatives and annual membership meetings, and maintains other ANCOR records. It is a two-year term running from October 1, 2006, to September 30, 2008.

ANCOR members who are interested in any of these positions should contact Nominating Chair Emily Ennis in c/o ANCOR, 1101 King Street, Suite 380, Alexandria, VA 22314 by letter or fax (703-535-7860) E-mails can also be sent to the attention of jmccandless@ancor.org Send a copy of your bio and information about why you are interested in, and believe you are a good candidate for, the position for which you are applying.

Nomination information will also be sent to ANCOR members via e-mail.

The deadline for receipt of nominations is June 8, 2006. The Board of Representatives is the electing body. Elections will take place at the September 10th ANCOR annual meeting in the Washington, DC metropolitan area. Those elected will assume their positions on October 1, 2006.

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**ANCOR Calendar**

**2006**

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<th>Sept. 10-12</th>
<th>2006 Governmental Activities Seminar</th>
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As I go to work each day and interact with people with disabilities who are able to participate in the community because of progressive, visionary programs, it gives me pause to consider and ponder. I find it increasingly concerning as philosophies, policies, and procedures are being discussed and promulgated by government officials and agencies that provide funding necessary to make these programs possible. Under the guise of personal control, self-direction, responsibility and choice, it appears costs are gradually being shifted on to parents, guardians and the individual. It is happening in the delivery of health care as well.

Now is the time for political action to assure services will remain viable for people with disabilities. Who knows? It may be one of us or someone very close to us who may be affected. There but for the Grace of God, go I!!!

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**ANCOR Calendar continued from page 5**

Coupling this with the changes being proposed by CMS, these are times to pay attention and influence decision makers to the extent we are able.

The ANCOR Board Development Committee is interested in hearing from any representative of an ANCOR member agency interested in any of these elected positions. ANCOR officers, directors and others elected to positions must cover their own expenses associated with attending meetings. Officers are elected for two-year terms and directors for three-year terms. An individual may hold two full terms in each of the board positions.
Translating Quality Markers into Action

As we found out in Atlanta, the 66 quality markers that comprise ANCOR’s Performance Excellence framework, can seem a bit daunting! To help focus discussion and obtain models of practice input, ANCOR has initiated Markers In Action column to run in each issue of LINKS. Each month’s column will focus on one marker and draw attention to model practices other organizations are employing to enhance performance excellence for these specific quality markers. We encourage you to consider these models and suggestions, add a few of your own, and begin a dialogue with colleagues via the ANCOR/ASQ on-line Community of Practice.

Recent surveys by Management Practices Conference attendees noted overwhelming support for the keynotes by Ann Rhoades and Derrick Dufresne, which addressed the three key components of strategic planning: mission, values, and vision. Common questions were “How do I translate my mission, vision, and values into action?” and “Where can I turn to if I have questions on this subject?”

As you may know, the “Demonstration of strategic alignment between Mission, Vision, Values, Operational Goals and Plans” marker (http://www.ancor.org/pe/markers_07-15-05.pdf) addresses just this question.

Many agencies, such as the Chimes, Soreo and others, have adopted policies whereby employees are expected to provide examples of how they have advanced and operationalized the organization’s mission, vision and values as part of the annual employee evaluation process. This simple but important way to empower employees with a sense of agency and hold them accountable for how the organization runs can have many positive benefits, as noted not only in the keynotes by Ann Rhoades and Derrick Dufresne, but also by ANCOR members such as Mercedes Witowsky, associate executive director of Community Access Unlimited, Inc., (CAU) of Elizabeth, New Jersey. “One way CAU has demonstrated alignment between our mission, vision, values, operational goals, and plans is to obtain feedback from people we support, individuals employed by CAU, families, funders, local/state/national leaders and individuals from the community. CAU refers to these groups of individuals as the “ownership” of Performance Excellence.
The noise that special interest groups make in Washington and state capitols across the country can be deafening. They use every available medium—television, radio, newspapers, the internet, public events—to promote their issue, forcing elected officials to carefully weigh whether the messages they are receiving are sincere or manufactured from afar by powerful lobbies.

Fortunately, there is still an antidote to the modern political circus—constituents. Elected officials fear voters far more than any lobby group and thus late House Speaker’s Tip O’Neill’s suggestion that “all politics is local” remains a truism, despite the exponential growth in manufactured noise. While you can pay millions for slick, multi-media campaigns that may or may not help your issue win public favor, there will never be a substitute for a groundswell of passionate grassroots support.

Real, meaningful change results from a genuine movement driven by both facts and a compelling story. That is the advantage of ANCOR’s National Advocacy Campaign (NAC). We have both.

The people who rely on the direct support workforce—people with disabilities, their families and supporters, and providers,—understand their value and they, along with the workers themselves, have stories to tell. The stories are emotional, demonstrative and very effective when coupled with the right facts about wages and turnover rates.

So what do we do? We need to do a better job getting our facts and our stories heard. We need to collect the right data and we need to recruit more families, support workers and consumers to tell their stories. It’s not difficult, but it can’t be done from Washington. It has to be done in your local community.

The facts you need are simple—number of consumers you serve, number of direct support professionals you employ, starting wage, average wage, annual turnover rate, costs associated with turnover, and local average wage for public direct support professionals. It is easy to develop these numbers and sharing them will not be a detriment to your business—doing nothing will!

The few stories and limited local data ANCOR’s NAC has have already made a difference on Capitol Hill, and they will undoubtedly have an impact in your state and local efforts as well. And the value of the stories and facts go beyond direct communication with lawmakers; they are a tremendous tool for mobilizing advocates and securing the media attention our issue needs.

Contact Catherine Dunkelberger, cdunkelberger@ancor.org, or ANCOR’s grassroots consultant, Daryn Demeritt, ddemeritt@fieldgoals.org, today to share your stories and facts or pose questions.

ANCOR National Advocacy Campaign

By empowering people with disabilities, direct support professionals strengthen all of America.

H.R. 1264 Update

Three additional Members of Congress—Dennis Kucinich (D-OH), Robert Andrews (D-NJ) and Chaka Fattah (D-PA)—have joined as co-sponsors of H.R. 1264 since the April NAC Central. That brings us to 53 co-sponsors! Keep up the good work!

QUALITY MARKERS continued from page 7

CAU. The Board of Trustees organizes activities that enable them to link with the owners in a number of important ways,” noted Witowsky.

One recent event included a two-day meeting whereby individuals identified as owners reviewed CAU’s global mission, values and beliefs. Some of the owners were local to New Jersey and others traveled from across the country. The activities conducted at this meeting focused on educating owners about CAU’s global mission, values and beliefs and sought feedback from owners to validate the words we use to describe CAU’s supports and services. This approach proved extremely effective and has transformed into a group that has committed to participate in continued work to address critical areas that affect all aspects of social services across the country.

We are certain ANCOR members have developed other ways to demonstrate strategic alignment between mission, vision, values, operational goals and plans. That’s why we urge you to log on to the Communities of Practice website at (http://www.asq.org/communities/ancor/index.html) and go to the Performance Excellence Markers Discussion Board (http://www.asq.org/discussionBoards/thread.jspa?threadID=2575&start=0) and answer the following questions:

“What policies or practices has your organization developed to promote the strategic alignment between mission, vision, values, operational goals and plans?”

Conversely, “What obstacles does your organization face in addressing this quality marker?”

By beginning to dialogue with one another on the Communities of Practice Discussion Board, you will be able to take advantage of one thing ANCOR members say they need more of—networking opportunities. Log on today to the Communities of Practice website and begin seeking solutions to issues facing providers both large and small!
Would you retain an accountant to prepare your taxes who never studied basic accounting? Would you hire someone to legally defend you in court who never attended law school? As absurd as these questions may seem, there are thousands, perhaps even tens of thousands of individuals employed as direct support professionals who were never taught how to teach. Somehow during the paradigm shift from direct “care” staff working under a medical model providing “doing for”, to today’s best practice that embraces self determination, we overlooked the need to train the staff to be effective instructors or direct support “professionals.”

The function of teaching is not limited to learning how to assist people in achieving their outcomes on an Individualized Support Plan. The direct support professional’s role as a teacher goes beyond the limited impact of “programs” and is integral to all interactions with the individuals they support. The direct support professional’s role as teacher is ongoing; it is demonstrated in every interaction they have with the people they support.

The historical function of direct contact staff was to “do for” as in bathe, feed, toilet and dress, while assuring protective oversight. This role also required staff to provide opportunities for leisure pursuits by “taking people” to the movies and bowling (mall herding and van therapy were also integral parts of the staff function). These role expectations did not necessitate that the direct contact staff function as a teacher or instructor. As the role of direct contact staff has evolved and continues to, it is now seen from a best practice perspective as the role of coach, teacher, instructor and mentor, i.e. someone who imparts the skills needed to be a valued member of their community and experience a quality life. Therein lies the problem.

It is the opinion of this writer and trainer that very few provider agencies teach their direct support professionals to teach. Upon review of the curricula content of many organizations it is noted that they frequently include regulation issues.
such as state licensing, and OSHA, individual rights issues, physical intervention procedures, agency mission and values, overview of developmental disabilities, medication administration and perhaps a couple of hours of behavior management training.

Unfortunately, the training content just delineated is all too often considered comprehensive and best practice by many if not most provider organizations. This does not imply that the training program is not one of quality; it is a statement that unless it includes how to be an effective teacher, it is woefully incomplete. There remain far too many (one is too many) agencies that hand their staff the keys to the van wishing them well and directing them to go and “do good things” with the people they support. This approach to training is only exceeded by “tribal knowledge” where each successive staff member communicates to the next one hired their understanding of how the role of the job is really to be performed.

That brings us to the issue at hand. The time has arrived when we must provide our direct support professionals with the skills and competencies to be effective teachers. A basic instructional foundation is invaluable and applicable regardless of what is being taught and regardless of the abilities or challenges of the learners with disabilities.

The instructional strategies for teaching tooth brushing to an individual with cerebral palsy and significant intellectual challenges are quite consistent with the instructional strategies for teaching relatively complex assembly tasks at their place of work to an individual with intellectual disabilities who is very capable.

Skills in physical prompting, cueing, immersion, graduated guidance, environmental engineering, mass practice, fading and so on are essential in being an effective teacher. I frequently observe people who support and are learning and becoming more independent not because of the staff effort but despite the staff effort.

Our direct support professionals want to be effective teachers. They want to see that they are making a dramatic difference in the lives of people they support. As the decision-makers for our organizations, we owe it to our staff to give them the tools to be exemplary direct support professionals.

Though each direct support professional should be provided with a basic core set of instructional skills, our efforts should not stop there. The expectation of the direct support professional as a teacher or instructor should be detailed and heralded in their job description.

Additionally, the direct support professional’s performance appraisal evaluation should be proportionally devoted to the function of instructor. Remember that we all have a tendency to study for the test. If the organization believes that the direct support professional’s role of teaching is important, then it is communicated to the staff through the performance process. Perhaps the role of teacher and its impact on the quality of life of those supported becomes more evident when viewed from the perspective of the learner. Ask yourself how the quality of your life would differ if you did not possess the competence and knowledge you now demonstrate.

Finally, the organization’s quality assurance function needs to recognize the importance and value of the direct support professional’s role as teacher. Though effective instruction may not be required by any regulation, it should be part of the values and mission of the organization. Thus the quality assurance function plays a key role in celebrating those values. Always remember the staff training maxim “Don’t blame them! ‘Train them.”

AUTHOR LINK
Dr. Tom Pomeranz is a nationally recognized authority, trainer, clinician and consultant in the field of disabilities. A CD ROM of the PowerPoint slides he uses in his training, Best Practice Instructional Strategies for Effective Teaching, part of the DVD featuring Tom training on this subject, part of a six DVD training series The Principles and Practices of Building Community are both available through www.pdaassoc.com. For further information about Tom and his services, log on to his website www.universallifestyles.com.
ANCOR Services Corporation has established a Marketing Agreement with Philadelphia Insurance Companies.

Philadelphia Insurance Companies adds value to the risk management process.

We offer comprehensive policy forms, custom designed for non-profit organizations’ unique exposures. Additionally, our expertise in loss control and claims helps you to maintain lower loss ratios. And, in a market like this, that’s what counts! We offer A.M. Best A+ rated security, coupled with exceptional service through our national network of strategically positioned offices. Give us an opportunity to handle the insurance so you can focus on the things that matter.

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The American Network of Community Options and Resources
in association with Catherine V. Hayes, MA
of H&W Independent Solutions, Inc.

introduces …

NEW Active Treatment Manual from ANCOR
Positive Outcomes: A Provider’s Guide to Active Treatment

ANCOR Member Price: $65 ** Non-member Price: $85

Navigate regulations, guide employees, develop systems that work and, most importantly, provide positive outcomes for people with disabilities.

Learn and implement the ACTIVE TREATMENT Loop:
- Assessing — getting to know the person
- Individual Planning — with the person
- Implementing — doing & supporting towards independence
- Program Documentation & Monitoring — checking progress and retraining
- Making Needed Changes
- Assessing Again

A user-friendly manual that promotes better understanding and implementation of active treatment by providers.

Written by Catherine V. Hayes, MA

Ms. Hayes was previously the U.S. Centers for Medicare & Medicaid Services’ ICF/MR team leader and then branch chief for Survey and Certification’s Continuing Care Providers. Catherine has experience as Director of Operations and trainer/surveyor for The Accreditation Council (now the Council on Quality and Leadership), as a provider and as a quality enhancement manager. She is now a nationally recognized consultant and trainer, specializing in helping agencies serving people with developmental disabilities. H&W Independent Solutions, Inc. is a nationally focused training and consultation firm, offering individually tailored services to agencies in the disability community. H&W’s goal is simple: contributing to the improvement and enjoyment of life for those who rely on others for assistance.

✓ Provides an introduction to the survey process and the regulatory requirements.
✓ Helps your staff better understand the ICF/MR regulations.
✓ Provides design guidance for an internal quality assurance system enabling the achievement of positive outcomes for the individuals you support.
✓ Helps determine what is needed and best for the individuals who depend on you for supports.
✓ Provides real-life examples of different ways to meet the intent of ICF/MR regulations regarding active treatment.

FOR PUBLICATION AND ORDERING INFORMATION CONTACT tyu@ ancor.org

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

July/August 2006
The Resource Partners Guide features a cross-section of the consultants and firms available to support the private provider industry’s diverse operational, management and development needs as well as provide agencies with a meaningful agency tool and resource. The consultants and firms featured in this Guide offer products, services, and knowledge to the private provider industry as well as expertise and experience in the following areas:

- Systems Analysis and Design
- Technology and Software Products and Services
- Organizational Consultation and Strategic Planning
- Training and Facilitation
- Clinical Services and Programs
- Financial Flexibility
- Transportation Solutions
- Housing Solutions
- Quality Enhancement
- Online Documentation and Information Services
- Wholesale Furnishings for Residential Care Facilities
- Insurance and Risk Management Services
- And MORE

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

For more information on how to become an ANCOR Resource Partner, call Marsha Patrick at ANCOR headquarters, 703-535-7850, or email her at mpattern@ ancor.org.
Charlene Endal  
**EXECUTIVE DIRECTOR**  
AIM SERVICES, INC.

We have been helping individuals with developmental disabilities and traumatic brain injuries and their families for over 25 years. Although needs may vary dramatically, one thing does not: Our commitment to excellence.

At AIM Services, leadership means securing the desired future for the people we serve. Our board and staff are committed. We evaluate the needs of the children and adults we work with. We listen to their families. We develop plans and goals that can be achieved, emphasizing choice and individual growth. Our staff are caring, innovative, and highly professional, providing an array of services to individuals and their families.

**How We Can Help!**

**Medicaid Service Coordination**  
Extraordinary Services...

Medicaid service coordination (MSC) assists people with developmental disabilities in gaining access to necessary services and supports to lead successful lives in the community. Through AIM Services, you will work in partnership with a qualified Service Coordinator to develop and maintain an Individualized Service Plan (ISP) designed to meet your needs.

Service Coordination will assist you with:

- Advocacy
- Individualized Service Planning
- Record Keeping
- Linkage

Your Service Coordinator will help you in finding answers to your questions. She/He will help you in accessing appropriate community resources and in advocating for needed services. Ideally, you and your Coordinator will develop a relationship that will help your family member live a life like every other person in the community. Service Coordinators provide information, linkage and referral to needed services, advocacy, and support for the purpose of empowering people to achieve their personal goals, attain increased independence and enjoy greater inclusion in the community.

**Residential Services**

Residential Services offer a variety of residential placement opportunities. Person-centered planning guides the placement planning process and the delivery of services to individuals and their families. Once an individual and their family have selected AIM Services as their residential service provider, residential staff meets with them to ascertain what type of residence is best suited to that person’s needs and preferences.

**Individual Residential Alternatives (IRA):**

- Designed for people who do not routinely require on site clinical services.
- All individuals residing in a IRA are encouraged to participate, along with their families, in the development of their program plan.
- All IRA’s offer 24-hour/day supervision from trained staff.

**Intermediate Care Facilities (ICF):**

- Designed to provide care and services to individuals with more complex medical, behavioral and/or habilitative needs.
- Each ICF offers a variety of on-site clinical services such as nursing, nutrition, recreation, social work and behavioral services.
- Direct care staffing and supervision are provided in each home 24 hours/day.

**Family Care Homes:**

- Provide a living environment with companionship, guidance, support and the personal attention of a family setting for adults.
- Providers of family care and their homes must meet rigorous State standards.

Our knowledgeable staff are available to assist with specific training and educational needs. Call us at: (518) 587-3208
Financial flexibility, it's a beautiful thing.
CapGrow Partners LLC can help get you there.
The CapGrow Partners team has 35 years of experience as a national service provider to persons with developmental disabilities, allowing for applied experience to aid you in maximizing your operational revenue.

Improving the lives of persons with developmental disabilities – this is the foundation of CapGrow Partners LLC. Just like you, we are committed to enhancing the lives of your consumers. We want to make it possible for you to offer the highest level of service and amenities available today.

One of the more pressing issues today concerns the ability for providers to adequately compensate their direct support staff, which has an immediate effect on the consumers served. Moreover, as overhead costs continue to rise and state reimbursement plans remain uncertain, it is becoming increasingly difficult to prevent expenses from surpassing revenue. This is where we can help.

We work one-on-one with not-for-profit providers who serve persons with developmental disabilities. We provide an opportunity for money to be recovered that is currently trapped in the non-performing asset you own.

Through the realization of potential increases in operational revenue we can enable you to enhance consumer focused resources, staff pay, benefits and training. Furthermore, by forming a relationship with our team you could also have the ability to begin or complete renovations, purchase new equipment and achieve additional goals.

OK, so how do we aid you in maximizing your operational revenue? The vehicle we use is referred to as a sale/leaseback. It sounds strange, we know. The truth is, it's very simple and easy to execute - if done correctly.

It is through strong, strategic alliances that we are able to provide capital growth opportunities. We do this by offering the following services to our clients:

- If needed, we can help you identify the most appropriate new housing options for your consumers, aid in the selection of the best option, purchase the new home and lease everything back to you
- Purchase your existing home and lease it back to you
- Purchase a home and lease it directly to your consumer
- When appropriate, we will plan, design, construct and lease new and/or replacement homes

We do not interfere with your operations. We already know that you are very good at what you do. What we do provide is an opportunity for you to fully realize the equity and value locked in your home today, thereby, enabling you to recognize an immediate positive impact on your operational revenue.

We relate to your operational hurdles and struggles. Remember, we were you. Today, we are focused on helping you improve the quality of life for your consumers and staff.

Call us to learn more. We are here to help you improve the lives of those you serve.
The National Association of Direct Support Professionals (NADSP) recently put its stamp of approval on the College of Direct Support (CDS) as the recommended learning and management training system nationwide for the training of Direct Support Professionals. It is an exciting time as the CDS is rapidly changing the culture and the lives of Direct Support Professionals around the country, and thus the lives of those they serve.

As Bill Tapp, National Project Director of the CDS says, “It’s more than you can imagine. This is truly a learning management system to build the capacity of America’s provider network.” Indeed it is. So much so that in 2005 the ANCOR Foundation and the CDS became partners, offering the CDS and the College of Frontline Supervision and Management to its members at substantially reduced fees to train DSP staff and supervisors and managers.

The Arc of California made the decision to partner with the CDS and be the conduit to introduce the CDS statewide to some 200,000 men and women in the California provider system. Kim Olson, executive director of the Alpha Resources Center of Santa Barbara, set the stage for that decision: “Some of our members are parents and volunteers and their main concern is the future of the system and they realized that the CDS is the future of the system. Parents are getting older and they want to make sure the caregivers are well trained to care for their children who have developmental disabilities when they can’t.”

The CDS is a web-based multi-media training program developed by the partnership of the University of Minnesota’s Institute on Community Integration and MC Strategies/Elsevier. It is competency based, available for use and study 24 hours a day, 365 days a year. The CDS is nationally validated with a curriculum developed under the leadership of Dr. Charlie Lakin and Dr. Amy Hewitt and the Institute’s team. The curriculum is based on the Community Supports Skill Standards and is continually being reviewed and updated as needed. Four courses are added annually and previous courses are updated as needed. Today, the CDS is being used over 21 states and numerous agencies across the United States with approximately 28,000 active learners enrolled at any given time.

Renee Pietrangelo, ANCOR’s chief executive officer, says this about the CDS: “Implicit in our efforts to increase recognition and value the critical work done by Direct Support Professionals is the need for life-long learning and development. The College of Direct Support is an excellent example of how to serve that need in a creative, flexible and cost-effective manner.”
The Employee Benefit and Communication Program is offered to all ANCOR members at no additional cost to your agency. The program educates your employees on their benefit package and the associated cost through a “Personalized Benefit Statement.” This communication process will give your employees a better understanding of their total compensation. Studies have shown that communication of benefits and the cost associated with them has lowered employee turnover, boosted employee morale and increased productivity.

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

What’s in it for you?

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

What’s in it for your employees?

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

Summary of Program

• Provide benefit communication to all employees.
• Provide a “Personalized Benefit Statement” to each employee, enhancing their awareness of the cost of benefits.
• Offer voluntary products with no change to your existing benefits.
• Ease of administration.
Esteam offers Total: Impact®, a comprehensive suite of process-based software solutions designed to enable improvement in clinical and financial operations of human services organizations. From improving organizational quality to financial management, Esteam is uniquely positioned to provide a comprehensive management system for human services organizations.

**Total: Impact Solution Suite**

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

**Total: Record**

Total: Record is an integrated, browser-based system designed to improve how providers manage their clinical and reimbursement processes. The solution provides a breakthrough approach to integrating the clinical and administrative functions within human services organizations while minimizing duplication of effort, frustration and financial penalties associated with lack of sufficient information and processes. Total: Record provides real-time visibility into revenues and enables the organization to track services provided against authorizations received, validity of claims, comprehensive clinical information, and enrollment and intake information about clients receiving service. According to Nancy Speed, Billing Manager at Pressley Ridge, “Total: Record helped us reduce our average Medicaid receivables balance by 30 days.” Chris Curcio, Director, Office of Corporate Compliance & Quality Management at the Dr. Gertrude A. Barber Center said, “I have 30 years in this field and have never seen a more user-friendly system.”

**Total: Quality**

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

**Total: Quality Benefits**

- Real-time visibility
- Simplify data collection and analysis
- Quickly adapt to changing requirements
- Align organization
- Improve planning, measurement & reporting
The only thing stronger than our furniture is our dedication to customer satisfaction! Our people understand the needs of your residents and the realities of your budget. Our products make your residents feel right at home, while our prices allow you to only pay for what you truly need. Quite simply, we are not satisfied until you are.

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

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

Furniture Concepts and Furniture Associates is your exclusive source for TOUGH STUFF—a collection of contract and institutional furnishings with the look and feel of home. TOUGH STUFF seating pieces and mattresses meet all applicable fire ratings and are available with fluid-proof covers that look and feel like fabric. All wood storage pieces are designed to be durable, warm-looking and easy to maintain. Better yet, most furniture and mattresses can be customized to your specifications.

Furniture Concepts and Furniture Associates is a third generation, family-owned and operated wholesale distributor and manufacturer's representative for a broad variety of companies that supply furnishings for hard-use environments. With existing customers in every state, including Hawaii and Alaska as well as Mexico, the Caribbean and Canada, the company provides dockside delivery, inside delivery or full service installation when required.

Providers of service balance many difficult issues in their quest to provide quality services. Furniture Concepts and Furniture Associates provide assistance to help you keep environments “homelike” but easy for staff to maintain. The company focuses on providing TOUGH STUFF—furnishings that are reasonably priced and durable, as well as easy to maintain and repair. Products include almost every item needed to furnish the typical group living or community based setting, from framed art to lamps and furniture for the living room, dining room, bedroom and staff offices.

Furniture Concepts and Furniture Associates understand the problems inherent in providing furniture used in residential care settings, and have worked with both for-profit and non-profit providers of service nationwide. They’ve done the research so you don’t have to. Their recommendations can often improve the therapeutic function of the immediate environment, while conserving capital expenditure funds, and facilitating repair and maintenance.

Interior design services are offered without charge, along with additional custom options designed and created to meet the specific needs of the individuals served. Products are backed by warranties ranging from 5 years to 10 years.

Feel free to call at 800-969-4100 with your comments or questions, or visit the website at www.furnitureconcepts.com. Furniture Concepts and Furniture Associates are eager to be of service, and look forward to serving you.
Three reasons why ANCOR members should contact The Futures HealthCore:

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

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

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

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

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

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

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

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

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

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

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

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

These cost savings may not be able to be realized at every juncture, due to the medical complexities with which we wrestle, but in a managed system, at least we understand the reasons for the costs and we know we have done all we can to reduce them.
John Rose, former chair of AAMR’s special interest group on Direct Support Professionals, has received numerous awards for his leadership in promoting the importance of DSP. He currently serves as a Trustee on the ANCOR Foundation and is a founding member of OADD in Canada.

Since the beginning, Irwin Siegel Agency Inc. (ISA) has focused on one core principal – providing quality insurance products and services to the Human Service Field. In 1960, Irwin Siegel founded ISA in Rock Hill, NY with the knowledge that it was difficult for human service organizations to find insurance, and near impossible to find an insurance company that understood their special needs. The Siegel family and a handful of employees set forth to provide the first property and casualty insurance package tailored to the needs of nonprofit, human service organizations.

Today the ISA ‘family’ has grown to over 75 employees. Each employee has direct experience in his/her specialization, creating a strong knowledge base from which to build a stable product. ISA currently provides insurance to Developmental Disability, Behavioral Healthcare and Community/Social Service organizations in 48 states.

Along with this quality insurance product, the Risk Management Department is staffed with individuals experienced in the human service industry. They work with the carrier Claims Department to analyze claim trends and loss data to create timely, relevant resources for customers. This proactive approach allows each customer to use any combination of online trainings, books, videos, seminars and booklets to customize its own mission-specific risk management program.

ISA goes beyond resources and insurance when working with the Human Service Field. It works with many national associations such as AAMR, ANCOR, USPRA, NAAATP, SPAN USA, the National Safety Council and various state associations in an effort to improve the field and provide quality outcomes for the individuals served.

Examples of this unique involvement include ISA addressing the Long-term Care Task Force in Kansas regarding quality and liability. New Mexico uses ISA’s vehicle safety resources and recommends them to its providers. In Pennsylvania, the former Deputy Secretary for MR/DD services consulted ISA regarding risk management in their proposed system of service delivery. ISA is involved with projects in various states and recently conducted a Risk Management Workshop for the DHSS in Delaware.

Authors of trade journals and grant proposals (Project Action), UAPMN and the College of Direct Support have asked ISA’s professionals to review their work. ISA is also involved in a series of leadership symposia to develop the next generation of leaders for provider associations and currently is involved with ANCOR’s committee on Leadership.

ISA has stayed true to its initial mission of providing quality insurance and support to human service organizations. It continues this mission with new resources and new products built around the needs of providers. ISA will always offer the products they need, the services they expect and the acknowledgement they deserve.

Three reasons for ANCOR members to contact us:

• With over 30 years of human service insurance experience, a dedicated team of seasoned professionals and a drive to provide the best possible service, ISA remains one of the leaders in the field.
• ISA has a proven dedication to helping you reach quality outcomes and improve supports to individuals with disabilities.
• We do not stop with insurance! Every policyholder has access to invaluable, relevant resources, extensive lending library and interactive, online trainings.
Your community-based group home has a positive impact on people who are unable to live independently. Irwin Mortgage can help you give back even more to the community by financing your facility at lower interest rates than you’ll get from a bank or commercial lender.

See what you can save with a Community Living loan from Irwin Mortgage. Whether you’re an individual owner, a limited partnership, a government agency, a nonprofit or a for-profit corporation, a Community Living loan can benefit you by offering:

- **Loan terms to fit your needs** — 15-, 20-, 25-, 30-, and 40-year mortgages are available.
- **Low fixed-interest rates** — with no add-on for non-owners.
- **Higher loan-to-value ratios** — borrow up to 90% of the property’s appraised value for a purchase loan, or up to 65% for a cash-out refinance.
- **Flexibility** — you can use your Community Living loans to either buy new group homes or to refinance your existing properties.

It’s the savings you need for the service you provide. And you can get it all from Irwin Mortgage.

**Why Irwin Mortgage?**

- **Experience**. We piloted this program with Fannie Mae and now have four years of experience in developing Community Living loans.
- **Endorsement**. Today we’re one of only 10 active lenders approved by Fannie Mae to offer these loans.
- **History**. Irwin Mortgage has more than 60 years of lending experience and scores of offices nationwide.
- **Commitment**. We have a dedicated Community Living Department working with service providers and property owners throughout America.

**Convenience**. Irwin Mortgage can qualify you upfront for a Community Living loan, and your pre-qualification will be valid for a year. And we service all the loans ourselves — your business starts with us and stays with us.

**Discover the Irwin difference**

Let our Community Living staff help you with your financing needs. You’ll be glad you did. Our customers are. Here’s what some of them have to say:

- “In 2003, Irwin Mortgage financed 51 new community living homes in Indiana through the efforts of ResCare, builders, title companies and Property Development Company Four. All houses were closed in eight months — an amazing feat. Irwin Mortgage was expeditious and professional.”
- “We want to thank you for your efforts in obtaining financing for our three properties. Your professionalism was outstanding, and the results could not have been better.”
- “The Irwin representatives have been very thorough and professional.”
- “Irwin Mortgage should have more people like Sally and Vivian. I have done at least 25 loans over the years, and this was by far my best experience.”

Make your next loan your best experience. Contact the Community Living loan experts at Irwin Mortgage. Let them focus on your financing so you can focus on your services.
Jeffrey A. Rutledge

President of Sales and Operations
MRDD Solutions

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

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

Our solutions have paved-the-way for more than 85 providers in 19 states to become more efficient by using integrated software systems to improve efficiencies in multiple areas of agency management thereby reducing administrative costs. This includes an “integrated” M R/DD software system that focuses on accounting, payroll, billing, agency management, human resources, fund raising, incident tracking, and other related functions. The system shares data electronically and eliminates redundant entry of the data in unrelated software programs. Other focuses include an Automated Forms Processing service that eliminates manual data entry for common processes such as payroll and billing by digitally processing paper forms.

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

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

- Financial Suite
  - General Ledger with FRx financial reporting
  - Accounts Payable
  - Accounts Receivable
  - Payroll
  - System Manager (HIPAA compliance)

- Client Management Suite
  - Billing (Waiver as an example)
  - Incident Trending and Analysis
  - Client Personal Funds
  - Client Demographics
  - Vocational/Sheltered Workshop

- Agency Management Suite
  - Human Resources
  - Employee Requirements
  - Fixed Assets
  - Fund Raising for non-profits

Other services include:

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

MRDD Solutions
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ANCOR—A national network of providers offering quality supports to people with disabilities.—www.ancor.org
Customer Guarantee

Focusing on agreed-upon outcomes for the consultation, NOBLE SOLUTIONS provides solid planning, management and information that’s guaranteed to improve the performance of your organization.

Unique Capabilities

The NOBLE SOLUTIONS Affiliates are experts in best business practices and state-of-the-art disability services. A sampling of our areas of consultation include:

• Staff recruitment strategies
• Performance coaching strategies
• Human resource basics
• Quality management systems
• Strategic planning
• Board development
• Leadership development
• Public Relations and Social marketing
• Program evaluation systems
• Self-determination
• Customized employment and micro-enterprise development
• Advocacy and self-advocacy
• Supported living
• Inclusion
• Deinstitutionalization strategies
• Assistive technology

To learn more about the NOBLE SOLUTIONS Affiliates and their specialties, see our website at www.NobleS.biz.

Broad Expertise

NOBLE SOLUTIONS offers a team of seasoned professionals throughout the country with solid experience in organizational development for profit and nonprofit organizations, public education systems, and advocacy, employment and health care organizations. All Affiliates use and/or provide direct support services.

Reasonable Cost

By serving as a single point of contact, NOBLE SOLUTIONS can help you maximize your time and efforts more efficiently. We’re dedicated to organizations like yours taking advantage of the knowledge, background and experience of Noble Affiliates at a reasonable price. You pay only for the services you need.

NOBLE SOLUTIONS can help your organization with

✓ Agency development to:
  • define the organization’s purpose
  • strategically plan for the future
  • organize for excellent outcomes

✓ Interactive, capacity building staff and board training for:
  • succession planning
  • leadership development
  • inclusive, self-determined services
  • regulatory compliance

Three reasons why you should contact Noble Solutions:

• To be competitive in the quickly shifting disability industry
• To take advantage of seasoned experts with experience and talent to build a healthy corporation that provides excellent, requested services to people with disabilities and their families
• To find affordable options for organizational functions that are difficult to staff

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James L. Shorter, ESQ
Founder
Dale Dutton
CEO

NOBLE SOLUTIONS – Your broker for consultation services that assist your valued human service corporation to transform to delight consumers and families by meeting their needs in the ever emerging industry of disability service.
Philadelphia Insurance Companies is committed to providing ANCOR members with a quality insurance program. Our underwriting flexibility enables us to address the unique exposures that confront social service organizations while considering their budgetary constraints. **Focus on the things that matter. We’ll handle the risk.**

Philadelphia Insurance Companies is committed to providing ANCOR members with a quality insurance program.

We provide competitively priced policies, local service primary agent of your choice and differentiated coverage features designed to provide a win/win relationship with our customers.

Our Human Service Package is uniquely designed to fulfill a wide range of special insurance needs for ANCOR members.

Below are some of our coverage features:

**Comprehensive General Liability**
- Employee Benefits Liability
- Volunteers as Additional Insureds
- Coverage for Fund-Raising Events
- Limits to $3,000,000.
- Abuse & Molestation coverage options for eligible non profits
- Blanket Additional Insured for Funding Sources & Landlords
- Medical Payments with $15,000 limit

**Property**
- Blanket Limits with large in house capacity.
- Water Backup of Sewers and Drains or Sumps
- Sign Coverage - No Limitation
- Glass Coverage - No Limitation
- Ordinance & Law Coverage - Included up to Building Limit
- Spoilage Coverage - $25,000
- Agreed Value Endorsement available

**Automobile**
- Employees and Volunteers as Insureds
- Hired Car Physical Damage
- Rental Reimbursement for Private Passenger Vehicles
- Web-based Auto ID Card issuance
- Free Van Decal Program

**Crime and Fidelity**
- Employee Theft (Blanket Fidelity)
- Theft, Disappearance and Destruction
- Forgery or Alteration
- ERISA Coverage

**Directors and Officers Liability**
- Spousal coverage
- Coverage for defense costs for any actual or alleged breach of contract agreements, except breach of employment contract claims - $25,000
- Coverage available for breach of employee contract claims
- Primary limits up to $10,000,000 with excess limits available
- Outside Directorship coverage
- 5 part policy, including D&O, Employment Practices Liability, Fiduciary Liability, Workplace Violence, and Internet Liability

**Professional Liability**
- Separate coverage part so no erosion of General Liability aggregate limit
- Provides vicarious coverage for sub-contracted physicians
- Covers Students in Training

Three reasons why ANCOR members should contact us:
- Philadelphia Indemnity Insurance Company and Philadelphia Insurance Company are rated A+ (Superior) by A.M. Best Company, the principal U.S. rating agency for insurers. Only 5% of the 3,350 U.S. insurance companies earn this rating.
- We have been writing insurance for Social Service organizations for 15+ years.
- We have a large network of loss control and risk management professionals with expertise in all aspects of safety. We will tailor a risk management program suitable for your agency and provide access to our industry specific, proprietary website, losscontrol.com.

Philadelphia Insurance Companies
One Bala Plaza, Ste 100
Bala Cynwyd, PA 19004
Toll Free: 800-873-4552
Fax: 610-617-7940
www.phly.com
Phlysales@phlyins.com

ANCOR—A national network of providers offering quality supports to people with disabilities—www.ancor.org
I n 1986, Ride-Away was started in order to provide high quality vehicle modifications to people with disabilities. Today, Ride-Away has become America's largest provider of modified vehicles and adaptive equipment for people with disabilities and its employees are recognized as both industry experts and community leaders throughout the East Coast. Ride-Away's long-term success is based on one simple premise: The quality of life in our communities directly affects the success of our business. A simple premise yes. But one that speaks to the very nature of Ride-Away, its culture and its commitment to greatness.

Giving back to the communities in which they serve is just one way Ride-Away honors its longevity, success and leadership position. Their philanthropic commitment occurs on several fronts, most notably through corporate giving and employee involvement. Over the past ten years Ride-Away has on average, contributed more than 12% of its yearly profits to various endeavors. Most of their corporate giving is driven by employees who work with community agencies to identify the best programs to address local needs and enhance quality of life. The organizations and agencies they support are as diverse as the people they assist. Whether it's getting involved in a civic organization, running a relay to fight Multiple Sclerosis or joining in a wide range of community activities, that dedication to serve has been a benchmark for Ride-Away and its employees since the beginning. In fact, it has become an integral part of how Ride-Away does business. Together their 150 employees donate more than 5,000 hours of volunteer time annually to reach into their communities and support local initiatives.

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

Handicap Equipment Modifications
- Braun or Ricon
- Side entry / rear entry
- Braun, VMI, IMS, Viewpoint, Eldorado
- Conversion vans and transporters
- Over 350 new and used vehicles in stock

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

Service
- 24 hour / 7 day service protection
- Rental vehicles (Private or Commercial)
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Reciprocal service network of over 160 dealers.

Top three reasons to use Ride-Away for your transportation solutions:
- One call for chassis acquisitions, trades, handicap equipment, financing or leasing options, service protection, rentals, and a total needs analysis ensuring you get the right vehicle at the right price.
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Driving Your Freedom

PROUD PARTNER

ANCOR——A national network of providers offering quality supports to people with disabilities.—www.ancor.org
www.TheArcLink.org publishes a free basic listing for every provider, but we get our ongoing support from our participating providers, who have demonstrated their commitment to providing information and choice to people with disabilities and their families. More than 9,000 people visit TheArcLink each week.

TheArcLink.org provides individuals and families with direct access to vital information. Providers can access their listing online and update their listing at any time. The expanded listing includes comprehensive information on your organization and its services, expanded contact information, service coverage area by zip code, licenses and accreditation, mission statement, references, answers to FAQs that families and people with disabilities have said they want to know, opportunities to talk about who you are, what you stand for, how you do business, why people should pick you as a provider, detailed information about vacancies and other information.

As a participating provider:

- You will have full use of the Staff, Customer, Stakeholder and 360 Management surveys for your organization. TheArcLink aggregates all survey data, and includes a comparison of comparison of your organization’s scores to the total of all employees nationwide. No one except TheArcLink’s survey specialist has access to any survey results. We release the survey results only to the director of the surveyed organization. Since its introduction, thousands of employees across the country have taken the survey. Send an email to surveys@TheArcLink.org for more information, including comments from providers who have used the surveys.
- If you have residential or supported living vacancies, your listing will appear on the online vacancy list for your state.
- You will appear first on any provider search since more information is available on your organization.
- You can also list all the zip codes in your marketing area, whereas the basic listing only includes the single zip code of the provider’s main address.
- There will be a link to your web page and email in your listing.
- You will receive an email notification every time a visitor sees your listing.
- If you have multiple listings, you can consolidate them into one expanded listing.

TheArcLink is a national independent nonprofit organization. All providers, regardless of their affiliation, have the same opportunity to provide information in their listing. We are the largest independent online source of information about disability services, with 30,000 providers in our database.

To sign up or get more information, call 1-877-431-8532 or send an email to ejohns@TheArcLink.org.
Therap is an online service bureau offering secure online documentation and information services specially tailored to the needs of the Developmental Disability community. It improves care by facilitating communication among providers, programs, staff, regulators, state personnel, family members, and guardians in a secure HIPAA compliant way.

General Event Reports (Incident and Medication Error Reports)
Efficiently report and follow up on a wide range of incidents including injury, medication errors, death and other incidents while conforming with specific state requirements and jurisdictions. Receive notifications as events take place via email and pager.

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

Individual Data Forms
Designed to record essential information about the individuals supported. The form contains information about an individual's identification, contacts, medical data, and insurance.

Emergency Data Forms
Locate and print essential information about individuals in case of emergencies. You do not need to fill out forms, a subset of data from approved Individual Data Forms is automatically extracted in Emergency Data Forms.

Behavior Tracking
Create behavior plans listing possible behaviors and recommending or discouraging associated interventions. Record behavior events and interval spoilage records.

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

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

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

Therap Calendar
Designed to keep track of upcoming events, day notes, appointments and other day to day events for users. The application allows monthly, weekly and daily views of calendar entries.

Management Summary
Keep track of all the events occurring at your agency while using one or more Therap applications. Information is displayed in a summarized form of your choice. You can export summary data to Excel and carry out further analysis.

Training Management System
A tool to help providers efficiently manage and supervise necessary training for an individual or a group of staff.

Billing Support
Keeps record of funding sources, billable services provided and service authorizations for different individuals. View all billing information in a summarized form of choice.

Three reasons why ANCOR members should contact Therap:

• **Save Money**
The Therap system is already saving providers money all over the country. It requires no set up fee, or the purchase of additional hardware/software. It also saves a huge amount of staff time.

• **Improve Support**
Therap's reporting features allow providers to identify strengths and weaknesses across the agency. Improved communication improves timeliness and quality of support.

• **Manage Risk and Compliance**
All Therap applications conform with specific state regulations and HIPAA. Privacy and security is given the highest priority.

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Phone (203) 596 7553
www.TherapServices.net
As executives in the world of disability services, the future is never far from our thoughts. Today we are faced with a host of issues that threaten the very existence of the organizations to which we have dedicated so much of our work life.

As we look around, federal, state, and local budgets are, seemingly, collapsing, threatening our principal sources of funding. Where will the money come from to meet the many needs of our worthy organizations? Who will be the future leaders of our field and what kinds of skills will they need? How can we continue to expand services, or even maintain them, in the face of worker shortages that have persisted for two decades? How will we compete with the exigencies caused by the retirement of the baby boomer generation over the next 25 years? Can we survive a corporate compliance or HIPAA audit? This is where futuring comes into play.

We need to learn from the past, anticipate future needs and systematically plan for them. Sounds simple, perhaps, but it requires two things we have in short supply: money and time. Failing to do so, however, may well be tantamount to sounding the death knell for our organization. That is not to mean to say that our services will not exist, but the organization that will provide our services may not be ours! Even with this bleak sounding scenario there are possibilities: merger and acquisition are but two of them. We need to think about these possibilities before it is too late or we may see ourselves on the outside looking in. About 150 years ago, Darwin introduced us to the idea of survival of the fittest – that the only species that continue to survive are those that have learned to successfully overcome every challenge. Should we believe that the future of our work will be governed by different rules?

Futurists have developed the following activities to assist us to envision the future we may face and plan for it: scanning, trend analysis, trend monitoring, trend projection, scenarios, polling, brainstorming, modeling, gaming, historical analysis, and visioning. (See, for example, www.wfs.org/futuringmethods.htm for a detailed explanation of these activities.) Their principle thesis is that we live today in a world that was created by someone else in the past. Only through our efforts and energies can we position our organizations to be in the best possible position for the changes of the future. This must be an active, ongoing, and organization-wide process.

See Futuring, page 16
How to boost employee morale, reduce turnover and enhance your benefits package.

All at no additional cost to you.

The Employee Retention & Communication Program
For ANCOR Membership

Contact: Ross Setlow
ANCOR@colonialagency.com
Phone 800.595.9768
Fax 518.786.9740
Kyle T. Ament, M.P.A.

Two years ago, as the new program services director for a small agency (80 employees) that provides residential services to people with developmental disabilities, I began searching for a simple way to guide staff decision-making that would empower staff to show initiative and encourage good decision-making skills. My position’s responsibilities also included supporting staff in achieving client personal outcomes and in positioning the agency in the community. This article illustrates the decision-making model (Figure 1) we developed and its application to achieving personal outcomes and enhancing supervision.

To begin we needed to define success for the persons served. A definition of success included the ability of the people we serve to participate in meaningful and enjoyable activities and have control over their environment. They should be encouraged to seek out opportunities where they can not only do more for themselves, but also help others.

Staff success is integral to success for the people we serve. Additionally, staff must be able to participate in this and support personal outcomes. In this way, staff has buy-in to the mission of the agency, and are more likely to view their role within the context of our mission.

The agency’s positioning in the community affects a variety of areas, so it’s important to actively cultivate agency ambassadors from staff, family members and those served. A CCRSI board member, Alan Mudd, suggested that our agency initiate a reading program to enhance the reading skills of persons served. We contacted Able Learning Center, which provided training to our staff to certify them as reading instructors. We now have several clients enrolled in the reading program where staff serve as instructors. As part of this process, we contacted Scholastics, Inc., in Jefferson City, to provide us assistance. We filed a grant application and were provided with over 200 books for our agency. This is an activity that has led to client success as the clients are offered an opportunity to improve their reading skills.

We have also focused on training management staff. Jim Lowery, human resource supervisor, and I contacted a local community college about offering a staff training class. Training includes such topics as public speaking, Seven Habits for Highly Effective People, Who Moved My Cheese, The Peon Book, The One-Minute Manager, Assertive

See Model, page 16
A Decision-Making Model for Staff Working with Individuals Diagnosed with Developmental Disabilities

<table>
<thead>
<tr>
<th>Will Your Decision Aid In . . .</th>
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<tr>
<td>1. Client Success?</td>
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<td>2. Staff Success?</td>
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<tr>
<td>3. Enhance Agency Reputation?</td>
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<tr>
<td>4. Others Achieving 1, 2 or 3?</td>
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<tr>
<td>5. Do Your Actions Follow Laws, Rules, Policies?</td>
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**Figure 1.**

augmented over what has been previously offered to include an introduction to disabilities, documentation basics, tours of all our facilities, an overview of the agency, additional sensitivity training and cultural diversity. By empowering the staff, the output was better and the perceived value-added greatly enhanced.

These are just a few examples of what we’ve been able to accomplish through the culture shift created by the implementation of the decision-making model.

**AUTHOR LINK**

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**FUTURING**

continued from page 13

undertaking.

To get you thinking, here are some predictions about what the future may look like for your organization:

- **A very different worker demographic and less educated work force will exist.** Our nation’s demography is rapidly changing. In the work place we will find both younger and older workers, many of whom are recent immigrants with little formal education.

- **Cost-benefit/rationing will play an increasing role in who gets what.** The Bush Administration has already undertaken a study of what services cost and what society receives in return (usually stated in economic terms) for the services provided, as a methodology for cutting the skyrocketing national debt.

- **Fewer, but larger, organizations will exist as a result of economies of scale.** This is the “Wal-Mart Effect”. Bigger, at least in the short term, will be perceived as cheaper.

- **Government funding, in inflation adjusted terms, will continue to decline.** With many more in need, and fewer working and less willing to pay taxes, government will have less to give to those in need.

- **Government will extract itself from direct service delivery.** Today’s pension crisis in the private sector should be seen as a bellweather. Former government employee pensions will take up more and more of government’s limited dollars. We already see this in new contracts government is negotiating with its employees.

- **Tax exemption for not-for-profits will be repealed.** Government will see this as a way to increase income without increasing taxes on individuals and for-profit corporations.

- **The historic governmental “free ride” for services with those with intellectual disabilities will disappear.** To some extent people with disabilities and their families will be asked to pay something for the services they receive. Again, this will be seen as revenue enhancement without new taxes.

- **The moral and ethical controversy regarding what is a useful life will increase.** In a world where resources will be rationed, the cost of service provision, especially to those with the most intense needs, will continue to fuel this debate.

The future of your organization is in your hands. Now is the time to plan and to act!

**AUTHOR LINK**

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Flexibility & Creativity in Implementing CDS

Eileen Van Soest

Flexibility and creativity describe implementation of the College of Direct Support (CDS) in all agencies supporting people with developmental and related disabilities in South Dakota, including 19 community-based agencies, the South Dakota Developmental Center, and people choosing to self-direct their services through participation in PLANS (People Leading Accessible Networks of Support).

The success of our efforts state-wide to provide opportunities for people with disabilities to ‘live lives they want’ is most significantly impacted by the staff who directly support them.

Understanding this, in 2003, the executive director of the South Dakota Association of Community Based Services (SDACBS), a non-profit association representing community agencies, facilitated a state-wide workgroup comprised of various stakeholders, including direct support professionals (DSP) and people receiving support, through a Workforce Development Grant received from the South Dakota Council on Developmental Disabilities (SDCDD). An initial grant activity was to survey over 600 community direct support staff, asking them what they saw as the most significant issues and problems faced in making their jobs more meaningful and successful. In addition to wages, they indicated training had not kept pace with the new/expanded demands of their jobs. Having accessible, relevant and high quality state-of-the-art training available would, in their opinions, promote the fact that DSPs are indeed, professionals and need to be more highly valued by provider agencies, communities and state and federal government.

As the grant progressed, the workgroup reviewed options to address staff training issues. Implementation of the CDS surfaced as a major state-wide goal and led to a three-year grant project begun in 2004 and funded though the SDCDD.

During the first year, the Center for Disabilities, a University Center for Excellence in Developmental Disabilities Education, Research and Services, Sanford School of Medicine of The University of South Dakota, in coordination with SDACBS, hired a consultant to coordinate the grant’s implementation. The second year grant included a 10 hour/week position for a manager, South Dakota CDS, located at the Center for Disabilities.

As manager, I facilitate a project workgroup, comprised of 20 CDS learning administrators, the executive director of SDACBS and representatives from the PLANS project and Department of Human Services/Division of Developmental Disabilities (DHS/DDD). We meet every 3 to 4 months to share implementation ideas, discuss and problem solve implementation challenges and plan for the future.

We have implemented the CDS not as mandated training, but rather as an exciting new tool for agencies to use to improve training opportunities for DSPs. Encouraging flexibility has resulted in a wide range of ways in which agencies are choosing to use the CDS.

- One agency has completely integrated the CDS into its staff orientation training, requiring new staff to complete the 19 lessons approved by the DHS/DDD as complying with South Dakota Administrative Rule requirements for staff orientation training. At least 90 percent of their staff are CDS learners!
- In addition to its regular orientation, another agency requires newly hired staff to complete four CDS courses, Introduction to Developmental Disabilities, Maltreatment of Vulnerable Adults and Children, Individual Rights and Choice, and Positive Behavior Support. Once DSPs complete these courses, they are eligible to participate in an incentive program and receive $50.00 for each additional course they successfully complete. Staff who completed all CDS courses as of July 1, 2005, received an additional 1 percent wage increase for FY 2006.
- A third agency requires newly hired DSPs to complete two CDS Courses within the first three days of employment. Two additional courses are required within the first 60 days. All other courses are optional with staff encouraged to arrange completion with their supervisor.
- Three agencies have created a CDS department for the people they support. Currently 16 people with disabilities are enrolled as individual learners and have collectively completed 80 lessons. One person’s story was included in the January 2006 issue of LINKS. Several agencies utilize CDS lessons with groups of people they support.
- One agency is successfully utilizing the CDS On-the-Job (OJT) activities as a means to develop the skills of supervisors and DSPs. The agency has also integrated the competencies within the CDS into its performance-based evaluation system. Because OJT activities are an important part of the CDS, this agency and four others are currently involved in a six-month pilot project intended to provide data for comparing the agency’s traditional training with CDS training, including the utilization of OJT activities. Participating DSPs and supervisors will complete satisfaction surveys as part of the data collection. They will also assist us in determining which of the OJT activities are the most beneficial.

In South Dakota we believe the CDS is a vital tool in our ongoing quest to provide DSPs with the training and professional recognition they deserve.
Evant Raises Key Funds for ANCOR Foundation

With less than a month before the Management Practices Conference, ANCOR received a phone call from Sandy Kidd, residential director of Evant (OH). Adamant that more work needed to be done to both educate the community and DSPs about the important role ANCOR Foundation serves, Sandy suggested that Evant hold its own Walk, Run, Roll.

Throughout March, Kidd and Kurt Miller, associate residential director, worked to put on Evant’s first annual Walk, Run, Roll event. With generous donations from merchants such as Hartsville Lake YMCA, McDonald’s and a local bakery, over 150 participants gathered at the Hartsville Lake YMCA on Sunday, March 26th between 9:00am and 12:00pm to complete their walk.

During this time, people supported by Evant, employees, family, friends and community members stopped by and walked at their own pace. Kidd and Miller further used this time to help inform participants about the important work the ANCOR Foundation and ANCOR do. Discussions surrounding DSP wages, the National Advocacy Campaign, and the sale of “Make a Difference” wristbands helped to make this an informational and fun event for all.

“So many of my DSPs did not know who ANCOR was, what they did, or how the ANCOR Foundation and ANCOR help them. This event helped bring this to light and increased staff morale at Evant. Kurt’s ability to take this idea and run with it—contacting local press, finding anchors to sell for $1.00 within the agency, and contacting merchants to donate everything helped make Evant’s first annual Walk, Run, Roll a success—and marked the beginning of something special. Just imagine what next year will hold, when there is one whole year to plan!”

The ANCOR Foundation would like to thank Evant for helping to raise critical funds to assist in the development of the Foundation’s Centers for Leadership and Centers for Innovation. These funds will enable the Foundation to develop programs to assist ANCOR members in meeting the growing leadership crisis in our field as well as highlight the organizations that are doing cutting-edge work in the field. Thanks, Evant, for all your hard work; we appreciate it!
I n 1949, George Orwell wrote 1984, a novel in which he described a vision of life in the future. Let's consider for a moment a few possible scenarios for our field 35 years from now in 2040.

SCENARIO I: “Six major companies emerge as the service providers in the country.”

This may seem rather radical to some observers, perhaps even dramatic; but given the current trends toward mergers and acquisitions in other industries, this scenario is worth consideration. Department stores and banks are two examples of businesses that have changed significantly though mergers and acquisitions. Federated Department Stores merged with numerous local stores, such as Filenes and G. Fox to create a large corporation. Then, it merged with their biggest competitor, The May Stores becoming the dominant player within the industry. Mergers and acquisitions had the same effect in banking. In New England. Fleet Bank was king. In fact, they were so strong they held the New York banking communities at bay for years. However, once the floodgates were opened, Bank of America took over Fleet. They and CitiBank are now dominant players.

What drove these mergers and acquisitions was the financial reality of doing business. The results of regulations, higher energy prices, savings through bulk purchasing, competition, and the reality of finding qualified employees often force smaller companies to integrate into a larger corporate structure to spread general operational costs.

When you consider the cost of doing business, the continuous pressures of more regulatory controls, corporate compliance regulations, and the myriad of additional rules and regulations, many of the smaller companies in our field continuously struggle to remain competitive, despite the fact that many offer exceptional services. Smaller companies have local roots; and these relationships have benefited consumers. However, that fact hasn’t stopped the increasing demands placed on these organizations. Their plight is especially evident in recruitment and retention of qualified staff. The question we need to answer is how the field can support excellent smaller providers and maintain a “local” approach to service delivery while facing the financial pressures on the field. Otherwise, mergers and acquisitions will naturally occur as a consequence of expanding demands on our business.

SCENARIO II: “Traditional service approaches are rendered totally obsolete.”

Advocates talk about changing our funding systems so that “the money follows the consumer.” Should we set up a system that has the money follow the consumer to the next agency; the next community; or for that matter any location throughout the country? If this occurred, would consumers possess true purchasing power; matching their selections to the company providing the best services? If I am a consumer or family member, and the services I deem most appealing, after looking at agencies’ web pages, are in North Carolina, even though I live in Pennsylvania, why shouldn’t I take my funding there? This is how it works if I am looking for colleges. Right now, students can go to one of two sites, fill out some basic information, and are given a series of options that meet their criteria. The sites also offer the ability to compare and contrast various colleges. Why can’t a consumer and their family do the same thing; fill out an on-line application, answer a few questions, and have your information fed into a database and be given a list of providers that meet their profile?

In the future, why can’t progress notes be written on Blackberries and text messages through secure systems into a central consumer profile at the central office? How about using Apple’s video conference system known as iChat to interact with consumers in supported living situations. In supported employment settings, why can’t consumers and staff use the video cameras on their cell phones and do the same thing. In fact you could connect this through a 1-800 number and offer supports around the clock.

It is important in the future not to lose the personalized touch we covet in our field. Our structures offer direct connections with families, consumers and the community. As the world becomes increasingly comfortable with technology meeting many of our daily basic services, maybe we can find a way to keep what is best about us, our personalized approaches, yet be creative in how we use technology to assist in our service delivery strategies.
CRYSTAL BALL
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SCENARIO III: “The big white elephant/new initiative scenario approach continues to dominate the field:”

This scenario should sound familiar to present providers. Every couple of years, a major initiative comes along that is predicted to change the field forever. Initially, the ideas and concepts seem radical. “Early adopters” take these ideas and run with them, often with mixed results, because the system isn’t always prepared to operationalize the proposed changes.

If this scenario occurs, we will all remain very busy launching new strategies, inventing new ideas, or renaming things to make them look innovative and refreshed. We will be consumed with meetings and trainings learning how to implement these “big initiatives,” only to find that once we have learned all about them, things have changed again.

Our field has a tradition of regulatory controls, coupled with public funding that must be monitored. The powerful economic draw of ICF/MR, which is our major funding source, is dominated by strict regulations. Because the funding is so secure and predictable as an income source, there will continue to be a hesitancy to really abandon it. Therefore, the net result is that things will continue to improve, but change will occur at an excruciatingly slow pace.

Where does all this lead us? It isn’t really important to predict the future, but rather to pose some interesting scenarios to prompt discussion. Some people reading this article may want to bury the ideas, others might be intrigued. What we can predict is that we have a great deal of work ahead of us.

Leaders will need to consider the future’s impact on their organizations and position their agencies to maintain their viability and competitiveness. As Michael Gerber says in *E Myth Mastery*, “You are a leader, and you are called upon to do the work of leadership.” A critical component of leadership is to look beyond the organization’s present comfort zones and create new possibilities for the future. "Innovation Momentum" focuses on strategic questions to build internal capacity. Emerging leaders are not only trained, but also listened to, because these are the people who will recreate and reinvent the field within the realities of life in the middle of this century. Whatever the outcome, the future will be here all too soon. Many of us will have retired or have left our present agency. The consumers and their families, however, will be connected with our organizations for many years to come. Perhaps they would be better off if we think about their world and how we can assist in building strong options for the future.

Margaret J. Gould, president/CEO, The VISIONS Center for Creative Management, can be contacted at PO Box 270974, West Hartford, CT 06107; phone: 860-521-7684; website: www.thevisionscenter.com.

AUTHOR LINK
My first experience with people with developmental disabilities came as a 14-year-old camp counselor. Every other session that summer, our campers were adults with developmental disabilities that lived at Fircrest School in Seattle. The camp program was the same for everyone that came for a week: crafts, swimming, overnight tent camping, fireside singing, the works.

I attended Willamette University and received degrees in music therapy and music education. I completed a music therapy internship at Stockley Center in Delaware, then returned home and went to work at a sheltered workshop. I worked for eight different agencies before settling in at Spruce Villa in Salem, Oregon, as a temporary QMRP in 1990. I had found a great organization and was ultimately promoted to executive director.

Throughout my career, what I had learned at camp stayed with me. Things needed to be “the same for everyone that came”. Not that everyone had to go swimming, but that the opportunities didn’t change because the perceived abilities were different. I love what I do because I help ensure equal opportunities to have a life worth talking about, sharing, and remembering.

Spruce Villa has been a long-term member of ANCOR. ANCOR has always provided the “view over the horizon”. While we worked at the local level working for basic needs, ANCOR has been out in front, showing us the possibilities. The annual Management Practices Conference is the best example of “the view”. During each conference, I always gain at least ten major ideas that I can immediately implement at home, including things I should stop doing. ANCOR provides exposure to opportunities and the resources for course corrections.

I’ve spent a lot of time pondering the need for alignment within my agency. We all work better when we are moving towards the same goal. My agency works better when we are shoulder to shoulder with other like-minded providers from around the state. Ultimately, ANCOR provides the same framework to allow providers to work effectively at the national level. ANCOR provides alignment, support, direction, possibilities, and resources. I encourage every provider to become an active part of “the view”.

State Representative Profile

State Representative Sheila Barker – Oregon
should be offered by May 1. If successful, INARF will begin collecting commitments for the Direct Support Professional license plate. Proceeds collected from the plate program will go into an educational fund to provide scholarship and other financial support for direct support professional training opportunities.

As we moved through the license plate application process, the concept of a direct support professional recognition day was born. Again, with the support of volunteers, INARF deemed March 15th "Partners in Success – Direct Support Professional Recognition Day." With an admittedly short turnaround from concept to implementation, the association produced a member kit containing several suggested activities and templates, including sending a simple thank you signed by both the agency’s and INARF’s CEOs, hosting an art contest for consumers and families, and obtaining mayoral proclamations (Figures 3 and 4). The association gathered stories from and about direct support professionals and published a newsletter commemorating the day.

Rising to the challenge of an abbreviated timeline, INARF members throughout the state hosted a variety of activities. In Warsaw, Cardinal Center, Inc., obtained a mayoral proclamation and secured a front page story in their local paper. Opportunity Enterprises (OE) in Valparaiso also secured mayoral proclamations both in Valparaiso and in Portage. In addition, direct support professionals at OE were honored at the agency's quarterly Potluck in a special newsletter and by posting certificates of recognition within the agency. Even seemingly modest gestures had a powerful impact as noted by Achieva Resources CEO Dan Stewart, "We sent out the post cards that were included in the member kit and I have received many thank you's from my staff for the recognition. This was a great idea."

With the success of this first venture, INARF will continue these efforts. Future plans will include engaging the association’s allied partners in the planning process, as well as developing ways to raise the visibility of the day. Additionally, with the strong commitment of the INARF Board and Governmental Affairs Committee, the association will continue to develop creative ways to educate and develop opportunities for action.

NOTE: Thanks to Kimberly A. Opsahl, INARF’s director for membership support for sharing frequent updates with ANCOR’s Government Relations Office on their initiatives to heighten awareness of the impact of the workforce issue on the lives of people with disabilities in Indiana. Congratulations to Kim and to INARF President/CEO, Jim Hammond! If you have developed innovative ways of increasing visibility, created new initiatives, or have positive news to report on advancing the workforce issue, please contact Suellen Galbraith at sgalbraith@ ancor.org.
Indiana Association Ramps Up Focus on Workforce Issue

A SENATE RESOLUTION to encourage the President of the United States, the Indiana United States Congressional Delegations and the governor of the State of Indiana to make it a priority to advance the employment, education and skill development of individuals with mental retardation or other developmental disabilities, including autism, cerebral palsy, Down syndrome, epilepsy, and other disabilities, by ensuring, in the planning and delivery of their services, the following:

Whereas, there are more than 15,000 Indiana citizens with mental retardation or other developmental disabilities who are receiving services and approximately 15,000 additional Indiana citizens waiting for services.

Whereas, qualifying individuals have substantial limitations on their ability to work in the community and work in their communities.

Whereas, the Senate has resolved that creating opportunities for these individuals to live and work in their communities is a priority.
**ANCOR Mission:**
To empower providers and people with disabilities to celebrate diversity and effect change that ensures full participation.

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