New Kaiser Report Profiles Medicaid High Cost Populations and ANCOR Member Agency

Last month’s LINKS featured a new report released in December by the Kaiser Commission on Medicaid and the Uninsured (KCMU)—Medicaid 1915 (c) Home and Community-Based Service Programs: Data Update.

This issue of LINKS features a report released later in December by the KCMU that highlights an ANCOR member—Soreo In Home Support Services, LLC of Tuscon, Arizona.

Profiles of Medicaid’s High Cost Populations examines the role that Medicaid plays in addressing six populations with serious health needs resulting in high costs: preterm births, children receiving foster care, people with spinal cord and traumatic brain injuries, people with mental illness, children and adults with intellectual disabilities and other developmental disabilities, and older individuals with Alzheimer’s disease.

For each population, authors Jeffrey S. Crowley of the Health Policy Institute at Georgetown University and Molly O’Malley of KCMU, describe the condition and the need for services and supports, as well as the role of Medicaid in meeting those needs. In addition to including profiles of real people with these conditions, the report includes descriptions of model programs or cutting edge practices designed to meet the needs of these high cost populations with exceptional needs.

The KCMU report highlights Soreo In Home Support Services in Tucson, Arizona, as a cutting edge model practice for services for people with developmental disabilities. Soreo CEO, Wendy Sokol, (ANCOR’s President-Elect) contracts with the state to provide in-home supports through both the developmental disabilities service system as well as the separate system funding services to

See Kaiser Report page 9

Industry Consultants Featured in May Issue of LINKS

The May 2007 Issue of LINKS will feature a special resource section highlighting industry consultants and companies. This is the fifth annual “Resource Partners Guide,” which provides an opportunity for individual consultants and companies to share their expertise and the scope of their services in the context of critical issues facing today’s private providers. Members can look forward to seeing ANCOR’s special partnering companies who bring added value to being an ANCOR member.

Consultants and companies will be asked to include three reasons why ANCOR members should contact them. If you are a consultant or company who wants the private provider industry

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ANCOR Leadership

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

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

Visit us on the web … www.ancor.org

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Laying Track

Laying train track is a useful metaphor for what we’ve been working toward at ANCOR. Certainly the “ANCOR train” has advanced significantly over the past five years. Regardless of our progress to date, however, we must be ever-mindful of the need to continue to examine, assess and translate the signposts of the environment around us as it undergoes dramatic change, and assure that we lay the track properly and in the right directions.

To that end we have been hard at work using a generative thinking approach to planning and analysis. The Government Relations, Member Services, and Marketing & Communications Divisions have each conducted in-depth retreat sessions that included volunteer leaders, staff, knowledge experts and other relevant stakeholders.

The ANCOR Foundation and ANCOR Boards of Directors and the National Advocacy Campaign Steering Committee have done so as well. The input from all of these sources is being synthesized into a major overhaul of strategic outcomes and priorities, and reassessment of mission, vision and organizational and governance structures. We want to assure that adequate resources are deployed and there is synergy and alignment across ANCOR corporations, governance structures and staff.

To support this process we conducted a comprehensive ANCOR member survey—the first since 2000. Thanks to all of you who took the time out to complete and return the survey. With a response rate of nearly 40 percent, we have some very statistically significant data we can use to guide our decision-making. For example, you told us that your top reasons for ANCOR participation are:

- Exerting collective influence on federal issues
- Providing resources and in-depth analysis of national legislative, regulatory and public policy issues
- Advocacy for people with disabilities
- Advocating on behalf of private provider interests at the national level

You also told us that the top issues for your organization moving ahead are:

- Quality benchmarking and performance excellence
- Systems and infrastructure transition and adaptation
- Leadership development
- Enhancing business partnerships and collaboration

Finally, we have already begun the process of realignment by taking strong and definitive action on several fronts, including:

- Establishing an ANCOR Research Committee charged with facilitating the development, acquisition, management and utilization of research data, information and issue papers to support ANCOR’s strategic priorities and activities.
- Building up and reinforcing activity to develop an extensive grassroots network nationwide and increase and enhance public awareness regarding key issues, in particular the direct support workforce crisis. To that end we have retained an outside consulting firm, Field Goals, to direct this effort. At the same time, we re-evaluated our consulting support and have redirected our resources. This included suspending for the time being our consulting agreement with Barbour Griffith and Rogers.

See CEO Perspective page 23

Photos of DSPs with Consumers Wanted!

LINKS is looking to feature an array of DSPs and consumers on the publication’s new masthead. We are encouraging provider members to email ANCOR a color photo of one of your DSPs with a consumer that we can incorporate into the new masthead.

Our goal is to continually change the look of the header as we change the special people featured. And it’s important to note that legal clearance must accompany all photo files. Please contact Marsha Patrick, mpatrick@ancor.org, to find out more about this wonderful opportunity. We thank The Chimes for sending us our first “stars”.

Save the Date

ANCOR’s 2007 Governmental Activities Seminar

September 9-11
Washington Court Hotel • Washington DC
Therap Walkabout materials currently include the following

Creating New Training Class Walkabout
The simple interactive game (walkabout) helps Training Administrators learn to create new training classes with Therap Training Management System in a fun way.

Therap TMS Walkabout for DSPs
Therap TMS Walkabout for DSPs gives an overview on how the DSPs can sign up for different training classes, view their training history, keep track of their results and see which training is about to expire.

Therap General Event Reports Walkabout
Therap General Event Reports Walkabout is an easy way to find out about incident reporting using the Therap system.

Therap FirstPage Walkabout
Take the Therap FirstPage Walkabout, check your score and find out how much you know about the FirstPage of our application.

Free Demo Account
Send us a request for a demo account.
Go to www.TherapServices.net and click this button (Demo Account). Fill out and submit the form to request free demo account. Use AN17 as Code. You will receive an email from us with the necessary login information.

If you need assistance, please call us at (203) 596-7553 or fill out information request at www.TherapServices.net.

She has worked as a DSP for the past thirty years. The last ten years has found her employed by the Cerebral Palsy Association of New York State, as a teacher’s aide. “Ms. Francis is a strong advocate for her consumers and strives to enhance their sense of belonging within the community demonstrated by her initiation and planning of countless community inclusion activities.” Ms. Francis is also involved in staff training within her agency. She is currently enrolled at the College of Staten Island. “This career is jam packed with intrinsic

Peter A. Kowalski
The Irwin Siegel Agency (ISA), an insurance agency and long time ANCOR partner, created the Direct Support Professional (DSP) Recognition award in the year 2000. This award gives recognition to those DSPs who have gone above and beyond what is expected in their job and role to provide “exceptional care to people with developmental disabilities”. We at ANCOR would like to tip our hats to this year’s winners and the agencies in which they work. And special thanks to John Rose who has played an important role in the development of services to people with intellectual challenges and for the support staff who provide the services.

Three DSP’s won the award this year. Marybelle Snyder, who works for Community Entry Services (Wyoming) was one of those recognized. Ms. Snyder has been employed by CES for 17 years. “Ms. Snyder truly lives the mission of CES by empowering people through choices, right to risk and building natural supports”. She spearheaded the development of a senior center at CES and is currently involved in mentoring new staff. Despite all she gives to people with disabilities Ms. Snyder finds the time to be active in her community where she volunteers for Habitat for Humanity, head start and her Church, just to name a few places where she puts in her time. Job well done Marybelle Snyder!

Ena May Francis also won recognition as a DSP award recipient this year. She has worked as a DSP for the past thirty years! The last ten years has found her employed by the Cerebral Palsy Association of New York State, as a teacher’s aide. “Ms. Francis is a strong advocate for her consumers and strives to enhance their sense of belonging within the community demonstrated by her initiation and planning of countless community inclusion activities.” Ms. Francis is also involved in staff training within her agency. She is currently enrolled at the College of Staten Island. “This career is jam packed with intrinsic

See President page 6

ANCOR’s 2007 Management Practices Conference and Trade Show
MARCH 25-27, 2007 • WESTIN HORTON PLAZA, SAN DIEGO
There is no other meeting that enables providers to gain breakthrough insights from industry and business experts, share success stories and offer tangible solutions to the challenges facing providers daily.

Keynote Speaker – Bodine Bolasco
Highly acclaimed presenter, entertainer, and former host of the “Smart Business Radio Network”

Just a few of the topics to be included within the conference’s four tracks of Leadership, Business Practices, Human Resources, and Self-Direction include:

✓ Therap Services: Transforming Your Work with Counties and States
✓ ANCOR’s Community Builder Recipients: Models in Community Inclusion
✓ Customer Relationships: The Heart of the Industry
✓ Management-Labor Relations: Engagement is the Answer
✓ Engagement: A Quality Driven Culture
✓ CMS Look Behinds and State Surveys- Top 10 Deficiencies
✓ Achieving Excellence: Moving Your Organization from Good to Great

And don’t forget the ANCOR Foundation 2007 Walk, Run, Roll, Monday evening cruise along the San Diego waterfront, and much, much more!
Inclusive Communities for All

Eric Latham

The ANCOR Foundation’s tag line - Inclusive Communities for All – represents an ideal that members of the ANCOR Foundation board take very seriously. Achieving that ideal takes the dedication and hard work of a well composed board of directors.

Building an effective board is a challenge for most organizations, and it is particularly difficult to build a broad and diverse board while maintaining cohesion. A specific challenge for the ANCOR Foundation board is to attract individuals with a range of thought on how to include people with disabilities in their communities while being aware of provider issues. Keeping this in mind, in the past year we have been gradually adding board members to meet identified needs.

At our recent board retreat, held in Ft. Lauderdale in conjunction with ANCOR board, we welcomed Bill Tapp as our new president and the following four new board members:

Dan Bankhead is an account executive with Fox5 Atlanta and brings a much needed focus on marketing and promotion. Dan’s extensive experience in print and broadcast media was instrumental in the recruitment and branding campaign for ANCOR member Verland. Dan is virtually bursting with ideas about how the ANCOR Foundation can become the go-to source of information for inclusion of people with disabilities in their communities.

Judy Dotzman comes to us from the first recipient of the ANCOR Foundation Community Builder Award, Spin, Inc., in Philadelphia, where she is the Corporate Officer of Professional Development. We expect to draw on Judy’s experience in our initiatives to develop and grow the next generation of leaders.

Bob Laux is president of Creative Management and CMA Property Development in Bethel, Maine, specializing in developing housing options for people with disabilities. Bob’s brings extensive experience nationally and internationally in challenging the status quo in supporting people with disabilities.

Patti Manus from Hope, Arkansas is fresh from her seven year tenure on the ANCOR board and comes to us with a passion for providing services from the perspective of a provider and a parent of an adult daughter with multiple disabilities. She serves as executive director at Rainbow of Challenges.

We are very excited about the unique talents and contributions these new members bring to the Foundation board. From this strong base, over the next six months we will be forming an ad hoc committee to help us take the next step to extend the diversity of our board to include young leaders and consumers of services. Your suggestions and comments as we undergo this process are welcome.

President, from page 5

rewards. For each person the reward will be different but for every person the rewards will be countless. The job itself is always new, because each and every day is a new adventure.” Ena Francis. Thank you Ms. Francis for your dedication and service!

The third and final award winner is someone very special to me, Tess Collins, who works at OHI in Bangor Maine. I had the privilege of being invited to Bangor to be part of the award presentation. Ms. Collins has worked for OHI for thirteen years where she is known as a legend. I’ve known Tess since she was an infant, being a friend of her father and mother and uncle in college. We used to visit them often at the “farm”, where she grew up in a back to the land life style of the 1970’s. We got re-acquainted at an ANCOR event in Myrtle Beach where I met her as an adult for the first time and embarrassed her with stories from her youth. In addition to her role as DSP, Ms. Collins has been involved in numerous conference presentations including at the Alliance for Full Participation in Washington D.C. “Over the years, I have watched so many of the people I have been fortunate enough to teach, grow and live more independently in the lives they have chosen for themselves. This has proven to be an incredible rewarding career for me” Tess Collins. Congratulations Tess on a job well done!

John Rose assures me that selecting three winners was very difficult given the stack of qualified nominations. So hats off to the winners, to the runners-up (Amy Phillips, Judy Pennywell and Sally Lamas), to the many who were nominated and to the agencies where they all work for taking the time and energy to propose them for this award. And of course hats off to John Rose and ISA for sponsoring this award and promoting DSP issues.
Enhancing Employee Engagement: Spotlight on Emotional Intelligence

Cindy Haworth

Research from The Gallup Organization shows that 80 percent of employees dread going to work on Monday morning and 52 percent say they are not engaged at work. In other words they have essentially checked out, putting little more than time into their work.

In the corporate world, having employees who are not engaged or actively disengaged decreases service/product quality, increases expenses and decreases customer service. The impact in the developmental disabilities field can be even more significant, as disengagement is fertile ground for poor services and even neglect.

Optimism

According to considerable research, optimism is related to employee engagement. As a result, it’s no mistake that companies such as Met Life ask prospective employees to take an optimism assessment during the hiring process. Screening for optimism has resulted in the following finding: the most successful salespeople at MetLife are those who possess high levels of optimism. This should be no surprise, for employees in the insurance industry have to be told “no” many, many times and still believe that the next customer they encounter will be different.

The need to hire for optimism is also applicable to our industry. In the disabilities field we have to hire leaders who will often be told “no” by their funding sources and who must still believe there is a way to deliver quality services to individuals with disabilities. Leaders must further depend on employees who experience someone not learning something repeatedly and must continue to have faith that the person will be able to make progress.

Good Business

The importance of having optimism is noted in Mihaly Csikszentmihalyi’s recent book on effective leadership Good Business. In his book, Csikszentmihaly cites optimism as the first of five common characteristics found in successful CEOs.

The book further points out that an optimistic leader affects both the employees and the customers they serve. One study cited in his book notes that employees of optimistic leaders provided better customer service when compared to relatively pessimistic leaders. This seems especially important for our industry, as poor customer service can result in people getting hurt.

Looking to other service oriented companies, such as Best Buy, to see how they address the issue of employee engagement is also worthwhile for

See Employee Engagement page 8

Culture Matters

Regis Obijiski

Culture is the air we breathe in our organizations. It is the climate in which we function. It is also the personality of the organization. Although there are many metaphors for describing culture, the degree to which a leader is aware of his or her culture and actively involved in shaping it will define the health of the organization on every level.

Culture is a blend of beliefs, styles, values and relationships that has a distinctive feel. Because it is a matter of feel, there is a reluctance to talk about it with any specificity. Yet, it is our medium, manifesting itself in performance at every level in the norms, expectations, and behavior of an organization.

Culture improvement process requires a healthy transparency, an open-minded attitude to ask questions about staff perceptions and assumptions, unthreatened responses, and the courage necessary to make changes by consensus decisions.

All culture development, like character development, is an inside-out process. It is not a once-and-for-all declaration or definition. The following bumper-sticker glibly captures the idea: “God, grant me the strength to be the person my dog thinks I am.” That terse sentiment encourages one at least to muse about the undeveloped potential in each of us.

Those of us in human services are in the relationship business. The nobility of human services is to enable others to achieve their highest potential. The portrait of a desirable human services’ culture is a study in trustworthiness, dynamism, expertise and positive relationships. People want to feel a part of their organization, have a team spirit, and experience the blend of their personal values as consistent with those of the organization. Employees of the organization will do extraordinary things because they have the will and encouragement to do so.

Excellence comes from within the culture itself.

Regis Obijiski currently serves as Executive Director of New Horizons Resources, Inc. of Poughkeepsie, NY. He can be reached at 845-473-3000 or robijiski@nhrny.org.

AUTHOR LINK

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

February 2007

LINKS
Employee Engagement, from page 7

providers to do. On the surface, Best Buy and provider agencies may not appear too similar. Both, however, employ thousands of hourly workers who are not highly paid.

At Best Buy, the company has addressed the issue of employee engagement by developing a strategy in which employees’ ideas are encouraged to a much greater degree than ever before. This approach required not only optimism but some risk-taking as employees were allowed to implement their own ideas to make things better. This strategy has been a great success and has improved both customer service and sales in most stores, while reducing turnover.

Having the ability to find what people are truly good at and enabling them to change features of their particular area to improve overall quality is incredibly helpful for minimizing employee turnover and maximizing employee performance. When we coach leaders who are anything but optimistic, there are typically very low expectations for staff. In one agency, the supervisor went so far as to ask employees why they were still there. We can’t afford those type of responses. As Albert Bandura, a researcher who has demonstrated the power of expectations said, “One cannot afford to be a realist.”

Emotional Intelligence

Gallup research also shows that people who believe their supervisor cares about them as a person tend to be more engaged. This goes beyond caring for the person as an employee but truly as a whole person. These supervisors are aware of times when people may need encouragement and deliver it. This is really the business we’re in—caring for people. The Golden Rule has been around for a long time. The Golden Rule of the Disability field has an additional adage: The way we treat employees is the way they treat people with disabilities.

Optimism, high expectations, ability to identify strengths and a capacity to genuinely care for people are key components for building a more engaged workforce. People we support and our employees deserve nothing less. 

Cindy Haworth is a Principal at Human Service Connections, a national recruiting and leadership development company in the disabilities field. Take advantage of the opportunity to hear Cindy discuss existing research regarding the importance of the effectiveness of Emotional Intelligence in the workplace in the ANCOR sponsored webinar “Using Emotional Intelligence to Enhance Your Organization” on March 6th, 2007 from 3:00-4:00pm. Learn how you can positively impact relationships with peers, staff, and people with disabilities and develop those qualities within yourself, your employees and your organization in this interactive webinar. Registration and information is available online at http://www.ancor.org/conferences/eventpage.cfm?eventid=175&cartid=0&userid=0. More information on Cindy Haworth is available at www.humanserviceconnections.com.
**ANCOR’s Government Relations Division Introduces WICs Live Audiocast**

In a world of multitasking, ANCOR understands that you may not have time to read all of the critical news contained in our weekly Washington Insiders Club (WICs) updates. To bring you the latest Federal news in a more transportable, time sensitive form, ANCOR’s Government Relations Division is pleased to introduce its new, members only audiocast, WICs Live. The audiocasts will feature a lot of the information featured in the WICs you receive in your email inbox, as well as special features, guests, and any late breaking news that occurs after WICs goes to press. WICs Live enables ANCOR’s Government Relations division to deliver information in a more personalized, timely manner.

ANCOR’s audiocast is a digital recording of a radio broadcast made available on the internet for downloading to your computer or personal audio player. The recordings are an MP3 file and can be listened to on any software that reads MP3 files. Most computers already have Windows Media player, however, many other free media players, such as RealPlayer, exist. To listen, make sure you have a media player installed and speakers. Then, downloading is as simple as clicking on the link, and using your media player to hear the latest Federal news important to ANCOR members.

*Please remember that WICs and WICs Live are benefits exclusive to ANCOR members and these documents and files should not be shared with nonmembers.*

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**Developmental Disabilities**

There are approximately 4.5 million individuals with developmental disabilities in the United States. Intellectual disabilities (frequently referred to as a cognitive impairment or mental retardation) are the most common type of development disability. Studies have shown that between 1-3% of the U.S. population has an intellectual disability.

As the report points out, people with intellectual disabilities, however, have different types of long-term services needs. A common need is for supervision and cueing, in which individuals are prompted to perform various activities of everyday life. A key service category for people with developmental disabilities involves habilitation [services that assist in the acquisition, improvement, and retention of skills necessary to maximize the ability to function]. Unlike rehabilitation, which is focused on restoration of functioning, habilitation services are focused on maintenance of functioning and the acquisition of new skills, even if individuals will not attain an increased capacity to function.

A striking feature of the service delivery system for persons with intellectual and other developmental disabilities is the extent of Medicaid’s involvement (see figure below). Medicaid provides 78% of spending on developmental disability services—accounting for 10% of total Medicaid spending in 2004. Of the remainder, 14% is from other federal sources (see figure below). Medicaid provides 78% of spending on developmental disability services—accounting for 10% of total Medicaid spending in 2004. Of the remainder, 14% is from other federal sources (see figure below).

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**Spending on Developmental Disability Services, 2005**

- **Medicaid**: 78%
- **Other Federal Sources**: 8%
- **Other State Sources**: 14%

*Notes: Spending includes programs for persons with mental retardation and other developmental disabilities. Other federal sources includes Supplemental Security Income (SSI) payments and Social Services Block Grant funding. SOURCE: The State of the States in Developmental Disabilities, 2005, Coleman Institute, University of Colorado, 2005.*
Kaiser Report, from page 9

state sources and 8% is from other federal sources, such as SSI payments and the Social Services Block Grant.

Key Findings

The following are key findings of the KCMU report:

- **Medicaid assists people with financially catastrophic needs at all stages of life.** While Medicaid is a program for low-income people, virtually any American (except the exceptionally wealthy) could be just one accident or illness away from needing assistance from Medicaid. Some conditions are so costly, that even private insurance may not be able to effectively finance all of these costs.

- **People who rely on Medicaid are diverse and have complex health needs.** The individuals profiled have a broad range of needs for acute medical care, as well as long-term services and supports. For example, people with intellectual disabilities may have co-occurring physical health problems or require specialized services to assist them both in performing activities of every day life, as well as adapting to physical limitations.

- **Medicaid shoulders uniquely public responsibilities.** Medicaid is responsible for ensuring that children receiving foster care receive the acute care and long-term services they need; providing life-saving coverage for young adults who experience serious injuries while uninsured; and providing a safety net for individuals and families who planned for their long-term services needs, but whose resources have been exhausted by the high costs of services.

- **Medicaid provides the coordination of many services not available elsewhere.** Disability and chronic conditions produce overlapping needs that involve both acute care and long-term services. Access to Medicaid makes it possible for both types of services provided to individuals with high costs and complex needs. Medicaid has adapted to the diversity of needs of the Medicaid population by providing cutting edge services—services often not provided by other payers. For example, the Early and Periodic, Screening, Diagnostic and Treatment (EPSDT) Medicaid benefit screens children for health conditions and provides for timely intervention that may limit the development of long-term disability. Similar models in the private sector are rare to non-existent.

- **Medicaid covers people who otherwise would be uninsurable.** A critical role of Medicaid is to serve as a safety net for people who need assistance with acute and long-term services needs. The private long-term care insurance market is not available to those who already have long-term services needs. Also, many of these individuals have extensive needs for ongoing acute medical care services and private insurance, if available, would only meet some of the service needs of these individuals.

- **No system exists, other than Medicaid, to serve these populations.** For the populations described in the KCMU report, there are often no other major public or private sector programs for comprehensively meeting their acute care and long-term services needs. For example, people with intellectual disabilities and other co-occurring developmental disabilities, such as epilepsy or cerebral palsy, Medicaid provides a comprehensive set of services, including day habilitation, occupational therapy, and case management services that enables them to live in the community.

This KCMU report as well as other publications illuminating policy issues regarding long-term care are available on ANCOR’s website or the KCMU website at www.kff.org.

Recent Kaiser Reports of Particular Interest can be reached by going to these hot links or going to www.kff.org.

Profiles of Medicaid’s High Cost Populations

Medicaid’s Long-Term Care Beneficiaries: An Analysis of Spending Patterns

Medicaid 1915(c) Home and Community-Based Service Programs: Annual Data Update

Profiles of Nursing Home Residents on Medicaid

Medicaid Long-Term Services Reforms in the Deficit Reduction Act

Medicaid’s Role in Long-Term Care Fact Sheet Long-Term Care: Understanding Medicaid’s Role for the Elderly and Disabled

Cash and Counseling: Beyond the Second Generation of Individual Budgets for the Elderly

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News Briefs

**AAMR Renamed AAIDD**

On January 1, 2007, the American Association on Mental Retardation (AAMR) officially changed its name to the American Association on Intellectual and Developmental Disabilities (AAIDD).

**Contact Information:**
The American Association on Intellectual and Developmental Disabilities
444 North Capitol Street, NW
Suite 846
Washington, DC 20001-1512
Tel: 202-387-1968
Fax: 202-387-2193
Web: www.aaidd.org

**Irwin Siegel Agency Launches New Website**

Irwin Siegel Agency, Inc. (ISA), an ANCOR partner and a leading specialty program underwriter for the Social Services field, recently launched its new and improved corporate website. The new website can be viewed at www.siegelagency.com.
On December 20th, the Department of Labor (DoL) issued a Notice of Proposed Rulemaking (NPRM) to implement policy changes to the Workforce Investment Act (WIA). The changes presented in this proposed rulemaking address some long-standing issues that have arisen under current WIA regulations, such as problems associated with the large size of State and Local Workforce Investment Boards; the sequence of core, intensive, and training services; the governor’s authority over eligible training providers, and the availability of Individual Training Accounts to youth.

Because Congressional action on reauthorization of WIA has been delayed, the DoL decided to move forward with limited reforms that could be undertaken without changes in the statute. ANCOR members will recall that in the 109th Congress, WIA reauthorization passed the House in 2005 and the Senate in 2006, but conferees were not named and no further action occurred. The NPRM addresses six key areas that do not require a change in the WIA statute: creating a more effective governance structure; strengthening the One-Stop Career Center system; improving comprehensive services for adults; creating a targeted approach to serving youth; improving performance accountability; and promoting state flexibility.

ANCOR’s Government Relations Employment Subcommittee plans to comment on these regulations. If ANCOR members would like to comment individually, comments on the proposed rule must be in writing and be received on or before February 20, 2007. Comments by electronic mail must be clearly identified as pertaining to the WIA Amendments NPRM and sent to nprm.comments@dol.gov. Electronic comments can also be submitted through the Federal eRulemaking portal (www.regulations.gov/fdmspublic/component/main) by following the directions on that site. Written comments should be sent to Ms. Maria Flynn, Administrator, Office of Policy Development and Research and Employment, Employment and Training Administration, US Department of Labor, 200 Constitution Ave NW, Washington DC, 20210. However, be advised that mail sent to Washington DC is often slow due to security concerns, so it is suggested that extra time be allowed to ensure the deadline is met.
How to boost employee morale, reduce turnover and enhance your benefits package.

All at no additional cost to you.

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Contact: Ross Setlow
ANCOR@colonialagency.com
Phone 800.595.9768
Fax 518.786.9740
NAC Central: Tune-Up Your Relationships with Elected Officials

Undoubtedly have ties to lawmakers on your target list. Whether they are donors, family friends, college buddies, former colleagues or members of the same church or country club, these personal relationships can be invaluable. It doesn’t hurt to poll your people to identify these relationships and measure their comfort level in engaging in your advocacy efforts.

Select Targets

Advocacy groups or companies often spread themselves too thin. It’s better to build strong relationships with a targeted group of elected officials rather than weak relationships with a broad list. Pursuing relationships with the elected officials who represent the communities you are located in is obviously the best place to start as politicians pay the most attention to their constituents. As you reach beyond your district(s), focus on lawmakers who work on your issues.

Identify Existing Relationships

Some people within your organization – employees, advocates, consumers, parents, supporters, etc. – undoubtedly have ties to lawmakers on your target list. Whether they are donors, family friends, college buddies, former colleagues or members of the same church or country club, these personal relationships can be invaluable. It doesn’t hurt to poll your people to identify these relationships and measure their comfort level in engaging in your advocacy efforts.

Track Contacts

Like any aspect of your organization’s work, the results and efficiency of your outreach to elected officials will be better if you monitor it closely. Tracking the outreach – both what you are doing and who is doing it – allows you to maximize resources while avoiding embarrassing mistakes.

See NAC page 14
Plant Seeds Early

The best advocates become a resource for lawmakers. This takes time and requires communication and education long before your issues come up for a vote.

Befriend Staff

While face time with an elected official is great, building a relationship with their staff, particularly at the Congressional level, can often yield greater benefits. Staffers are trusted policy advisors, gatekeepers and more readily available for calls, meetings and other communications. Win the trust of a key staffer and your relationship with their boss will be much improved.

Stay on the Radar

Much like the “Plant Seeds Early” tip, you can’t make the mistake of reaching out to elected officials and their staffs just when your issues are about to come up for a vote and expect to get consistent support. Little things like inviting the lawmaker to participate in your events (they love exposure to constituents or the media), attending their events, sending them your newsletter, sending the appropriate staffer news clips or new information on your issue, etc. are appropriate ways to keep your organization and its issues on the radar.

Thank and Spank

Advocates are quick to bemoan a lawmakers vote in opposition to their position, but often forget to celebrate an affirmative vote. You need to do both, particularly when a lawmaker stays committed to your position on a heated issue. Rewarding their support publicly – issuing a press release, submitting a letter to the editor or honoring them with an award, etc. – can lend value to your long-term relationship.

In summary, these are just a few of many simple steps your organization can take to improve your relationships with elected officials. Managing these relationships is not unlike raising a healthy garden – a strong foundation and regular attention will yield a good crop.

If you’d like some additional ideas or have questions about anything referenced in this article, please contact Daryn Demeritt, ddemeritt@fieldgoals.net.
CQL’s Individual Certification

CQL Certification is the next best thing to having a CQL consultant on your own staff.

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Consultants don’t come cheap, and face it — we can’t be there everyday. Whether your interest is in training your staff, gathering information, or becoming experts in data analysis, CQL has an individual certification program to build your internal capacity.

*Ammanda Cade will be presenting CQL’s new Community Life™ initiatives at ANCOR’s Management Practices Conference in San Diego.*
ANCOR Services Corporation has established a Marketing Agreement with Philadelphia Insurance Companies.

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Communication is Key to Benefits Understanding and Appreciation

The Colonial Agency is a strategic partner with ANCOR in bringing additional services to ANCOR’s membership. Specifically, ANCOR has charged The Colonial Agency with marketing the Employee Retention and Communication Program for ANCOR membership. This program assists each member in meeting the challenge of improving the retention of existing employees and assisting the recruiting process for new employees by implementing an effective benefits communication program. The following article attests to the importance of benefits communication programs.

The following was excerpted with permission from an article by Bruce Shuton, former managing editor of Employee Benefit News.

Think your employees have a clear understanding and appreciation of their benefits? Better think twice, concludes a new survey of high-level HR and benefit executives from more than 128 companies across a number of industries and company sizes.

Charlton Consulting Group, Inc., a benefits communications consultancy, found that a mere 5% of survey respondents said their employees fully understand and appreciate the value of their total compensation packages. In addition, more than one-third of respondents said employees don’t understand the value of their total compensation at all.

David Janus, a principal of the firm, was somewhat surprised not only by these findings but also to learn that while 96% of respondents considered total compensation statements a powerful communication tool for helping employees understand and value their benefit plans, 55% do not use them.

His sense is that, while HR and benefit professionals understand the value of total compensation statements, they often get moved down the “to do” list because of the large number of other projects competing for their attention.

Lack of understanding and a low level of appreciation for the total compensation structure together offer industry practitioners an opportunity to develop channels to deliver a more meaningful 360-degree view for employees. As such, the research concludes that communication effectiveness is the determining value – not so much the richness of the benefit package itself.

Power of personalization

The key to improving employee understanding and appreciation of the value of their total compensation package is to present employees with comprehensive information that’s personalized, according to Janus. One recommended area is showing an employer’s share of annual health care cost contributions, which will give a complete picture of the overall benefits cost equation at a time when so many employees are feeling the sting of cost-sharing strategies.

“Employees focus on salary and bonuses, and it’s very easy for them to lose sight of the fact that in most cases they receive a wealth of other benefits that come with a hard-dollar value,” he says.

The ultimate aim is to deliver communications in a more engaging and personalized manner in hopes of bridging the knowledge gap. Janus advocates an approach that favors concise messages that do not overload employees with information – a delicate balancing act that isn’t always easy to attain short of outsourcing this task to a service provider with expertise in this area.

Nearly 60% of survey respondents handle both the production and delivery of benefit communications internally, which certainly casts a light on the role outsourcing this work would play on increasing the number of total comp statements and improving qualitative results. “A number of our clients have said that they were not achieving the level of quality they’re looking for in terms of a more professional and effective presentation by doing it in house,” Janus reports, noting that outsourced communication would free up HR and benefit staffers to make a more strategic contribution within their organizations.

While many employers have moved total compensation communications to the Web, printed communications still dominate. Decisions about format, according to Janus, are driven to a large extent by the degree to which an employer has moved other communications.
Communication, from page 17

tions to the Web. "Whether the decision is made to go with print or the Web," he adds, "a clean, concise and well thought out presentation is the key to effective communication."

Link to shareholder value

The survey doesn’t point to any clear differences about HR and benefit practices based on company size, but it does suggest that 79% of respondents whose organizations actively communicate total compensation information believe that employees have at least a moderate level of understanding and appreciation of their total compensation versus 66% overall.

Other survey highlights worth noting:

• 93% of respondents believe personalized communications are valuable tools for recruiting and retaining employees.
• Health insurance was seen as the most understood and appreciated benefit (84%), while disability insurance was the least understood benefit (44%). Possible explanations of the latter include the fact that most employees rarely use this benefit and it’s usually employer-paid, insulating them from knowing the true cost and terms of coverage.

“The overall goal of communicating more effectively is an important one,” notes Janus, who cites a recent Watson Wyatt Worldwide study showing a link between employers that communicated well with their employees and shareholder return. These firms, in fact, were found to have a 19.4% higher market premium than those that did not excel at employee communication – the point being they were likely to have a more engaged and motivated workforce.

Janus predicts more employers will implement a total compensation communications program in the years ahead “because it’s an efficient and cost-effective means by which to increase the return on investment being made in comp and benefits. And as the economy continues to move away from physical assets being the central business investment, human capital will play an increasingly critical role as a higher premium is placed on knowledge workers for a competitive advantage.”

We encourage you to examine the ANCOR Employee Retention and Communication Program in more depth and to seriously consider the value-added benefits to your organization and to ANCOR’s advocacy efforts on behalf of private providers.

To learn more about the Employee Retention and Communication Program for ANCOR membership, contact Ross Setlow, Vice President, The Colonial Insurance Agency, LLC (888) 250-6689 Ext. 133; rsetlow@colonialagency.com.

ANCOR members receive a discount through the ANCOR Foundation

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“Modern technology is the key to building a highly competent, stable direct support work force and CDS has blazed the trail”

Bob Gettings
National Association of State Directors of Developmental Disabilities Services

ANCOR—A national network of providers offering quality supports to people with disabilities.—www.ancor.org
ANCOR Foundation Announces Recipients of 2007 Community Builder Awards

ANCOR Foundation is privileged to announce Options Day Service Program of Lenexa, Kansas, and Region Ten Quality Assurance Commission of Rochester, Minnesota, as the 2007 recipients of its prestigious Community Builder Award. The award recognizes exemplary and praiseworthy initiatives and programs that create inclusive communities and meaningful opportunities for people with disabilities.

The Options Day Serve Program receives the award in the provider category for implementing a creative day service program that fosters community inclusion. The program effectively connects 30 participants with meaningful volunteer, cultural and advocacy opportunities throughout Lenexa and in other parts of the state. The hallmark of the program is its emphasis on the individual and enabling participants to choose when and where they would like to spend their time. This has not only helped consumers develop self-confidence, but has diversified and expanded the social circle of all members of the community.

Participants daily choose from a variety of activities. For those interested in volunteering, opportunities to spend time at the Humane Society, Meals on Wheels, or other local organizations are available. For those interested in leisure and cultural activities, individuals may sign up for field trips and attend outings at local factories or other points of attraction. For those seeking to get involved with advocacy and outreach, individuals have the opportunity to meet with other self-advocates and discuss issues of importance. There are also choices that build self-confidence, address key issues, and speak with state legislators. Over the past two years, individuals from Options have participated in the Push Day at the state capitol.

The Region Ten Quality Assurance Commission receives the award in the community category. With little funding and a grassroots approach to effecting change, the Commission has engaged a broad range of community See Awards page 20


This important agency tool and resource features consultants and firms offering goods, services, and knowledge to the private provider industry as well as expertise and experience in specific areas.

• Check it out at www.ancor.org
• Click on RESOURCE PARTNERS located under Related Items in right hand column of home page.
• You’ll be glad you did!

ANCOR 2007 Calendar

February 7 Webinar: It’s 3 pm…Do you know where your frontline supervisors are? Kathy Brown McHale & Judy Dotzman, Special People in Northeast

February 20 Webinar: SIS and ICAP: Similarities, Differences and How the Two Instruments Can Work Together Ed Campbell, E=MC2 Consulting
Don Severance, Nebraska Division of Developmental Disabilities

February 21 Webinar: Finance & Accounting for Nonfinancial Executives Barry Whitsell, Village Northwest Unlimited

March 6 Webinar: Using Emotional Intelligence to Impact Your Organization Cindy Haworth, Human Services Connections


April 3 Webinar: Personal Outcomes Measures: Applications & Success Stories Amanda Cade, CQL

April 10 Webinar: Unleashing Employee Leadership: How to Use Open Book Management to Build An Ownership Culture Tom Schramski, Salience Consulting & Human Services Connection

April 18 Webinar: Creating Workforce Development Centers Across All Disabilities: Two Models to Consider Tom Scheinhost, South Dakota Association of Community Based Services
India Sue Ridout, Virginia Department of Mental Health, Mental Retardation and Substance Abuse

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

New professional development trainings have been added! For an updated list of ANCOR’s Professional Development Calendar, go to http://www.ancor.org/conferences/EventslistingPage.cfm
Our thanks to the individuals who served on the 2007 Community Builder Award Selection Committees. Your contribution of time and thoughtful input are much appreciated.

Selection Committee/Provider Category
Bonnie Jean Brooks, OHI Maine, Chair
John Rose, Irwin Siegel Agency, Inc.
Holly Randall, Independence Assoc.
Jim Pierce, Independence Assoc.

Selection Committee/Community Member Category
Charlie Lakin, Research and Training Center on Community Living, Chair
Sue Swenson, ARC of the US
Charlene Kinnelly, Uplift Inc.
Judy Dotzman, Special People in Northeast

The 2007 recipients of the Community Builder Award have embraced the idea that individuals and communities must be active partners in creating a world where full participation is a reality.

The ANCOR Foundation will be honoring Community Builder Award recipients at the ANCOR 2007 Management Practices Conference in San Diego, where this year’s recipients will share their exemplary practices in promoting community inclusion at an interactive, special session on Monday, March 25. Please plan to join us in this important celebration; and come prepared to share your questions and creative ideas.

Now you can choose for yourself.

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Information and resources for individuals with developmental disabilities and their families.
Information-Loaded Program Lined Up for CDS’s 2nd Annual Administrators Forum

Tom King

It will be busy, informative and fun at the College of Direct Support’s (CDS) 2nd annual Administrators Forum to be held on the opening day of ANCOR’s Management Practices Conference in San Diego on Sunday, March 25.

The forum, free and open to anyone interested in the CDS, will include an extended question-and-answer session, four separate but simultaneous roundtable conversation groups and information on new courses, course development and new tools.

“I look forward to being with you for the 2nd Annual CDS Administrators Forum in San Diego,” said Bill Tapp, national director of the CDS. “Comments from last year’s forum indicated a need to extend the hours and the ability to our administrators from across the country to have more time to share best practices. We heard your request and have made certain that multiple opportunities for sharing are incorporated into the agenda.”

Nancy McCulloh, project coordinator at the University of Minnesota’s Institute on Community Integration, will introduce “Successful Foundations”, a new workbook tool available from the CDS that contains a wealth of information from end-users about the CDS and how they implemented and integrated this Learning Management System into their workforce training programs. Free copies of “Successful Foundations” will be available at the forum.

McCulloh will also outline the new courses coming out for the CDS and talk about other courses that are in various stages of development.

The four roundtable discussion groups will focus on implementing and administering CDS on a statewide basis and share just how well South Dakota is using the CDS; integrating the CDS into a large agency (Heritage Christian serves more than 1,400 people); experiences in introducing the CDS into Mississippi with limited resources; and supporting a California workforce by making use of the CDS.

Bill Tapp will speak on “Making the CDS a Reality in Your State” and will offer advice on how to talk with at the state level to begin discussions about implementing CDS in your state.

To view the full agenda, go to http://www.ancor.org/documents/AF-CDSAgenda07.pdf.

Space is limited, so you are urged to contact Donna Kosak at the CDS at 1-877-353-2767 (toll free) or email her at donna@collegeofdirectsupport.com to confirm your attendance.

Participants in the CDS Administrators’ Forum will receive the ANCOR member registration rate for the conference. Early bird registration fees for the conference are available until March 1. The conference will run from March 25-27 at The Westin Horton Plaza.

For more information about the CDS, visit its website at www.collegeofdirectsupport.com and for additional information about the ANCOR conference, go to www.ancor.org.

ANCOR Member and Parent Appointed Ohio State Director of ODMR/DD

John Martin, executive director of Sunshine Inc. of Northwest Ohio, an ANCOR member, and parent of a child with cerebral palsy, has been appointed director of the Ohio Department of Mental Retardation and Developmental Disabilities. The appointment was announced in early January by Ohio Governor-elect Ted Strickland and Transition Chair Mayor Michael Coleman. ODMR/DD oversees Ohio’s system of supports and services for people with mental retardation and other developmental disabilities and their families.

In making the announcement, Strickland said “John is not only a leader as a professional in the MR/DD community, but he will bring the energy and dedication of an advocate to the department. Put simply, John is a man who is committed - heart and soul - to seeing that this department serves people in a way that allows them to reach their full potential.”

Martin added, “As the parent of a child with severe disabilities and a professional with thirty years of experience, I will work hard to understand and balance the perspectives of consumers, providers, and local, state and federal governmental agencies. I am eager to start the important work ahead.”

Industry Consultant, from page 1

try to know more about your services and unique capabilities, then the “Resource Partner Guide” is for you. This formatted guide allows for each advertiser to have a full page for $775 with a hot link to your Website for an additional $150. Make your reservations now! Space reservations due by April 6; material due no later than April 12, 2007. Call or email Marsha Patrick at 703-535-7850 or mpattern@ ancor.org.

AUTHOR LINK

Tom King is the Communications Director of the CDS and can be reached at tking@collegeofdirectsupport.com or at 1.877.353.2767 (toll free). To find out about the ANCOR Foundation partnership with the College of Direct Support and the ANCOR-Member Buying Pool, contact Bill Tapp at 877-353-2767 (toll-free) or email him at Bill@collegeofdirectsupport.com.

AUTHOR LINK

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Martin added, “As the parent of a child with severe disabilities and a professional with thirty years of experience, I will work hard to understand and balance the perspectives of consumers, providers, and local, state and federal governmental agencies. I am eager to start the important work ahead.”
As many other professionals who work in the field of disabilities, I began as a youth volunteer at the Utah State Developmental Center for a summer program. While I attended school, I changed my volunteer status to employee. During my employment at the center, I worked in the Speech and Language Department, specializing in augmentative and alternative communication for people with severe disabilities. I very much enjoyed bringing the power of communication to people who others saw as “silent.”

Fourteen years ago I was recruited by Danville Services, a private corporation and left my state job. I cannot express the thrill of watching people I had thought would need to be in an institutional setting for long-term care thrive and blossom in their local communities. I have witnessed remarkable accomplishments in the lives of people I worked with during the past fourteen years. My current position is as regional director for Danville.

ANCOR in my opinion is the driving force in educating and shaping communities both nationally and internationally to improve the lives of people with disabilities. As the legislative co-chair for our state provider agency, the instant alerts to potential legislation are very powerful. By responding to these alerts and making our voices heard, critical changes have occurred. The Governmental Activities Seminar has helped foster personal relationships with my congresspersons through visits to the Capitol. Since I have become involved on a national level, I have been able to return to my local legislators and colleagues to address issues on a local and state level with a very positive outcome.

Being a member of ANCOR has lead to networking opportunities with professionals. This has benefited our agency greatly. ANCOR is an investment not only in our agency, but the lives of the many people we support. ANCOR is able to partner with government in crafting legislation as a proactive way to ensure supporting the previous decade of progress in this field. Without the strong voice and impeccable reputation that ANCOR has developed over the years, the people we support may also have been viewed as “silent.”
For decades employers of direct care workers have struggled with recruitment and retention issues. Initially, the emphasis was on the shortage of registered nurses. More recently the buzz has expanded to all types of direct care/health workers. In Maine, the Maine Association for Community Providers (MACSP) and its individual members have used all their creativity to entice workers to provide supports to people with cognitive disabilities. We have advertised our flexible hours (read nights, weekends and holidays), shorter shifts, and the large intangible but real benefit: emotional satisfaction. We also do employee of the week, month and year, with innovative awards.

Maine was one of the pilot sites for the ANCOR/DOL direct support professional project. We still have bumped up against the problem of recruitment. Retention efforts have been a bit more successful but still a constant struggle. So, in our quest for more ideas to help us in what is a quality of service issue, we joined on to the ANCOR Employee Retention and Communication Program. We are in the first year of this program and have great hopes for its success, but we are not putting our hopes in one program.

Recently, the Maine Department of Labor (MDOL) called to describe a new program it has been developing called LiLAs—Lifelong Learning Accounts. Through the great energy and innovative thinking of Larinda Meade, director of the Bureau of Employment Services for MDOL, and the lively execution of Auta Main, the LiLA program manager at the bureau, Maine employers have another tool to help in our battle to hire and keep excellent employees.

Maine is the first state in the nation to launch a statewide LiLA Partnership through its network of CareerCenters (there are four pilots nationwide in Chicago, San Francisco and Northern Indiana; but Maine’s is the only statewide pilot). The program is coordinated by the MDOL and delivered in partnership with the Maine Centers for Women, Work and Community; the Finance Authority of Maine (FAME); and supporters from the University of Maine system, the Maine Community College system, and the Compact for Higher Education and Trade Industry Associations (including the MACSP).

This program encourages front-line employees to go back to school, improve their skills and increase opportunities for advancement. For us employers, we can help close the workforce skills gap through the creation of affordable education and training that provides a 3 to 1 return on investment (one third the employer, one third the employee, and one third through NextGen administered by FAME). LiLAs are individual investment accounts, matched by the employer, to finance lifelong learning. These accounts are similar to 401k accounts, but for education and training. The funds are portable. Career and education advising services help employees with the decision making necessary to return to school. The funds can be used for tuition, books, materials, supplies, certificate programs and long distance learning, as well as traditional education programs.

Auta Main describes the application process as easy as opening a checking account or applying for a library card. We in Maine are excited about this ability to advance our employees and maintain our reputation of having one of the best workforces in the world!

Mary Lou Dyer, Executive Director, Maine Association for Community Providers

CEO Perspective, from page 3

allowed the financial resources needed to implement aggressive research and grassroots programs as well as focus on state-specific strategies.

• 2006 marked the launch of Washington Insiders Club Around the States Special Reports; and the creation of a state-by-state Medicaid overview compendium released on the ANCOR website in September. We’re also actively assessing additional consulting support to expand our state-specific work.

• Finally, there’s no question that the future heart and soul of ANCOR will find its nexus in communication and exchange focused in increasing the capacity and capability of the ANCOR website. We’ve earmarked substantial resources for a major website redesign and capabilities augmentation, coupled with considerable enhancements to our database management and integration capability.

There’s plenty more we’re working on in the area of performance excellence and quality benchmarking; education, training and professional development; and international development and advocacy. We’ll continue to keep you apprised as we apply a generative thinking approach to evaluating and assessing the trends and issues that will shape the future for ANCOR and its member agencies, and to strategize regarding how to provide you with useful and meaningful value-added in the future.

As always, your input is most welcome. Let us know what you’re thinking. I also encourage you to take a serious look at how you might step-up your direct involvement with ANCOR by becoming engaged as a volunteer leader. There are numerous opportunities to do so across a broad spectrum of activity and the remuneration from your contribution of time and effort is considerable—the value-added accrues in both directions!
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.