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ANCOR
40th Anniversary
1970 - 2010

LINKS

An ANCOR publication of private provider practice and federal policy issues

July/August 2010 • Volume 41 • Number 9 • www.ancor.org

2010 Governmental Activities Seminar

Looking Ahead to Engaging Sessions, DSPs to DC, ANCOR Anniversary Party

The 2010 Governmental Activities Seminar promises to be an event for the ages, punctuated with celebrations and events that highlight providers' role in making possible the dreams of thousands of people with disabilities to live independently in their communities. President Obama declared 2010 the "Year of Community Living." America is celebrating, the 20th Anniversary of the Americans with Disabilities Act, and ANCOR's 40th Anniversary will culminate at this year's Governmental Activities Seminar (GAS). These events remind us to celebrate the role ANCOR member organizations have played, and continue to play, in advocating for pioneering public policy advances, quality supports and services that promote choice and full participation.

Of course, as ANCOR members know, much work remains on the journey to providing quality supports and services in our communities. That's why this year's seminar will help support and prepare you for the opportunities and challenges that lay ahead.

Keynoting our program is Stephanie Vance, an advocacy guru and energetic and entertaining speaker who will offer insights into new ways of doing business in the federal policy arena. More important, she will share practical ideas on how ANCOR member organizations can be heard on critical policy issues. Looking for something stateside? You won't want to miss concurrent sessions on how providers are changing the culture of advocacy in their state, including such far-reaching strategies as becoming state legislators themselves!

What's a Governmental Activities Seminar without opportunities to speak directly with CMS officials? ANCOR has invited key CMS leaders Barb Edwards, director of the Disabled and Elderly Health Programs Group; Suzie Bostick, group deputy director; and Rosaly Correa-de-Araujo, deputy director in the Office

on Disability, Office of the Secretary. Attendees will have the opportunity to hear the latest on HCBS programs, upcoming regulations, CMS's quality initiative, and the implementation of fraud and abuse provisions in the new health reform law.

Seminar attendees will gain a comprehensive understanding of the opportunities and challenges the Affordable Care Act (ACA), the new health reform law, will bring. While many provisions do not take effect until 2014, it's critical to prepare for the opportunities implicit in the CLASS Program—a new cash benefit that individuals can use to buy community supports and services. Although the CLASS Program is an exciting opportunity, as employers, ANCOR member organizations need to know the law's impact on their organizations now and throughout its implementation.

Remember to make appointments with your Senators and Representative while you are in town. No trip to Washington is complete without telling your elected officials about issues important to providers. If you need assistance making your appointments, contact ANCOR Government Relations staff.

Direct Support Professionals a Major Focus

This year's Governmental Activities Seminar includes a focus on those individuals who make living in communities a reality for the individuals they serve—Direct Support Professionals (DSPs). ANCOR will again sponsor a DSPs to DC advocacy event. We encourage ANCOR members to bring their DSPs to Washington for this important event held as a key component of "Direct Support Professionals Recognition Week," September 12-18, which has been designated by the U.S. Senate.

We are scheduling distinct DSP programming and opportunities for DSPs to speak directly to legislators and Congressional staff about the importance of addressing the DSP workforce crises. Make your plans today and look for more information about the DSPs to DC event in the weeks ahead.

We will also be honoring the state recipients of the 2010 ANCOR National Advocacy Campaign Direct Support Professional Recognition Award. We hope many of these outstanding DSPs will be in Washington to personally receive their recognition.

ANCOR member organizations and state provider associations are encouraged to celebrate the Senate-approved National Direct Support Professional Recognition Week, in their local communities (See article, page 17.) Every year, more and more community service providers are using this week to sponsor local events and engage local media in recognizing the vital role DSPs and individuals with disabilities play in creating vibrant, inclusive communities.

See Seminar, page 5.

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CEO Perspective

The Pursuit of Excellence

Five years ago, ANCOR leaders made a commitment to supporting excellence in service delivery. We began with a partnership with the American Society for Quality, who joined with us in hosting several Quality Cafes designed to garner input and feedback on key markers for performance excellence that we incorporated into the Malcolm Baldrige National Quality Award framework to create a customized framework for community supports and services. We then began building a resource library for each marker through a Wikipedia format, enjoining members to add their content as well. Concomitant with that effort, we developed a principles and values of performance excellence statement that we asked all ANCOR members to sign off on; we now boast nearly 100% commitment to the statement by ANCOR members.

The next important step in this process was creating a national benchmarking program to establish valid, national performance benchmarks against which supports and services organizations could measure their performance. Over 80 supports and services providers currently participate in the Performance Excellence Initiative, which has published valid data

for several performance factors over the past year.

In creating the benchmarking program we examined a national benchmarking program created by The Hospice and Palliative Care Association, which has a very effective program in place that is highly regarded by its provider members and people served.

Recently, the President of the National Association for Home Care and Hospice, Val Halamandaris, spoke with excellence guru Tom Peters to share his thoughts about the pursuit of excellence. Following is an excerpt, which I think fits exceedingly well with our own mission-driven organization cultures.

Aim high. When announcing a challenging goal, Halamandaris mentally aims for something twice as audacious. "...by setting goals that most people would think are impossible, what you achieve is generally far greater than if you set goals that are more modest."

Take a global view. By this, Halamandaris means taking a holistic view of the organi-

See, *CEO*, page 5.



Renee Pietrangelo

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

ANCOR's Mission
To inform, educate and network service providers to safeguard, develop, grow and extend their capacity to support the choices of people with disabilities.

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President's Corner

On The Threshold of the Future

It's summer. Even though we had a mild winter in Maine, there is something about the beginning of summer to raise the spirit. Of course one can't think about summer without remembering that grand feeling when the bell rang for the last time and school was out. Even though school was a long time ago, I can still hear those immortal words sung by Alice Cooper, "School's out for summer. School's out forever. School's been blown to pieces." That was the anthem my senior year in high school, gasp, when the song came out. Of course, what we didn't know then was that school, or at least learning, never ends, it just takes a different form.

Summer brings other thoughts, as well. In fact, because summer goes so quickly, it's hard to think about summer without thinking about the Governmental Activities Seminar (GAS) coming up in September. Time to make plans, make reservations and book a flight, time to figure out which DSPs will go to the DSP to DC event, time to join ANCOR's fortieth anniversary club to go to the gala event at the portrait gallery, and of course time to learn. This year's GAS conference will have sessions ranging from health care reform to litigation, interspersed with our 40th anniversary celebra-

tions. And, of course time, to be in Washington D.C., one of the greatest cities to spend time in and to learn in. This year will be special and if you haven't decided or made your plans please do. It would be great to really turn out the ANCOR family in large number for the occasion.

Learning, of course, happens in many ways now that we are out of school. Certainly Washington offers many opportunities to learn, and not just about the political process or the rules and regulations that control our lives. The museums offer a wealth of opportunities as do the other capital sites. Just to stand on the Mall and look at the Capitol building in one direction and the Washington Monument in the other is a soul stirring experience.

Learning also happens in the conference and in the halls where you can swap tales of woe, solutions and innovative ideas. In fact, some would argue that more learning goes on in the bars and restaurants than in the conference halls, though Freud would probably call that a bit of rationalization. Should you be one of the few that have never been to an ANCOR conference, now is the time to make your plans because you don't want to miss this one.



Peter Kowalski

Learning, of course, still happens in formal settings. Despite the anthem, schools persist, though often in a different format. The age of computers has brought us online learning opportunities. Many of ANCOR's offerings now happen in the webinar format. In fact, ANCOR has partnered with a leader in the field of online education, a group called Essential Learning.

See *President*, page 5.

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

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Seminar, from page 1.

From simple potluck suppers and barbeques, to week-long celebrations involving local merchants, elected officials and other supporters, ANCOR member organizations have been very creative in thinking up ways to celebrate the week.

We encourage you to find a way to celebrate DSP week in your community. If you've already made plans, we invite you to share them on the Supports and Services Open Forum discussion and library of the [ANCOR Connected Community \(ACC\)](http://www.ancor.org). For those who need ideas, sample materials, and templates, you'll soon be able to visit the library and find resources you can use.

ANCOR 40th Anniversary Celebration

You don't want to miss ANCOR's 40th anniversary party, September 13, 7 – 9 p.m. at the National Portrait Gallery in Washington, D.C. It's a wonderful opportunity to celebrate the accomplishments and leaders of the past and present who have created today's successful community supports and services architecture.

CEO, from page 2.

zation's work. "you have to represent the interests of your association constituents....But it has to be in the context of making the world a better place."

Plan. Lack of planning is a critical weakness, states Halamandaris. Proper planning should give your organization the focus it needs to set priorities. "You need to be able to sort out the immediate from the important."

Care. Halamandaris shares that he was inspired by a meeting with Mother Teresa, when she told him and others that there was a "poverty of the spirit" in the United States that she saw as worse than the poverty of the body in the developing world. "Do something about it," she enjoined them.

No margin, no mission; however, to be successful you have to have as your lodestone values---the highest values---which drive your management. "If you manage according to the highest values," says Halamandaris, "the bottom line is always going to be there." In choosing to emulate the performance excellence benchmarking program created by NAHC, we chose well. People who care about people is what ANCOR and our member organizations are all about---it is the essence of excellence. For those who are not yet participating in PEI, I enjoy you to do so. It's the right thing to do. ●

The first class of the ANCOR Foundation Legacy Leaders Circle will be inducted and honored. And, a special exhibit of self-portraits created by individuals served by ANCOR member organizations will be on display. The deadline for submission is Friday, July 30. Find instructions [here](#).

Join the Anniversary Club through a \$75 per person fee that includes a commemorative anniversary program and party admission. You can purchase your club membership when you [register](#) for GAS. You must purchase a club membership to attend the party.

The 2010 Governmental Activities Seminar will serve as an historic benchmark event honoring the key role ANCOR and its member organizations, leaders and staff have played in creating and evolving the community supports and services system that has realized the hopes and dreams of hundreds of thousands of people of disabilities. We hope to see you there. ●

President, from page 3.

Essential Learning was founded in 2002. They offer over 900 hours of computer based learning options that cover a wide range of topics from clinical to managerial. Currently, they are the largest provider of e-learning services in the human services industry, serving students in more than 750 agencies. They offer an extensive online course library on developmental disabilities, mental health, workforce development and other compliance topics. Check them out at the conference or at their web site. Of course, as an ANCOR member you will get a 10% discount if you use their products.

ANCOR is committed to offering its members high quality, relevant, training options, conferences and seminars. We do this both in the face to face mode (for instance, the upcoming GAS conference), webinars and through on line training with companies such as Essential Learning, our newest partner, and our historic partners like the College of Direct Support. Although school is out for summer, it's always time to check out our offerings and see for yourself the time saving and quality opportunities that exist.

Enough of this talk about training. It's summer; schools out; and it's time to enjoy the good weather and outdoor activities, to renew old friendships, and to establish new ones. Let us all enjoy the summer; we deserve it after the

Notes on Using the ACC

To access the ACC (<http://www.ancor.org>) you must have an ANCOR password. If you don't have one, get one [here](#).

To visit the Supports and Services Open Forum discussion, select "Discussions" from the top navigation bar, then select "Discussions Home" from the drop down menu.

Click on "Supports and Services Open Forum" to either search (For example, the phrase "DSP Week"), read the message digest, or post a new message.

If you post a message, you can attach a file (for example, a copy of your DSP Week Celebration Flier) as a library document.

You could also add a document to a library without posting to the discussion. The instructions for posting a library document can be found [here](#). Be sure select Supports and Services Open Forum from the library drop down list.

A set of ACC instruction guides can be found [here](#). ACC questions? Contact jbree-land@ancor.org.

past few years of little but bad news. It's hard to be depressed on a sunny, hot day. While you are enjoying the rays, let's remember our need to see each other, to talk with each other and to touch each other. Let's use this time to make our plans to come together in Washington and celebrate ANCOR's anniversary. See you in September. ●

If you're walking down the right path and you're willing to keep walking, eventually you'll make progress.

--Barack Obama

Commission Tackles Fiscal Challenges

To Address Medicaid, Medicare, and Social Security

The federal deficit is now forecast to rise from less than 40% of the Gross Domestic Product (GDP) to more than 60% of GDP by the end of 2010. The projected deficit would mark the highest level since 1952. Further, the Congressional Budget Office (CBO) estimates that, assuming enactment of the current Obama Administration budget, the deficit will reach 90% of GDP by 2020, with interest payments eating up nearly 20% of all federal spending and more than 4.5% of the economy.

Earlier this year, the Senate failed to pass legislation establishing a statutory deficit or entitlement commission. In order to address the nation's long-term fiscal challenges, President Obama signed an Executive Order on February 18th, creating an 18-member bipartisan National Commission on Fiscal Responsibility and Reform (Deficit Commission).

President Obama immediately named Alan K. Simpson, former Republican Senator from Wyoming, and Democrat Erskine Bowles, former Chief of Staff for President Clinton, as co-Chairs of the Commission.

The President said, "For far too long, Washington has avoided the tough choices necessary to solve our fiscal problems – and they won't be solved overnight. But under the leadership of Erskine and Alan, I'm confident that the Commission I'm establishing today will build a bipartisan consensus to put America on the path toward fiscal reform and responsibility."

The Commission is charged with identifying policies to improve the fiscal situation in the medium term and to achieve fiscal sustainability over the long run. Specifically, the Commission is to propose recommendations designed to balance the budget, excluding interest payments on the debt, by 2015. This result is projected to stabilize the debt-to-GDP ratio at an acceptable level once the economy recovers. In addition, the Commission is to propose recommendations that meaningfully improve the long-run fiscal outlook, including changes to address the growth of entitlement spending and the gap between the projected revenues and expenditures of the federal government. Entitlement spending includes Medicaid, Medicare, and Social Security. In addition, tax policy and revenues will also be under consideration.

The Commission is comprised of 18 total members of whom 12 members are appointed by Senate and House leaders (three each by the Republican and Democratic leaders of both chambers). All Congressional appointees must be sitting members of Congress. The additional six members are appointed by the President, with no more than four from the same political party.

The Presidential Executive Order that created the Commission specified that it could not transmit proposals to Congress unless supported by at least 14 of the 18 members, therefore forcing bipartisan compromise. Recommendations must be reported to Congress by December 1, 2010.

Everything Is "On The Table"

Office of Management and Budget (OMB) Director Peter R. Orszag has stated that the U.S. deficit and debt are the biggest long-term problem the country faces. He called the Commission "a valuable tool in getting long-term entitlement spending under control."

If it relied only on traditional measures such as cutting spending and adjusting revenues, "we would still face a real long-term problem," Orszag added the day after the Commission's first meeting.

The Commission's first meeting was held at the White House on April 27th to discuss the U.S. federal deficit.

"This is one of the most critically important challenges facing the country today and it has to be addressed in a bipartisan manner. This is not a Republican or Democratic problem—this is a challenge for America," said Commission co-chair Erskine Bowles.

Co-Chair Alan Simpson said, "We find ourselves in a difficult fiscal situation that is unsustainable. Whatever the results of our work, the American people are going to know about a lot more where we are headed with an honest appraisal of our situation and the courage to do something about it. I am pleased to accept this difficult role and eager to work with Erskine and the members of the Commission." Commission Co-chair Alan Simpson.

In addition to Bowles and Simpson, the following individuals comprise the Commission:

- President Obama's appointees also include Honeywell International Inc. CEO David Cote, a Republican; former Congressional Budget Office Director Alice Rivlin, a Democrat; former Service Employees International Union (SEIU) President Andy Stern; and Anne Fudge, former CEO of Young & Rubicam Brands.
- House Speaker Nancy Pelosi's appointees are House Budget Chairman John Spratt (D-SC), Democratic Caucus Vice Chairman Xavier Becerra (D-CA), and



"Now, I've said that it's important that we not restrict the review or the recommendations that this commission comes up with in any way. Everything has to be on the table." President Obama, shown here with Commission members.

- Representative Jan Schakowsky (D-IL).
- House Minority Leader John Boehner (R-OH) appointed House Ways and Means ranking member Dave Camp (R-MI), Budget ranking member Paul Ryan (R-WI), and Representative Jeb Hensarling (R-TX).
- Senate Majority Leader Harry Reid (R-NV) appointed Senate Budget Chairman Kent Conrad (D-ND), Senate Majority Whip Richard Durbin (D-IL), and Senate Finance Chairman Max Baucus (D-MT).
- Senate Minority Leader Mitch McConnell (R-KY) appointed Senate Budget ranking member Judd Gregg (R-NH), and Senators Mike Crapo (R-ID) and Tom Coburn (R-OK).

Joshua Odintz joined the staff as Chief Tax Counsel in June. Odintz is being detailed from the Department of Treasury and formerly was on the majority staff of the Senate Finance Committee. He will be responsible for helping the commission explore tax and reform options that will be part of the Commission's recommendations.

The Commission's next public meeting is July 28th. It unveiled its website in late April and including future meeting schedules and all agendas. Anyone can submit comments, ideas, and suggestions at anytime via email by contacting the commission at commission@fc.eop.gov. All comments received, including attachments and other supporting materials, are part of the public record.

ANCOR will be closely following the Commission's efforts. ANCOR joined with other national groups in April to urge that future Commission meetings be open to the public and ANCOR staff will be attending those meetings. ●

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Treatment of Trauma and PTSD

Good News for People with Intellectual and Developmental Disabilities

by Gail Ford

Trauma can be treated, and that's good news for people with Intellectual and Developmental Disabilities (I/DD). As a former executive director of a provider agency that had an excellent reputation for serving people with I/DD, I had some understanding of trauma and Post Traumatic Stress Disorder (PTSD), but not nearly enough. My first awareness of this came when I interviewed for my position as Associate Director of EMDR Humanitarian Assistance Programs (EMDR HAP) a couple of years ago.

As I learned about trauma, signs and symptoms of traumatic experiences, PTSD, trauma-informed support and effective and appropriate treatment, it became clear to me that administrators, management, direct support staff, advocates, and others who work with people with I/DD, must have this knowledge. I discovered that PTSD can be an underlying cause of inappropriate and challenging behavior. I also found out that PTSD can mimic symptoms of psychosis, and can co-occur with autism, anxiety disorders and/or depression, as well as other disorders.

In my conversations with clinicians, administrators and consultants who are well-versed in trauma, trauma sensitive supports and treatment, I was told that when staff and families are sensitive to trauma, can identify symptoms, respond to symptoms effectively, and make referrals for appropriate diagnosis and treatment, lives get better. The person with I/DD and PTSD can have a better quality of life, and so can the people around him or her. Sometimes the level of need for support decreases.

PTSD is not something that people have to learn to live with; it is something that can be treated. Eye Movement Desensitization and Reprocessing (EMDR), is an effective psychotherapy that treats PTSD, as is Cognitive Behavioral Therapy (CBT). Both treatments have been thoroughly studied and are highly recommended. EMDR has a distinct advantage for people with I/DD in that the individual does not need to be verbally articulate, or have the ability to generalize in order to benefit from treatment.

Some provider agencies in various communities across the country do know a great deal about trauma, PTSD, and stabilization

techniques. There are clinicians who are using EMDR to effectively treat PTSD in people with I/DD. I believe, however, that all providers, families, clinicians, and others who have a role in the supports and lives of people with I/DD need this knowledge. Trauma informed support should be considered a best practice.

Author Link: Gail Ford, Associate Director of EMDR Humanitarian Assistance Programs has been an advocate for people with I/DD for over 20 years. She served as administrator of an I/DD advocacy and service provider organization for nearly 15 years. Gail will be producing a special ANCOR webinar on EMDR on September 21, 2010.

EMDR Humanitarian Assistance Programs defines its mission as building capacity for effective treatment of traumatic stress disorders in under served communities anywhere in the world. To learn more, go to <http://www.emdrhap.org>.



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Stronger Association, Stronger Voices

ANCOR Members Earn Rewards, You Can, Too

We're thrilled to announce the first reward payments as part of the *Stronger Association, Stronger Voices* campaign.

- Sam Hedrick successfully recruited new member Family Alternatives, Inc. of Lumberton, NC and her agency, RHA Howell of North Carolina will receive a check for \$250.
- In Maine, Bonnie-Jean Brooks (OHI Maine) and Peter Kowalski (J.F.M. Homes) jointly recruited new member Charlotte White Center of Dover-Foxcroft, ME. Their agencies will each receive a check for \$125.
- Graydon "Brodie" Moll recruited MDSC Missoula. His agency, Mission Mountain Enterprises, will receive a \$250 check.

Under the *Stronger Association, Stronger Voices* campaign, members can earn up to \$1500 for recruiting new ANCOR members.

Recruit one new member, get a check for \$250.
Recruit a second new member, get a second check, this time for \$500.
Recruit a third new member, get a third check, for \$750.

In all, you can earn up to \$1500 for your agency. Think of the things you could do with that money!

New members are important to the vitality of the association and help reinforce our position as the association representing a broad range of members across the country. As members, you know best the benefits of ANCOR membership and you are the ideal ambassadors to spread the word in your communities.

Could your agency use some extra cash? Read all about the *Stronger Association, Stronger Voices* campaign [here](#). Find ideas to help your recruiting efforts [here](#). Find talking points to use when talking to prospective members about ANCOR [here](#).

These documents are stored in the ANCOR Connected Community. To access these documents, you will need an ANCOR password. If you don't already have one, visit [here](#).

Questions about the membership campaign or the ANCOR Connected Community? Contact Jocelyn Breeland at jbreeland@ancor.org.

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SAVE THE DATE!

ANCOR's 2010

Governmental Activities Seminar

Featuring DSPs to DC...

September 12 - 14, 2010



**...and the ANCOR 40th Anniversary Party
at the Smithsonian National Portrait Gallery
September 13, 2010**

For more information and to register, [click here.](#)

The Perfect Storm?

Workforce Crisis, Demand for Choice and Accountability Shape Service Models

by Donna Werner,
Senior Vice President of Organizational Development, Mosaic

The “workforce crisis” has been clearly documented thanks largely to the work of Amy Hewitt, Charlie Lakin, and Sheryl Larson at the University of Minnesota. Growth of the aged population, increased life expectancy for people with disabilities, and the aging of caregivers to the more than one million adults with Intellectual and/or Developmental Disabilities currently residing in their family home is projected to increase the demand for Direct Support Professional by 37% by the year 2020. At the same time, workers between age 18-39 years, who fill most of the DSP jobs, are projected to increase by only 7%.

Concurrently with these trends, people receiving services and their families want more choice and control over the supports they receive. Diane McComb’s excellent article in the July LINKS points out that while self-directed services are not without their challenges, the agencies that provide them report significant increases in staff satisfaction and decreases in turnover. Since new workforce supply is insufficient to meet projected demand, retention of current staff is essential to meet future needs.

Add to this interesting mix, the call for more accountability and growing interest in performance-based contracting driven by budget deficits at all levels of government. In looking to control costs and increase efficiency and effectiveness, funders will be considering how to purchase outcomes as opposed to how to fund programs. Reporting at the 2010 Open Minds Best Management Practices Institute, Dr. John Talbot said that budget realities will lead to a major restructuring of provider payments. Reimbursement will increasingly be linked to desired outcomes and quality improvement.

Increased service demand + decreased workforce capacity + more consumer choice and control + budget pressures and rate cuts + call for more accountability and better service outcomes = the perfect storm or the perfect opportunity.

Using its Integrated Quality Data Management (IQDM)® system, Mosaic looked at service outcomes for people who receive residential supports to see what model provides the best results. Using the Personal Outcome Measures (POM)® developed by the Council on Quality and Leadership (CQL), we compared POM achievement, expressed as a percentage of people in an identified residential service type who had that outcome present. We looked at

models of 24 hour residential care by size, host family settings, supported living (regular but less than 24-hour support), and intermittent (occasional support) settings. We looked at data over 3 years but, for the purposes of this article, only 2009 data are used.

POM Averages by Service Type 2009

Persons in service settings with more than 9 people are achieving fewer desired personal outcomes by 7-15%, yet this is one of our most expensive and most staff intensive models.

There is an assumption by some families and service coordinators that health outcomes are not as good in smaller, community settings. We tested that theory by pulling out data for the three POMs related to health and safety: People are safe; People have the best possible health; People are free from abuse and neglect.

Health & Safety POM Averages by Service Type 2009

The spread is much smaller here, showing that 80-88% of people are meeting health and safety outcomes across all service types regardless of size.

Additional analyses were performed for the 8 POMs related to social capital. Social capital, as used in relation to the Personal Outcome Measures®, looks at those measures that add value to our lives through our social networks. The separation was even more striking for these data.

Social Capital POM Averages by Service Type 2009

There is a spread of over 23% in the social capital outcomes across the various service types, again with size of setting clearly a factor.

By adding cost data to the outcome data, the Host Home model emerges as the box to tick for economy, results, and decreased reliance on direct support staff. The host home daily rate for Mosaic contractors ranges from \$47-72/ person/day, making it our most efficient service model, while achieving positive outcomes for the people we support.

Mosaic is also participating in the ANCOR Performance Excellence Benchmarking project

that provides additional data and the opportunity to compare quality performance with other providers. These data, and the comparisons and analyses such as those shared above, will be critical in making data-informed decisions about how to meet the workforce challenge, maintain quality supports in an environment of declining revenues, and ensure that our efforts and resources are yielding positive results for the people we support. ●

Note: This article includes several tables that could not be reproduced in LINKS. For a copy of the article, with the tables, find it [here](#) on the ANCOR Connected Community under the Supports and Services Open Forum library.

Author Link: Donna Werner can be reached at donna.werner@mosaicinfo.org.

Public sentiment is everything. With public sentiment nothing can fail; without it nothing can succeed. He who molds public sentiment goes deeper than he who enacts statutes or decisions possible or impossible to execute.

--Abraham Lincoln

In Honor of Our Everyday Heroes

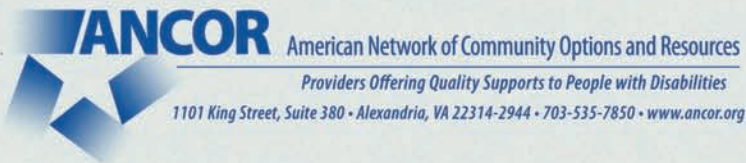
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September 12-18, 2010



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News and Notes

Updates from Around the ANCOR Community

New Members!

ANCOR welcomes the following new members:

American Habilitation Services (TX)
Family Alternatives (NC)
Patience Home Care Services, Inc. (VA)

As always, we ask that you reach out and welcome these new members, and help them take advantage of the many benefits of ANCOR membership.

And remember, your agency can earn cash - up to \$1500 - for recruiting new members. See the article on page 9 for more details.

Hammer Named Top Workplace

ANCOR member Hammer Residences, I/nc. of Wayzata, MN was ranked 4th in the Star Tribune's Top 100 Workplaces in the Twin Cities metro area. The award recognizes the most progressive companies in the metro area based on employee opinions about company leadership, career opportunities, workplace flexibility, compensation and benefits.

Hammer CEO, Tim Nelson said "Our staff team's passion for our mission drives us to work in concert toward a common goal. The result - an incredibly supportive and positive work environment."

Said Kim Hansen, Hammer Director of Human Resources, "... the most important point to make is when we all share the same passion, treat each other with respect, and support each other, it makes for the best company to work for!"

Congratulations to the entire Hammer team!

New Transportation Resource

The Community Transportation Association of America (CTAA) has a valuable new online resource - [Transportation to Work: A Toolkit for the Business Community](#) website - developed to help employers build a simple, cost-effective transportation program that's right for their businesses, good for their employees, easy to implement, and inexpensive to maintain.

The Toolkit's online format provides a menu of options on a variety of topics such as tax incentives, shared ride programs, supporting employees with disabilities, green transportation, and creating a vanpool, among others.

Getting to Know You

The ANCOR Member Engagement Survey process is still underway, but it is already yielding interesting results.

For example, we learned that 83% of members who responded to the online survey are not-for-profit organizations. We also learned that our membership is evenly divided among urban, suburban and rural settings.

Which populations do our members serve? According to the survey results:

ID/DD 88%
Autism Spectrum 77%
Dual Diagnosis (ID and Mental Illness) 72%
Children under age 18 47%
Mental Health/Mental Illness 45%
Traumatic Brain Injury 45%
Aging (non-disability) 25%

We're following up the survey with interviews to gain a better understanding of member priorities and concerns. Look for more information on the results of the member engagement survey in the fall.

See Notes, page 13.

Philadelphia Insurance Testimonial

EPI has had a long business relationship [over 20 years] with Philadelphia Insurance as our provider of professional liability, directors and officers, and umbrella coverage. We appreciated the fact that they maintained a focus on human service organizations allowing them to understand our business, and that they were very competitive from a rate standpoint as we put the coverage out for bids every five years. The coverage was one of those things that we paid for but never really thought about needing. This changed a couple of years ago when we were faced with a very unpleasant claim. An adjuster was assigned to our case, and she was engaging, empathetic, and supportive. Her knowledge and investment allowed the claim to be successfully resolved. I would unreservedly recommend Philadelphia Insurance. They have a number of assets including a specialization in human service coverage, a website property liability tool, and ongoing education like a recent webinar on Cyber liability. With the risks involved in service delivery we really need an insurance carrier that will partner with us in mitigating and covering exposure and Philadelphia has proven to be such a partner for us.



Chris Sparks
Executive Director
Exceptional Persons, Inc.

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Successful candidate must be able to demonstrate clinical understanding of developmental services and effective program development and management as well as the ability to work with a wide variety of organization constituents such as community groups, businesses, parent and consumer groups. The Vice President is also an active participant in a variety of state initiatives and workgroups. A Master's Degree in Special Education, Social Work or Psychology or in a related field with combination of proven experience and comparable knowledge is required. Must be QDDP eligible through the State of Vermont. This position requires at least 5 years of proven leadership in developmental disabilities and CARF knowledge. The Vice President is responsible for the general administration of services and programs including oversight of fiscal management and liaison with other agencies.

Submit cover letter and resume to:
Nancy Brower
nbrower@rmhscn.org
Rutland Mental Health Services
P.O. Box 222
Rutland, Vt 05702



Personal Stories Wanted

The National Historic Preservation Trust Personal Reflections Project is collecting the personal reflections of leaders and staff whose careers spanned the transition from congregational-based-institutionalized setting to the development of community based options for individuals with disabilities.

The National Historic Trust is collecting the thoughts, ideas and perspectives of professionals who were engaged in this transformative process. The goal is to collect a wide range of comments that provide a broad array of perspectives.

Individuals may submit their comments, up to 6-8 pages, online to mjvisions@aol.com. Please put "Historic Submission" in the subject line. A hard copy should also be mailed to Peg Gould, c/o National Historic Trust Project, P.O. Box 270974, West Hartford, CT 06127.

Suggestions for areas to consider in your submissions and answers to questions about the project and submissions can be obtained from the Project Coordinator, Peg Gould, at mjvisions@aol.com. ●

ANCOR Retirement Dick Farnsworth



One of ANCOR's long-time supporters, Richard "Dick" Farnsworth, Executive Director of Woodford's Family Services in Maine, is retiring as of July 30th.

Dick has been in the field for over 40 years, with a long history of successful experience working with individuals with a broad range of disabilities in Maine, New Jersey, Florida, Michigan and Ohio. Dr. Paul Nau will be his successor at Woodford's.

Dick has always been an active ANCOR member, serving in the past on the ANCOR Board of Representatives and other committees. Dick has been a regular at ANCOR conferences, always willing to pitch in and assist in any way he can.

ANCOR members and staff will certainly miss him. He will be in attendance at our Governmental Activities Seminar in Washington, so if you see him there, wish him well. ●

Editor's Note: We always like to share the news when a member of the ANCOR family retires. If you know of an impending retirement, we encourage you to submit a short bio and photo so that we can acknowledge the event appropriately. Send to jbreeland@ancor.org.



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Reflections, Recap, and Remarks

An ANCOR 40th Anniversary Special Look Back

by Fred W. Romkema, CEO
Northern Hills Training Center

Reflections

I vividly remember my first ANCOR meeting in Miami, Florida (late 1970s). I was welcomed by the social chair and the experience began!! I became a part of the ANCOR family. It is one of the most rewarding associations/partnerships of my professional life. The friendships, the ability to influence societal change, the equality and acceptance of people with disabilities, were all...priceless.

When I started with ANCOR, I was on the city council in our small town, later became mayor, and will leave ANCOR as a State Representative. Thus, my professional life at home has mirrored my career with ANCOR as (upon joining ANCOR) I instinctively felt a need to be associated with a national organization to influence policy on the national level and, thanks to the membership, became president. My association with ANCOR has exceeded all my expectations.

From this professional organization I have acquired lifelong friends, experienced new adventures, and influenced policy (NFPA regulations). Along the way, ANCOR matured, and then transformed itself. It continued evolving into a very effective, professional, and politically-influencing organization that is much respected. It has been rewarding to participate in the organization's leadership.

Recap

It has often been stated that you get out of an organization what you put into it. ANCOR has certainly given me more than I gave it. As president, a responsibility was to pen a monthly missive for publication in the LINKS publication. A perusal of approximately 40 of these articles reminded me of some historical facts which chronicled the movement of ANCOR during my tenure as president from 2002 through 2006.

Common themes included budgets, recruitment and retention of direct service professionals, the aging of the workforce, and the importance of attendance at the ANCOR conferences. The October 2002 Issue of LINKS featured highlights of the Governmental Activities Seminar where secretary of Labor Elaine L.



Chao addressed the audience and H. Con. Res. 477 was being introduced wherein DSPs were recognized as the highly-regarded and underpaid professionals they are. These themes continue today.

Some of the 2003 accomplishments included the following: Citizens for Long Term Care Coalition in the passage of FMAP Legislation, the Direct Support Recognitions Act (HCR 94) that passed in the House of Representatives, 382-0 (Oct. 22, 2003) and the companion Senate Version (SCR 91)—which passed unanimously.

ANCOR sponsored a Medicaid Reform Summit, doubled the number of audio conferences, customized the HIPAA compliance Manual, participated in the AFT coalition (Renee Pietrangelo chaired), enhanced its web site, participated in the world premiere CD by Samantha Blanchard and established a foundation.

Top stories in 2005 were as follows: Medicaid reform, HR 1264, the DSP Fairness and Security Act of 2005, the Alliance for Full Participation Summit (a once-in-a-lifetime event), various international programs, visit to Romania, the launch of the ANCOR Services Division, the start of a successful ANCOR Foundation, the College of Direct Support Alliance, the Quest for Excellence, and Hurricane Katrina and Rita efforts.

ANCOR's close association with the movie premiere "Riding the Bus with My Sister" enhanced the Advocacy Campaign.

Remarks

During my tenure with ANCOR (30+ years), I worked with two CEO's, Joni Fritz and Renee Pietrangelo. Both were well suited to lead

ANCOR. With varied styles, it is impressive to have worked with two very effective CEOs. The fact that Joni still consults for ANCOR speaks volumes as to the trust and respect bestowed upon her by ANCOR.

I worked with Renee as a new CEO of ANCOR and watch her excel. From among all the leaders of the prominent disability organizations nationwide, Renee was selected to lead the first ever Alliance for Full Participation (2005), wherein direct support professionals, advocates and self-advocates, and other stakeholders from across the US converged on Washington to articulate their concerns. It was a rousing success! During 2005, the Department of HHS bestowed on Renee their highest award.

I have had the distinct pleasure of working with the finest leaders in the developmental disability movement in the US and have acquired lifelong friends. I was privileged to have followed the presidential term of Than Johnson, who also recruited me following his term as president. I was equally privileged to be followed by Peter Kowalski as president of ANCOR. Under his leadership, ANCOR has continued to thrive. Over the years, ANCOR is fortunate to have had very competent, professional leadership via the Board of Directors. They, in turn, hired very competent and capable leaders and the rest--as they say--is 40 years of history and...success!!! ●

Author Link: Fred Romkema can be reached at romkema@nhtc.org.

A politician should have three hats. One for throwing into the ring, one for talking through, and one for pulling rabbits out of if elected.

--Carl Sandburg

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Gifford Hess

Special Needs Program DSP Called 'A Pro'

By Tom King

Meet Gifford Hess. He is:

A man who always has an upbeat attitude.
A Direct Support Professional (DSP) who speaks of compassion and lending a helping hand.

A man who teaches skills.
A professional who adapts to those he supports.

A professional who never says "no" when asked to pitch in.

A man who takes his work very seriously.

Gifford, 53, is a DSP at the Special Needs Program Inc. in , Ghent, N.Y., about 40 miles southeast of Albany. He is a Day Habilitation Counselor II and has been at Special Needs Program (SNP) since March 2004. In his role he supports – at one time or another – each of the 25 people in the DayHab program at SNP.

"Gifford is very hard-working and very professional in all that he does for us," says John Gambino, director of the Day Habilitation Program and Gifford's immediate supervisor. "He's very outgoing and lends a helping hand to everyone. He's a big guy with a big heart."

When asked to describe his primary responsibilities, Gifford says simply: "To help our consumers live a normal life; to protect and serve them, to help with their everyday needs."

Before coming to SNP, Gifford worked at two facilities counseling juvenile boys.

"Gifford caught my attention early on because when he is in training, he takes it very seriously," says Karen Fritz, SNP's Training Coordinator. "He is committed to furthering his education and values knowledge. For the College of Direct Support courses, he had to extend himself to learn some computer skills, which he succeeded in. He never says 'no' when asked to pitch in and he always has a great attitude."

"Every day is different. It is important to be aware of your surroundings. My challenges right now are how to address the needs of a consumer with echolalia. If you respond to him, it encourages him to continue, if you don't respond, he's likely to display challenging behavior. It's always a challenge," he added.

He uses that word challenge a lot in conversation. "I enjoyed working with the juvenile boys, but this is far more rewarding and far more challenging," Gifford says. "I work with clients who are non-verbal and with clients who have a range of disabilities and communicating with them is a huge challenge."



Gifford Hess, right, with his friend Michael Williams

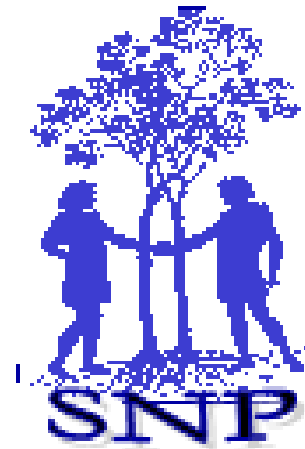
He supports men and women who have various disabilities including profound in-

tellectual disabilities, Autism, Down syndrome, and Epilepsy. "I have to be adaptable and every day I have to learn to communicate with each person to find out what's important to that person and what they want to do and where they want to go."

Those in the program spend five to six hours a day, five days a week, out in the community and Gifford is there with them. "Our clients, they love Gifford and they warm up to him and trust him," Gambino says. "He finds out what they need or want and goes with it. He's great to work with. It's fun to watch him interact with everyone."

Michael Williams is one of the men who Gifford supports. Here's what he had to say about his friend: "He does a good job. We got outside. We count the tractors and the red trucks. I help him cook. I do the burgers and he does the hotdogs."

From time to time Gifford says he encounters people who are uncomfortable being around individuals with developmental and intellectual disabilities. "Not long ago we were in a mall and one of my guys was loud and making noise and acting out and a mall cop came over and asked us to leave," Gifford said. "I told him that this gentleman has as much right to be in the mall as anyone and that a kid who was crying and screaming was making more noise than my client. It gets frustrating sometimes, but I have learned to deal with this."



What has he learned since becoming a DSP and working with individuals with disabilities? "I treat the people I support like adults. I speak to them on my level and make them aware that they are adults with rights. I make them feel comfortable, wanted, needed and safe. My safety comes second." ●

AUTHOR LINK: Tom King is Director of Communications for the College of Direct Support. You can contact him at 1-877-353-2767 (toll free) or via email at tking@collegeofdirectsupport.com.

To find out about the ANCOR Foundation partnership with the College of Direct Support and the ANCOR Member Buying Pool, contact Bill Tapp at 1-877-353-2767 (toll free) or email him at Bill@collegeofdirectsupport.com.

If a free society cannot help the many who are poor, it cannot save the few who are rich.

--John F. Kennedy

Federal Wage And Hour Guidance

Employees Need Not Be Paid For All Training Or Homework Time

By Joni Fritz, Labor Standards Specialist

This is the second in a three-part article that discusses when training and homework engaged in by an employee are or are not considered hours worked that must be compensated. The first part appeared in the February 2010 issue of LINKS.

Not surprisingly, employees need not be compensated for all of the training they take. Courses taken at their own initiative attending an independent school, college or training program after hours is not considered hours worked for the employer even if the courses are related to their jobs. Participation in other training will not be considered hours worked when the following four conditions are met (29 CFR §785.27):

- Attendance is outside of the employee's regular working hours;
- Attendance is entirely voluntary;
- The course, lecture or meeting is not directly related to the employee's job; and
- The employee does not perform any productive work while attending.

An example of training that clearly meets

these criteria would be when an employee who works in your office asks to participate in a CPR class given after work hours for other employees who must renew their credentialing annually.

In addition, training that is designed for the bona fide purpose of preparing an employee for advancement to a job that requires a higher skill, and which is not intended to make the employee more efficient in the present job, may be considered not "directly related" even though the course incidentally improves the employee's skill in doing his or her regular work.

Study Outside The Classroom

The U.S. Department of Labor (DOL) also provides some guidance to help employers determine whether time spent studying for a training program outside the classroom after normal hours is compensable. In an opinion letter dated January 15, 2009, DOL indicated that time that is not compensable includes:

- Study that is not required by the employer;



Joni Fritz

- When time is allotted during regular working hours but "some employees voluntarily do extra work at home on their own to bolster their ability;" (Emphasis ours.)
- Supplemental after hours reading assignments that are not supervised or tested, and are not necessary to pass the final examination. These are considered by DOL to be primarily for the employee's benefit

See *Homework*, page 18.



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Homework, from page 17.

and may be excluded from compensable hours of work.

The most effective way to control study time is by allowing employees a realistic time to complete their reading and study assignments within the class period or within the normal work day (DOL opinion letter of September 2, 1984). ●

AUTHOR LINK: Joni Fritz is a Labor Standards Specialist whose guidance is free to ANCOR members and to those who attend a Wage and Hour Workshop or participate in a teleconference that she has conducted. Any ANCOR member who wishes to make arrangements for consultation or workshops with Joni must first contact Jessica Sadowsky, ANCOR Associate Director, Government Relations, for a referral at (703)535-7850 or jsadowsky@ancor.org.



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NAC Central

Senate Passes DSP Week Resolution, DSPs to DC



U.S. Senate Declares DSP Recognition Week 2010

In a show of bipartisan support, and for the third consecutive year, the U.S. Senate has unanimously approved a resolution designating the week beginning September 12 as "National Direct Support Professionals Recognition Week." Sponsored by Senator Ben Nelson (D-NE), Senate Resolution 558 recognizes Direct Support Professionals (DSPs) for their commitment to supporting individuals and promoting community-inclusion for those with developmental and intellectual disabilities.

"Direct support professionals provide an invaluable service to the millions of Americans living with disabilities. I'm proud to honor these hard-working individuals who give so much to help those in need. Their dedication to service is an example to us all," said Senator Nelson.

This acknowledgment by the Senate is significant to ANCOR's National Advocacy Campaign (NAC) as work continues to

raise awareness of this workforce, to secure increased funding for DSPs, and improve supports and services for people with disabilities.

"We are proud that the U.S. Senate has bestowed this recognition in honor and observation of the direct support workforce and the tremendous impact they have in communities across the country," said Renee Pietrangelo, ANCOR CEO. "The DSP workforce deserves our highest praise and respect for the critical services they provide daily."

Along with securing the U.S. Senate resolution, ANCOR is working through its network of providers to seek proclamations from all governors declaring DSP Recognition Week in the states.

Celebrate DSP Recognition Week 2010

In preparation for DSP Recognition Week in September, ANCOR is readying resources to assist members in showcasing the work of DSPs in their own communities. Over the summer, ANCOR members and the NAC Public Relations Council will receive template materials, ideas and successes collected from

last year's celebration and some fresh new recommendations to ensure a successful week in 2010.

Among the activities being planned is the annual DSPs to DC event hosted by ANCOR September 13-14 and a Congressional call-in day to Members of Congress in support of workforce wage legislation.

Look for information soon on suggested ways you can celebrate DSP Recognition Week 2010!

Let's get ready to celebrate and advocate! ●



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State Association View

Coalition Building – The Power of Association

By Diane McComb, Liaison to State Association Execs Forum

When we look at the most recent round of victories at the doors of State Houses around the country, they all have one thing in common – they centered around strong coalitions among state associations, people with disabilities and their families and advocacy organizations. In astonishing reversals of fortune, some states pulled back on funding cuts after demonstrations of solidarity and creativity on the part of coalitions promoting supports for people with disabilities. Oklahoma was facing a 15% cuts in funding and ended up with a 4% increase. Maryland successfully ushered a campaign that not only minimized potential cuts, but also resulted in legislation being enacted that interjects an inflationary increase into the rate setting process for supports to people with intellectual and developmental disabilities and those who experience mental illness. Protests in Kansas restored a 10% across the board cut to waiver services. The list goes on.

When one looks at these successful efforts, it is easy to think that this could never happen in my state; or, we tried that and it didn't work. If that's the case, one needs to look further to understand these successes. One needs to consider that there is a long history in these states' efforts and strong coalitions that sustain their advocacy.

Coalitions don't just happen. They require extensive commitments on the part of their members. It takes work collaborating on ideas and agreeing on common ground. Being part of a successful coalition is fraught with challenges; yet, they remain the single most effective way for underdogs to become champions in a highly competitive arena such as state politics. State associations are logical players in this effort. Legislators, especially on the state level, are hard pressed to ignore constituents who come together with a common message. Even if a coalition's goals are not all met at once, over time, the presence of a strong coalition delivering a consistent message can have an exponential impact as legislators and public officials are held accountable to the constituency.

Generally speaking coalitions provide added credibility to an issue, giving it broader support, increased access to legislators and public officials, and a greater likelihood of media attention. On the cautionary side, coalitions require members to be very disciplined regarding the public message. One way to reduce the competition inherent in coalitions is to agree on a name that is different from the members.

That way, the coalition takes credit for accomplishments thereby sharing any benefit and recognition. It also demonstrates that many organizations are part of a greater cause.

The mechanics of creating a solid coalition are grounded in the group's guiding principles. Identify early on what is wanted as a result of the group's efforts. Be able to articulate in language that is unambiguous, what the coalition effort is about so that members of the coalition can educate their constituency. Get everyone on the same page! Provide materials, in writing, to the members of the coalition to:

- Give a brief summary of the current status (statement of the problem);
- Answer the question, "How did we get here?" (background);
- Articulate what is wanted by the group (the ask);
- Provide talking points so everyone is saying the same thing;
- Identify the targeted people for the message (e.g. legislators, public officials, etc.) and their contact information; and
- Link to feedback to help all members keep track of progress.

Members of a coalition need not agree on everything, but they must agree to disagree in private. The public persona must be one of alignment, where the focus is on a unified outcome. When all members are vying for the same thing, it is difficult to challenge its relevance. Coalition members are part of a team and they must be respectful of others' points of view and willing to compromise when necessary.

Media is a critical tool in capturing public support and coalitions are cost-effective in an increasingly expensive arena of statehouse lobbying. Consolidating resources can yield greater media coverage and outreach. Members can write letters to the editor or opinion editorials (Op-Ed) to highlight a particular message. Coalitions have greater clout in meeting with editorial boards of newspapers. A broad, statewide coalition has a deeper reach than any one organization alone would have.

Social networking media can provide an inexpensive way to get the message out. Members can create videos and post to YouTube and Facebook for instant outreach to multiple constituents. The coalition should provide guidance to its members so that messaging is consistent with the guiding principles of the group. Videos should be kept short to maximize the likelihood that people will watch them and forward them to legislators with their own



Diane McComb

personal messages. These media shouldn't be underestimated as they can reach thousands of supporters quickly.

It's never too late to form a coalition and become an active leader in shaping its direction. While some of today's successful coalitions had their beginnings years ago, others are younger. The important point is to be part of one. ●

Author Link: Diane McComb can be reached at dmccomb@ancor.org.

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In addition, our billing system for individually contracted services integrates with our employee payroll system, which in turn, integrates with an HR system that tracks numerous elements of an employee's career. **ProviderPro** is made up of 16 modules that are uniquely tailored to handle the accounting, payroll, HR and client management functions for ID/DD providers.

More than 125 providers across the country have made the switch to **ProviderPro** and have experienced favorable ROI in as little as six months.

What are other providers saying about Solana?

"I don't think we would have been able to expand into supported living homes without [Solana's] software and support and training on the billing. Being able to export reports to Microsoft® Excel™ has also been a valuable tool in the accounts payable and payroll modules, allowing manipulation of reports to suit our individual needs."

— Ohio provider



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Solana is the creator and exclusive provider of an industry-specific software package for agencies that serve people with intellectual and developmental disabilities. The software package is made up of 16 modules that assist providers with tasks in accounting, payroll, billing, human resources, fund raising, incident tracking, client demographics, program planning, and other administrative functions. The modules work together to share data electronically and eliminate multiple re-entries of the same data in unrelated software programs. Solana also provides services related to the software such as project management, consultation, implementation, training, ongoing support, and innovative services like hosting and electronic data collection for additional processing inside the software. Solana's software package is a "must see" for any executive looking to improve operational efficiency.

2010 ANCOR Events Calendar

July

- 7 Part V of V:
Best Practices Webinar Series: Top Performing Organization SOREO (AZ)
Shares Secrets for Success in Workforce Development

September

- 12-14 ANCOR's Governmental Activities Seminar *with DSPs to DC and ANCOR's 40th Anniversary Party*
Washington, DC
- 23 Webinar: Using Data from National Benchmarking Project to Drive Systems Change, produced in conjunction with NASDDDS and HSRI

October

- 21-22 The Tenth Annual Coleman Institute Conference on Cognitive Disability and Technology, with ANCOR and NCCBH Technology Leadership Summit, Westminster, CO


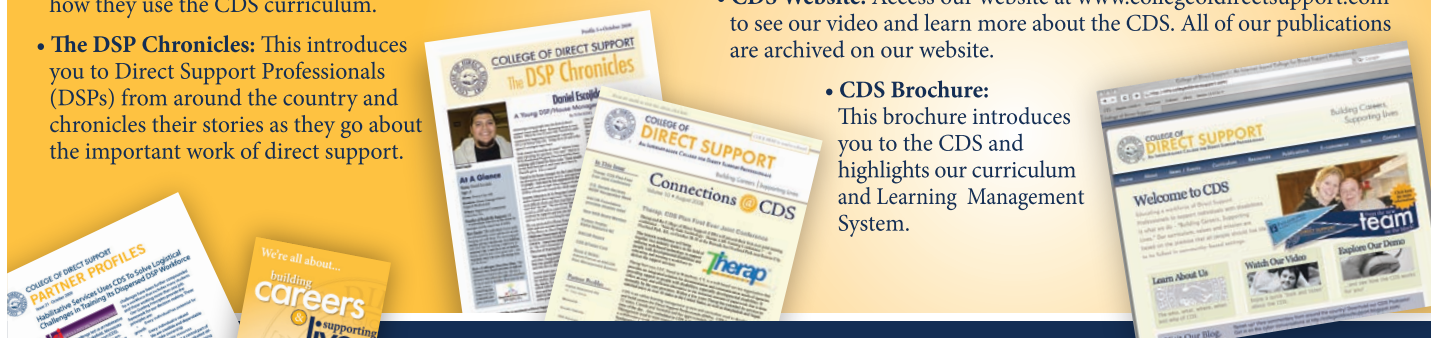
they tell our stories & they tell YOUR stories

The Publications of the College of Direct Support...

- **Connections@CDS:** A monthly e-newsletter that is published.
- **Partner Profiles:** Six are published each year and focus on best practices and allow our CDS users to tell their stories about how they use the CDS curriculum.
- **The DSP Chronicles:** This introduces you to Direct Support Professionals (DSPs) from around the country and chronicles their stories as they go about the important work of direct support.

- **Evaluation Briefs:** Two are published each year. They evaluate the quality of the content, its ease of use for learners, the usefulness of its human resource functions and its contributions to the lives of people with disabilities.
- **CDS Website:** Access our website at www.collegeofdirectsupport.com to see our video and learn more about the CDS. All of our publications are archived on our website.

- **CDS Brochure:** This brochure introduces you to the CDS and highlights our curriculum and Learning Management System.



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