

Building Performance Through Talent Management

By Don Tebbe

On some intuitive level, all managers use elements of talent management as they develop their staff and their teams. However, few of us apply it as rigorously as we should.

As pointed out in the January issue of *LINKS*, impending baby boomer retirements—and the smaller age cohorts behind the Boomer population—are likely to spell future talent shortages for organizations. Accordingly, we need to become better at developing the talent on our teams.

We can no longer afford to be “talent miners” who look elsewhere for skilled employees; we must become better at developing the talent we have around us.

Talent management is an effective tool for not only managing and developing your organization’s most precious resource (human talent), but when deployed effectively, it also can help you improve organizational performance in the bargain.

As Figure 1 shows, one goal of talent management is to create a strong systemic developmental and managerial link between organizational goals and organizational performance. The key element of talent management is that it is a systemic application of the process of

assessing, acquiring, developing and aligning staff resources.

Let’s break down these four elements.

Assess

This stage involves clarifying the strategic direction of your organization—direction that should also be driving your talent needs—and then assessing or forecasting your future needs. Next, you appraise your current team against these future skill needs. The final step is putting the plan in place for growth and development of team members and identifying external recruitment needs.

Acquire

This stage is about recruiting the team members that you need, making smart selections and onboarding them well. It’s also about paying attention to staff retention.

Develop

This stage is about working with your staff to develop them as individuals as well as developing your teams. It’s also about supporting and mentoring staff, encouraging and supporting their growth by showing interest in their career planning and helping them find their way forward within the organization. The final development tool is providing succession planning and transition management when the time comes for them to depart.

Align

This stage is about creating real engagement, unleashing the energy of your staff by setting individual and team performance goals that are linked

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to overall organizational goals, and then following up with performance management.

The secret to success is applying this process consistently and systematically.

The Two “P”s of Talent Management

One of the critical steps in talent management is appraising the talent you currently have in place. This involves assessing both performance and potential.

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ANCOR’s VP of Public Policy shares her vision, page 9.

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How NADSP can enrich your organization, pages 14-16.

Figure 1



Staffing: Moving from Problems to Possibilities

By Renee Pietrangelo
ANCOR CEO

A good deal of evidence points to the fact that the United States is a long way from a sustainable, systemic approach to workforce development that addresses the fundamentally transformed U.S. economy.

Albert Einstein once said, “The problems we face cannot be solved at the same level of thinking that created them.” In other words, the questions we ask will frame the solutions we see.

If we ask small questions, we will see small solutions. Earth-shaking times of economic and social upheaval—like we’re now experiencing—call for big questions and fundamentally different thinking.

Obviously this pertains to rethinking how community supports and services for people with disabilities are delivered and includes, by necessity, how we look at frontline workforce development into the future.

To begin, it’s relevant to look at trends influencing the future U.S. workforce:

- Slow growth economy and jobless recoveries
- Changing labor markets and employment relations
- Advances in information and communications technology, which has allowed businesses to flatten and decentralize and, most importantly, to use technology to create organizational structures and processes that are more mobile and productive (Certainly this trend alone is revolutionizing the fundamentals of supervision.)
- Demographic shifts (Currently, the highest unemployment rates are among older Americans, young adults and the Hispanic/Latino population.)
- Reduced funding for the workforce development system overall
- A shift from full-time permanent employment toward different employment arrangements, such as freelance/contract workers; temporary and contingent workers; and part-time, “just-in-time” staffing.

Looking at these trends, it’s clear that we are working in a vastly different economy than the one that existed even 10 years ago. We must challenge old assumptions about workforce



Renee Pietrangelo

development and aggressively mine the opportunities imbedded in the above trends.

The Great Recession dealt a devastating blow to the national economy. It’s estimated that seven million jobs have been lost since December 2007, and there has been a 23% drop in new business creation, resulting in 1.8 million fewer jobs. To return to “full employment,” the McKinsey Global Institute projects that 2.1 million jobs would need to be created.

One of the areas we must challenge is the

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Run My Marathon

By Wendy Sokol
ANCOR President

Who will run my marathon? What a ridiculous question.

We all know that each person must run their own marathon. Whether you run for gold or simply to feel the glory of finishing a marathon once in your lifetime, it is a measure of individual success.

I, like millions of people around the world, spent many hours glued to the television watching our athletes compete in the Olympics. I counted the medals. I cheered for the "Fab Five." I screamed at the TV as Stephen Kiprotich made his daring move during the men's marathon to take the lead from Kenya and win Uganda's first medal. But these Olympics were special.

At the 2012 Summer Olympics in London, Oscar Pistorius became the first double-leg amputee to participate in the Olympics when he entered the men's 400-meter race and was part of South Africa's 4x400-meter relay team.

Pistorius, known as the "Blade Runner" and "the fastest man on no legs," has a double below-knee amputation and is a world record holder, running with the aid of Cheetah Flex-Foot carbon fiber transtibial artificial limbs. In 2007, he took part in his first international competitions for able-bodied athletes. However, his artificial lower legs, while enabling him to compete, have generated claims that he has an unfair advantage over able-bodied runners.

The same year, the International Association of Athletics Federations (IAAF) amended its competition rules to ban the use of "any technical device that incorporates springs, wheels or any other element that provides a user with an advantage over another athlete not using such a device."

While the federation claimed that the amendment was not specifically aimed at Pistorius, after monitoring his track performances and carrying out tests, scientists decided that Pistorius enjoyed considerable advantages over athletes without prosthetic limbs.

On the strength of these findings, the IAAF ruled him ineligible for competitions conducted under its rules, including the 2008 Summer Olympics—a decision reversed by the Court of Arbitration for Sport in May 2008. The court ruled that there was no evidence that Pistorius had any net advantage over able-bodied athletes.



Wendy Sokol

While Pistorius took no medals at the 2012 Olympics, we again heard the outcry that he had an unfair advantage over able-bodied runners. Was it the carbon fiber artificial limbs that were debated in every living room across this planet or was it the concept that someone who is a double-amputee could compete with able-bodied athletes?

Pistorius has competed in the Paralympics and earned gold medals in the 100-, 200- and 400-meter sprints, but at the 2012 Olympics, he dared to challenge traditional concepts of an Olympic athlete. There is much the world can learn from this 25 year old.

His motto is, "You're not disabled by the disabilities you have; you are able by the abilities you have."

Who will run my marathon? I will!

It does not matter if my name is Michael Phelps, Gabby Douglas or Oscar Pistorius; when we each compete in the game of life, we only have one marathon to run and the medals are neither given based on our speed nor on our placement when we cross the finish line, but on the contribution we each make to our country, community and family.

I salute the ANCOR members who dare to stand up, advocate and speak out each day on behalf of all people with disabilities. You have run the marathon; you continue to make a difference—and you are the Olympians! ●

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public workforce system, which is woefully behind the times and under-funded in creating responsive services and training supports and subsidies.

We need flexible, simplified funding that aligns with education and labor market needs. Processes for accessing funding need to be simplified so that services can be better coordinated. Training must offer both high-tech (self-directed, virtual, mobile services) and high-touch (personal, targeted, customized), not necessarily in a physical space. In addition, innovation and experimentation must be imbedded in flexible, fungible funding that ties resources to evidence-based practice.

These are just a few strategies for moving the frontline workforce agenda forward from problems to possibilities. They are relevant to and must be implemented on both the public (state and federal) and business levels—how we, as private providers, plan and strategize for workforce development into the future.

We have the jobs; jobs that are meaningful, rewarding and add strength to the fabric of our communities. Let's all step up to the challenge of rethinking how to develop and fairly compensate the DSP workforce in the New World. ●

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What Members Are Saying about the SRPN

"When OHI began refitting a house originally designed to serve children to one capable of supporting adults with complex medical needs, we knew we needed new furniture. We turned to ANCOR's SRPN Program for a company to help us. We found that Furniture Concepts has everything from office supply cabinets to couches, tables and chairs for living areas. We even ordered all our mattresses through them.

"Sharon Adams, Furniture Concepts' sales rep, understood OHI's need to have our refitted facility look and feel like a home, not an institution. Their products have allowed our DSPs to focus on supporting the people living in the home, rather than cleaning and maintaining the home and furnishings. To me, that is what good design is all about."

—Margaret Longworth
Director of Clinical Services, OHI

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Lessons Learned on Staffing

By Lynne R. Megan

In the span of my 30+ year career, I have experienced many lessons learned—to say the least. The first and foremost is the constant need to always listen to employees. As generations change, so does the way we, as managers, adapt our styles to meet employees realistic needs. I may want to resist this at times, but then I sit back and realize this is primary for open communication and progress for all, including the overall health of the organization.

Here are the ways in which we strive to meet our employees' needs to strengthen our organization.

Engagement

Engaging employees in day-to-day operations is critical. We work with our strategic plan to identify ways to engage and motivate staff and look at how they are spending their time and what adjustments may be needed to make work time the most productive for all. We have heard from employees that planning “down-time” is needed in employee's days to think about the “road ahead,” so we constantly work to find the perfect balance of direct support time and the proverbial paperwork time.

An annual employee engagement survey is also needed to make sure that what we think we are hearing is what people are saying. Much can be

learned through this process.

Recruitment

Recruiting and hiring the best employee is imperative to all of our successes. At TSE, we work to hire people who come to us with passion, who want to be the person to work with people with disabilities and to make a difference. A strong orientation process is necessary to assure that these very passionate employees are now engaged and directed with purpose to fulfill job requirements and job satisfaction.

Communication

The best way I have found for open communication is to involve employees with various committees. At TSE, we have encouraged this for years, and people get extra credit on performance reviews for committee participation. With their committee involvement, employees are empowered to be involved in our decision making processes and can learn in the process. Through the committees, we also have the opportunity to address barriers to communication and encourage open communication throughout all parts of our organization.

Recognition

Recognition is important for all of us in celebrating our successes. At TSE, we work to recognize all employees frequently and

take all opportunities to publically recognize good work. We use one week a year to really celebrate with Staff Appreciation Week. Each day of the week has a special activity or gift, and the week culminates in our all-staff training day.

Professional Development

All employees need the opportunities for professional development and time away from the general day-to-day operations. Supervisors should work to recognize when an employee could benefit from additional training opportunities.

We also promote DSPs' participation with the Direct Support Professional Association of Minnesota. For the past several years, we have paid the membership fee for any employee who chooses to become a member.

Every day is a new day in the staffing world, and there are always lessons to be learned. ●

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Performance involves assessing performance in a slightly different way, looking at performance over time—not just within the last performance review. Do they have a track record of performance? Is this individual someone who has sustained high performance over the long run?

Potential is the aptitude of the individual to perform work at the next leadership level.

Is this individual ready to promote, poised to move up in the foreseeable future? If not ready to promote, is he poised for growth, having the potential to do additional work or manage other functions at the same leadership level? If not promotable or positioned for growth, is she well-placed—great in their current job but probably has limited potential for immediate growth or promotion? If not promotable, positioned for growth or well-placed, he might be a misfit—someone you need to work with to improve the fit with the job, or transition out of the organization.

Implementing Talent Management

Talent management can become a logical extension of your current strategic and/or operational planning process and does require a shift in thinking and management behavior. It's not just a job for the HR director, but a shift in thinking for managers throughout the organization. The commitment to making that shift happen has to begin with a CEO.

Some good questions to ask to get started include the following:

- What's our stance regarding talent?
- Where do we stand on promoting from within?
- What's been our track record in assessing performance and potential?
- What's our real commitment to training and development?

This article is intended to provide a brief introduction to talent management. To learn more, check out these suggested readings:

- *The Nonprofit Leadership Transition and*

Development Guide: Proven Paths for Leaders and Organizations by Tom Adams

- *The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People* by Lance Berger and Dorothy Berger
- *One Page Talent Management: Eliminating Complexity, Adding Value* by Marc Effron and Miriam Ort
- *Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent* by Marshall Goldsmith and Louis Carter
- *Reinventing Talent Management: How to Maximize Performance in the New Marketplace* by William A. Schiemann. ●

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Supporting Staff and Improving Services With Consistent Training

By Sherry Beamer

This article highlights two ANCOR members that use online training to consistently develop their direct support staff: Spruce Villa in Oregon and Brandi's Hope in Mississippi.

Important conclusions for practice in the developmental disabilities services field are that online learning tends to be better than conventional instruction, especially for adult learners who can self pace their instruction, and blending online with live instruction, like coaching, provides advantages for the learner.

Sheila Baker, executive director of Spruce Villa, reports that staff training is the organization's second-most time-consuming activity—second only to providing person-centered supports to individuals with developmental disabilities. Spruce Villa's leadership wanted a way to complete ongoing training more efficiently than providing one-to-one instruction, so they sought out an online service with materials and format of high quality and current content to do so.

Scheduling staff training is no longer an issue

due to the ready access to content. With online training, staff can take their time, stop if they need to and come back later to the exact page where they stopped previously. Staff have taken the initiative to sign up and complete courses of interest including content to help them find a better way to address a support issue.

Sue Garner, human resources and quality assurance director at Brandi's Hope Community Services, testifies that a major advantage to online training for her organization is consistency in learning. With online training, no information is missed, which can happen by human error in live training.

Because Brandi's Hope provides services in rural areas, prior to instituting an online training system, staff drove into the office for live training several times a year, which was not a cost-effective method to provide quality information. Now Brandi's Hope is able to effect improvement in quality of support as the online learning management system assists leadership to target content that directly relates to a support need.

Sheila and Sue both share words of wisdom

from their experience with online learning:

“Online learning is an attractive part of working at Spruce Villa. The Millennials already have the technology skills. The Boomers and Gen Xers appreciate the efficiency. It's worth the resources.”

—Sheila

“I love the customization features. When I have a new policy and procedure to disseminate, I create a PowerPoint presentation as a module with a few quiz questions to assure staff has reviewed the information. It's an excellent way to keep staff informed in rural areas; this has been very challenging for us.”

—Sue ●

Author LINK: Sherry Beamer is vice president of developmental disabilities services at Essential Learning, which offers a comprehensive library of accredited online training developed with national experts, as well as a subscription services to its learning management system. ANCOR members may contact Essential Learning for more information and to set up online demonstrations of service offerings by calling 1.800.729.9198 (ext. 212).



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10 Reasons Why Managers Are Leaving Your Organization

By Tom Schramski

In the midst of generational changes, the transfer of traditional jobs both within and outside the United States and the redefinition of jobs themselves, we still work together.

Whether as the Board of Directors, middle managers or executive leaders, we desire to attract talent and create environments that foster sustainable productivity and a positive bottom line, and talented people are increasingly uncompromising about their requirements for an integrated lifestyle and a meaningful role in their organization's future.

This is especially true in the human services, education and healthcare marketplaces of today and tomorrow. Despite the impact of the Great Recession, there is an increasing shortage of top management and executive talent for non-profit and for-profit organizations, including many ANCOR members. In fact, there is a war for leadership talent that will only accelerate as Baby Boomers begin to leave the executive ranks in increasing numbers during the next decade and beyond.

Despite our best intentions, many organizations are also continuing to lose talent, while further jeopardizing their future prospects. The reasons for the exodus are many and deserve careful consideration for the future. Here are the top 10, based on a recent survey of healthcare CEOs, as well as top talent that transitioned in the first half of 2012:

1. **I can't work with my CEO.** "With" has increasingly replaced "for," reflecting a change in the self-perceived status of new talent, and the increasing importance of the relationship. Talented, ambitious people thrive with mentoring and being unleashed. They rebel against control-oriented, micro-managing CEOs.
2. **I am spread too thin to deliver high quality.** Organizations continue to test the limits of productivity with many Great Recession-era cuts still in place and without the implementation of technology, lean management processes or reorganization. Penny-wise and pound-foolish stands out in today's human service organization.
3. **My pay remains frozen without any promise about the future.** Some traditional pay models are stuck in neutral, with the most innovative companies offering entrepreneurial incentives. Why do nonprofits continue to insist that bonuses and similar incentives have no place?
4. **I am left out of most decision-making.** Today's talent, more than ever, insists

on a voice along with some autonomy. If not, they'll go elsewhere or maybe start their own company (and possibly your competition).

5. **The management lacks direction.** Talented people will not accept a lack of clarity about market direction. Why work for someone who is less willing—or possibly able—than you to set a course and follow it? Providing honest coherence about the future encourages hope and effort, even in tough times.
6. **My positive effort receives little or no recognition.** This is not simply saying "good job" but more like, "Thanks for helping us be successful. How can I help you be even more successful?" Human capital ultimately trumps financial capital, and CEOs need to actively consider this in their behavior.
7. **My CEO lacks passion and energy.** Passion, inspiration and excitement are as important as oxygen and water to talented folks. Without them, they will seek them elsewhere.
8. **I don't know what's going on in the company.** Talented people demand effective executive communication in their organization as part of their social contract. Transparency is essential for the organizational soul.
9. **The leadership lacks integrity.** Whether a broken promise or a lack of communication at critical moments, talented workers look for an environment where they can consistently trust leadership.
10. **There are too many policies and procedures.** During the last two decades, many organizations loaded up on policies and procedures that were meant to decrease organizational liability. Today, entrepreneurs and talented leaders see the liability in the policies and procedures themselves.

Of course there are caveats and qualifications to the above. However, if you want to attract and retain exceptional talent for the long haul, especially Generation X and Millennial talent, the reasons above are worth your thoughtful review and subsequent action. ●

Author LINK: Tom Schramski is president of Salience Consulting Group, a strategic healthcare consulting firm based in Arizona, and a vice president with American HealthCare Capital, the largest healthcare mergers and acquisitions firm in the United States. Tom is also a licensed psychologist, with more than 30 years in the long-term healthcare market, and author of the upcoming digital publication, Surfing the New Normal. You may reach Tom at tom@salienceconsulting.com.

The Career Lattice

By Jennifer Rabalais

What is a career lattice?

A career lattice is a tool that helps people identify and learn about job options that are available, either with a specific employer or within an industry. It generally includes a graphic representation of jobs, providing multiple paths with lateral career options, as well as upward career moves, and allowing greater flexibility in customizing individual career paths.

Why create an organizational career lattice?

Clearly identifying skills, education and experience allows employees to self-select for openings and positions that not only meet their interests and skills but also their current work life position, which contributes to job satisfaction. The process is not costly, but it allows employers to review the relationship between their employees/positions and the mission and vision of the organization and can also lead to improved succession planning as pathways to advancement become clearer.

Career Lattices: Recruitment and Retention

Turnover is costly. Employers that use career lattices demonstrate an interest and commitment to their employee's job satisfaction and an understanding of the complexity of their needs. Employees who are given clear career pathways within an organization don't need to look elsewhere for career development opportunities. As retention improves, employers can focus recruitment efforts and position themselves as preferred employers for potential employees, focusing on career options within the organization.

Career Lattices in Use

An industry career lattice was recently developed through a grant awarded to the University of New Hampshire, which was established to strengthen the direct care workforce in the state through an emphasis on the recruitment, training and retention of direct care workers.

The career lattice includes an interactive web version, which allows users to view direct care jobs available and explore positions by type of job and skill level required. It is part of the grant's larger outreach and marketing effort to change the public perception that direct care positions are "dead end" positions that require low skill levels. ●

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Advocating for Our Collective Passion

After ordering a few sandwiches, it took my husband and me several minutes to find an empty table at a crowded service stop along the New Jersey Turnpike. While taking a moment to settle down at one, I noticed a food service employee bee-lining his way over to us.

He approached our table directly, stopping only to give us a great big smile. At first I was startled, seeing as he didn't approach any of the other tables around us. And then, as my husband and I were bussing our trays, he approached us again.

He stood in front of me and slowly brought his hand up to just directly under his shoulder, as if indicating that he wanted to be touched there. In the midst of the bustling room, I stopped and responded to him.

In that split second, we had a connection. But then, just as unexpectedly, the moment was over. He smiled, gave a quick salute and hurried back to his work.

He just needed a hug equivalent—and that was his way. The encounter made my day and capped off my first full week working for ANCOR as vice president of public policy.

I often envy those of you engaged in direct support; you are reminded daily of who we are here to serve. For me, that reminder came by coincidence that day on the Jersey pike.

I am deeply humbled to have been tapped to work with ANCOR's staff and leadership to continue ANCOR's rich legacy of federal advocacy—particularly as we head into a climate here in Washington, D.C. and across the country that appears to portend fundamental systems transformation.

Not that our system has ever been stagnant—the man I encountered at the service station likely benefited from changes that ushered in integrated employment policies—but the continuing aftershocks of the Great Recession, the current appetite for federal deficit reduction and the strong push by the Obama Administration's Department of Justice to aggressively enforce the mandate of the Americans with Disabilities Act are setting the stage for more change.

The outcome of the November elections will bring more clarity to the environment we

will face in the next Congress. But make no mistake: Medicaid and other disability-related funding will be highly vulnerable.

The question may well come down to, as one prominent Senate staffer likes to say, whether the Medicaid reform proposals that gain traction will be “stupid” or thoughtful.

In other words, will this coming environment provide us with meaningful opportunity to further advance our policy priorities, or will we find ourselves in yet another struggle for survival?

The challenge demands that we take our political advocacy to the next level. We owe that to the people we serve, their families and their direct support staff.

What do I mean by that? We need to continue to do the advocacy that ANCOR has always done so well, but we need to become even more politically involved; we need to identify and nurture more Congressional champions, community allies and ANCOR member activists.

Our commitment to you is that we will be vigilant, organized and

strategic—but we will need all of you to step up once again and help us demonstrate the depth of your commitment to this extraordinary community you have built.

I know you are tired. From my previous positions as director of government relations for The MENTOR Network and as co-chair of ANCOR's Government Relations Committee, I know firsthand how exhausting it has been fighting the relentless state and federal budget fights over the past few years, but it is still not time to rest. You are the experts, you are the true advocates, you know the value of what is at risk—and ANCOR needs you.

Almost exactly 20 years ago, I was asked—as an adjunct to my full-time job lobbying for Maine's nursing homes—to represent a small association of community providers before the Maine legislature. I was assured that the work would not be too much of a distraction from my primary responsibility.

I was a brash, young lawyer who knew a fair amount about politics and the mechanics of the legislative process, but I knew nothing



Barbara Merrill

about home and community-based services for disabilities—and even less about people with disabilities. I accepted the assignment with the hubris of the young, sure it would be a piece of cake and that I would whip these community providers into effective citizen lobbyists in short order.

Well, you can guess the ending. These people—people like Bonnie-Jean Brooks, Peter Kowalski, Joe Curl, Charlene Kinnelly and Dick Farnsworth—instead taught me the difference between advocacy and lobbying.

They introduced me to the determined and courageous self-advocates who led the way, the families and advocates whose passion founded their agencies and the Direct Support Professionals whose commitment makes the difference for people on a daily basis. Professional lobbying expertise and skills are necessary, but they taught me that advocacy is about passion, determination, courage and commitment.

Thank you for the opportunity to share our collective passion with Congress, the Administration, our national disability partners and the American public.

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Providers Share: *How does your organization support staff development?*

“We allocate 2% of annual hours worked for each staff member for professional development, [and] we allocate an additional 2% of our staffing budget to providing/accessing professional development. We have an organizational goal to create an organizational learning culture. We hold semi-annual learning fairs, where staff are encouraged to both learn and teach. Evaluations include learning plans.”

—Sandra Gerdes, Laura Baker Services Association

“We do many workshops internally based on mission and focus. We also try to send staff out to other trainings that support what we need to learn and the direction we want to continue. We also do retreats to help people to focus on the soul of what we are all here to do.”

—Pat Fratangelo, Onondaga Community Living

Staff development is one part of the budget where we refuse to cut. We also have a staff enhancement fund via our Foundation that provides us with lots of extras for our staff throughout the year.”

—Rod Braun, Christian Opportunity Center

“We regularly review staff training requirements/completion. When possible, [we] create incentives for staff participation. We actually have a ‘Personnel Incentive Committee’ that oversees training participation and provision of incentives for staff.”

—Tim Sullivan, The Institute of Professional Practice Inc.

“We provide an extensive entry-level orientation, [which] is followed by encouraging our staff to participate in a follow-up competency-based training curriculum that is based on consumer-directed philosophy and intervention.”

—Dennis Theede, Home and Community Options Inc.

“We are enrolling staff in the College of Direct Support...where they can access training from any computer at any time. The college also has pre- and post-test documentation to assure that staff have mastered the content of any given course.”

—Reno Berg, Mainstream Living Inc.

“We have a dedicated staff development department that provides training and certification for the required skills that are needed for our positions. We also have a mentor program to help entry-level employees climb the ranks to management.”

— Michael Jenson, The Phoenix Residence Inc.

“The College of Direct Support is a huge initiative in our organization with multi-layered incentives for completers. Staff is encouraged to participate in community projects and initiatives, including leadership programs.”

— Jan Bolin, CLASS Ltd. ●

Did you know that ANCOR members receive discounts on vital staff training programs from DirectCourse, including the College of Direct Support?

Click [here](#) to learn more.



States Incorporating Telecare into Medicaid Waivers

Almost 20 percent of states have, or plan to, incorporate Telecare services into their HCBS Waivers in 2012. Here’s why:

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Providers Share:

How have the roles of your staff changed over the past few years?

“Their role in behavior management and conflict resolution has become more critical as we’ve been supporting more individuals with increased behavioral needs.”

—Christine McTaggart, The Arc of Iroquois County

“I have noticed in the past few years that more and more is expected of staff. There is low tolerance for mistakes.”

—Pattie Knauff, KETCH

“They are doing more for less, simply. The people we support have greater needs (behavioral and medical), so the expectations just keep getting higher. They need to know more and do more, and the resources are not increasing to support this.”

—Daryl Kilstrom, LifeQuest

“We have implemented Therap to improve the quality of our documentation so staff now have to have some computer skills. We are providing more personal care and assistance with health issues as our consumers age in place. We have asked our supervisors to do more quality oversight and have added a quality assurance position.”

—Elisabeth Poe, Richmond Residential Services Inc.

“They have moved from temporary, contracted staff positions into employees of the agency status.”

—Phyllis Astheimer, Family Outreach Inc.

“Increased expectation of community integration activities and person-centered service focus.”

—Terry Brownson, Wendell Foster’s Campus for DD

“As the individuals change, our staff roles have changed. We have issues with aging and an increase in exposure to individuals with Autism. Staff are requesting more training in issues such as mental illness, diabetes, and even technology, as its use in the field is increasing. Staff are expected to have higher levels of creativity in working with individuals.”

—Kelley Miller, St. Louis Arc

“Increased state regulation and compliance requirements (paperwork) have increased the demands on all of our employees. Employees choose this field because they want to make a difference in the lives of the people we serve, but spend more and more time completing paperwork. The aging of the individuals we serve and the increased level of care required have significantly increased the demands on our DSPs.”

—Judith Parsons, ARCA

“The staff are now more community involved and employment involved with the individuals they support. However, the role that has not changed is helping the individual be as independent as they can and to always encourage them to learn and do more.”

—Judi Myers, Gatesway Foundation

“People served are older, more chronically ill and more likely to have multiple diagnoses both mentally and physically.”

“Medication administration is more complex. Charting for dollars is a constant pressure for them. Licensors change their expectations related to wording in rule that has not changed causing staff to be angry and feeling like regardless of what you do, it’s never good enough, or just enough.”

“What doesn’t change is their compassion and commitment to supporting a high quality of life and enjoying the time they spend with the people we serve.”

—Carol Lee, Harry Meyering Center

“They have become much more community-based. Staff are expected to be community connectors, so finding people that have personal connections themselves is sometimes a challenge. They are empowered to take on more of an advocacy role and to view disability rights as a civil rights issue.”

—Amy Brooks, RCM of Washington ●

Lessons Learned in Implementing Technology

By Terry Collard

In 2002, Chimes introduced an online application to confirm attendance in residential and day programs. The end user (Direct Support Professionals) signed into the system, selected the correct day, identified anyone that was absent and clicked on the submit button.

The technology eliminated staff traveling to deliver a piece of paper, business office staff tracking down staff to find the piece of paper and staff accusing staff of losing the piece of paper. A win-win prospect, right? Then why did it take so long to implement? Because change is hard.

Throughout the past decade, we have successfully implemented many more online applications. These are some of the lessons we have learned:

- **Articulate the vision.** You have to win the hearts and minds of the end users and demonstrate how the change will make their lives better.
- **Identify a group of champions.** Select people who are comfortable with technology, support the change and can effectively communicate.
- **Ensure the equipment and connectivity are reliable;** otherwise, you provide the end users validation that the change is a waste of time.
- **Provide training to the end user in his or her environment.** Leave job aids and refer-

ences at the site.

- **Respond as quickly as possible to the end user’s concerns and support their efforts to master the skills.** This will enhance the trust factor with the end users and encourage them to embrace the next change on the horizon.
- **Establish a help desk.** The support staff must be able to work with end users and determine the cause of a problem.
- **Celebrate small success often.** Reward those staff who adopt the process and follow through.
- **Enforce the process.** After there has been sufficient time for the skills to be mastered, do not allow end users to go back to the old process.
- **Solicit feedback.** Ask the end users what they think, how can the process be improved, what was helpful and what were the barriers.
- **Introduce a new application.** Your initial success will provide the credibility you need to expand technology throughout your organization.

Chimes has also introduced a new social networking application for the people we support. We look forward to sharing updates with you on this project in the near future. ●

Author LINK: Terry Collard is executive vice president and COO of Chimes International and can be reached at TCollard@chimes.org.

Direct Support Professionals Recognition Week is September 9–15, 2012



Direct Service Professionals (DSPs) enhance the lives of people with disabilities and their families every day. Recognize the hard work and contributions of your organization's DSPs this September with a fun and practical travel mug.

Commissioned by AAIDD, these sturdy and attractive travel mugs in assorted colors—each inscribed with an inspirational quote from one of five past presidents of the Association—will surely delight your DSPs. Not only are these gifts practical and appealing, they are also of durable construction and fit securely in all standard cup holders.

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— Mary J. Dunlap, President, 1898-1899
AAIDD

We must not lose perspective. What we would do is not a matter of largesse but of obligation.

— Gale H. Walker, President, 1954-1955
AAIDD

Tomorrow's knowledge modifies today's convictions.

— Horace "Hank" Mann, President, 1970-1971
AAIDD

Courage in great things is fine but it is no less fine to have the courage that will compel us to do our duty faithfully in little things.

— Mattie Gundry, President, 1909-1910
AAIDD

A social democracy demands that the happiness of many, not the superior few, is the goal.

— C. Banks McNairy, President, 1922-1923
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Providers Share: *What staffing challenges are you facing?*

“Lack of people who wish to work in residential settings, English as a second language, and the regulations that the state puts on us.”

—Susan Holton, Community Living Inc.

“Staffing of our social enterprises is very challenging, as are our DSP positions in individual and family services.”

—Cliff Doescher, Arc of Greater New Orleans

“We have staff from very diverse backgrounds which provides for a culture-rich environment. With this, we are faced with developing policies that address the challenges and benefits of working with individuals from varying backgrounds.”

—Sue Murphy, Spurwink

“Not having enough well educated, hardworking individuals entering our profession. It continues to be known as a low paying job; it’s hard to raise a family and pay the bills if you are making the wage of a DSP.”

—Brenda Behrends, Habilitative Services Inc.

“Availability (increasing competition for available staff) [and the] increasing cost of fringe benefits in the face of shrinking budgets.”

—Randy Meendering, Huron Area Center for Independence

“Finding willing and qualified staff. Trying to find ways to increase wages without compromising the integrity of the corporation.”

—Russ McCoy, Developmental Options

“Direct support staff turnover continues to be an issue within the organization. We attempt to remain competitive with other CSPs, however, also need to compete with hospitals and call centers in the area.”

—Lon Clemensen, Children’s Care Hospital and School

“The challenges include doing more with less (money and staff). Regulations have increased and having a balance of quality vs. quantity is challenging.”

—Mia Sanchez-O’Dell, Imagine!

“We could use another full-time person devoted to training. We need a better database to track and manage staff participation. Staff have difficulty going to trainings because many have more than one job. We are moving from a ‘silo’ approach in the agency to a more integrated training approach, and there is some resistance.”

—Barbara Pilarcik, The Association for Community Living

“[It’s] very difficult finding staff that can think on their feet or have initiative to take care of things. They just need more direction.”

—Cindy Starkey, Nellie Goodhue Group Homes

“Recruitment from limited predominately rural labor pool; challenge of communicating company decisions and processes to direct line staff.”

—Mark Newbold, CLASS Ltd. ●

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The NADSP Challenge— What Do We Do When No One Is Looking?

By Diane McComb
ANCOR Liaison to State Associations

The National Alliance for Direct Support Professionals is the voice of more than one million DSPs supporting people with disabilities in the most intimate aspects of their everyday lives. NADSP is a nonprofit national advocacy organization, and its impact is reaching deep into the core of the work we do on a daily basis.

In the past few years, NADSP has developed a widely accepted Code of Ethics; a national, competency-based credential and apprenticeship program for direct support workers; and a nationally validated set of competencies in partnership with ANCOR, which was recently adopted by the U.S. Department of Labor as its standard for long-term care supports and services.

NADSP is also the only professional membership organization representing the fastest growing occupation in the country—an occupation that has long been undervalued, poorly trained and compensated with poverty-level wages. The demographic projections for the future of this workforce are alarming.

NADSP's mission is to create national policy and practice standards that elevate direct support workers to the professional status as an underlying strategy to achieve the desired quality at the point of interaction. The ultimate goal of NADSP is to improve the quality of life for people with disabilities by creating the most qualified and caring workforce possible.

Most of us forget that the founder of NADSP was the late John F. Kennedy Jr. who said, "Quality is defined at the point of interaction between a staff member and a person with a developmental disability."

To its acclaim, NADSP is moving at lightning speed around the country, offering training and input regarding the DSP workforce. The New York Office for Persons with Developmental Disabilities adopted the NADSP Code of Ethics as one measure to improve the accountability and the quality of supports to people within that system. NADSP Executive Director Joe Macbeth participated in an invitation-only meeting with White House officials, looking at ways to improve quality within the workforce.

We should all celebrate these advances and recognition of one of our own. In addition to being the executive director of NADSP, Joe is also the assistant executive director of NYSA-CRA. This arrangement speaks volumes to the



Diane McComb

commitment NYSACRA has given over the years to developing a better path for DSPs both within New York and nationally.

Joe has worked in the field of disabilities for 27 years, beginning his professional journey as a DSP, and is responsible for implementing and advancing all of NYSACRA's workforce development activities. Through grants, Joe has helped NYSACRA incubate a New York State Chapter of the National Alliance for Direct Support Professionals (NADSP) that consists of more than 1,000 individual members and 32 supporting and affiliate organizations.

The NADSP Code of Ethics is the first of its kind and fosters solutions to important questions we should all be asking of those working in the field such as, "What do we do when no one is looking?"

DSPs who support people in their communities are called upon to make independent judgments on a daily basis that involve both practical and ethical reasoning. The people who assume the support role must examine and call upon values and beliefs—as well as creative vision—to assist them in the complex work they perform. There is no other position today in which ethical practice and standards are more important than for those in direct support positions.

DSPs are often asked to serve as gatekeepers between people needing support and almost every aspect of their lives, including access to community, personal finances, physical well-being, relationships, employment and everyday choices. The whole landscape of a person's life can change with the coming and going of these critical supports for people.

The NADSP Code of Ethics is ground-breaking, and state association executives should be actively engaged in promoting its adoption as well as working hard to start local chapters of NADSP in our respective states. Doing so puts

Continued on next page

ANCOR Upcoming Events

National DSP Recognition Week
September 9-15
[Click here for more information and to register.](#)

Webinar
Improve Your Culture and Improve Your Metrics
September 17
[Click here for more information and to register.](#)

Webinar
A Good Afternoon or a Great Life: DSPs Make the Difference
September 17
[Click here for more information and to register.](#)

Webinar
Selling Your Baby, Part I: Maximizing the Value of Your Transaction
September 19
[Click here for more information and to register.](#)

Webinar
Success Through Satisfaction: Fostering DSP Loyalty
September 24
[Click here for more information and to register.](#)

2012 ANCOR Leadership Summit: Financing and Funding—From Crisis to Sustainability
October 1-2, 2012
Washington, D.C.
[Click here for more information and to register.](#)

Webinar
Navigate the ANCOR Connected Community: An Interactive Webinar
October 4

Webinar
Selling Your Baby, Part II: The Buyer's Perspective
October 17
[Click here for more information and to register.](#)

2012 ANCOR Technology Summit: Implementing Innovative Solutions
November 3, 2012
Westminster, Colorado
[Click here for more information and to register.](#)

Continued from previous page

us in the role of leader and mentor. As employers, our agencies should be doing everything we can to create a culture of respect, professionalism and dignity within our field. At least four state associations have stepped up to this challenge: Ohio, Indiana, Florida and New York in actively supporting the creation and mentoring of NADSP networks within their states.

Many other states have chapters as well—including Arizona, Georgia, Kentucky, Michigan, Minnesota, Missouri, Mississippi, North Dakota, Oklahoma, Pennsylvania and Tennessee—and increasingly, state associations are sponsoring DSP conferences to promote educational opportunities and advance career paths. Every one of us across the country should be engaged in such activity.

The [NADSP website](#) is filled with resources to assist your association in multiple efforts, including a toolkit to help chapters get started. Individual membership is low, just \$10–\$20 per year—and within reach of every agency to provide an individual membership to every DSP it employs.

Instantly, DSPs are connected with mentors, DSP credentialing opportunities, professional newsletters and the very important Code of Ethics. Agency membership is equally low—

If you believe in the work we do, if you believe the foundation of the work we do depends on a vibrant and strong workforce, please take time to visit the [NADSP website](#).

just \$500 to \$2,000 per year.

Today, NADSP is faced with dwindling fiscal resources as it is solely supported by membership dues and contributions. If you believe in the work we do, if you believe the foundation of the work we do depends on a vibrant and strong workforce, please take time to visit the [NADSP website](#).

Commit your association to mentoring a local chapter or support an existing chapter in your state. Most importantly, please make an ongoing financial commitment to NADSP—as an organization, a sponsor, or as an individual. You will not be disappointed. ●

For a listing of current sponsoring organizations, affiliate and individual supporters, click [here](#). Information contained in this article largely references NADSP materials.

Author LINK: Diane McComb is ANCOR's liaison to the State Association Executives Forum. She can be reached at dmccomb@ancor.org.

Join ANCOR and the Chimes in Israel



ANCOR member Chimes International has organized a trip to Israel, January 19–29, 2013. The trip includes round-trip airfare from Newark, New Jersey; all accommodations; sightseeing; and many meals.

Travelers will not only travel through the country and see the sights of Israel, but they will also spend two days of the tour visiting with Chimes programs, as

well as other programs for children and adults with developmental disabilities. They will also meet with members of the Ministry of Social Justice.

This trip is co-sponsored by ANCOR, and space is limited. Contact Jerri McCandless at jmccandless@ancor.org or 703.535.7850, ext. 107, for further information, including complete itinerary and pricing. ●



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Are Your DSPs Prepared to Face an Ethical Dilemma?

By John Raffaele

I can see the poster now. I can hear the loud and demanding voice of Jerry's mother. I remember the feeling in my gut.

He had his own room in a home he shared with five other men, but Jerry had a *Sports Illustrated* Swimsuit Edition poster on his bedroom wall that she really did not like.

At that time, Jerry was in his early-40s, was deemed sexually consenting and was his own guardian. Therefore, Jerry was certainly able to adorn his walls with anything he deemed desirable. However, that memorable day when he was visited by his mother, Helen, Jerry and I were put into a difficult and uncomfortable position.

I was a Direct Support Professional (DSP) supporting Jerry in a small residential agency. I remember feeling totally torn between Helen's concerns for her son's "taste" in wall art and Jerry's desire to have what he wanted on the walls of his own room.

Jerry was very clear that he was not going to take the poster off the wall; he loved the poster and enjoyed looking at it. Helen took me aside and asked if I would help Jerry understand that having a woman in a bikini on his wall was not "appropriate" and my job was to encourage Jerry to enjoy other forms of art or photography.

DSPs are frequently wedged between the wishes, desires and demands of family mem-

bers and—conversely—the wishes, desires and demands of those to whom they have ultimate allegiance: the people they support. In such situations, DSPs have an obligation to be respectful and professional in all of their interactions.

I remember feeling anger and resentment toward Helen that day. I also remember that Jerry was a person who really blossomed when he first moved from a room where he used to share space with three other men to the first room of his own, the one I helped him move into.

One of the first things he did was display his collection of Beatles memorabilia and the "infamous" poster from *Sports Illustrated*. Jerry loved his room.

The ethical action I needed to take—and in retrospect did—was to respectfully deny Helen's request to remove the swimsuit model from Jerry's wall. I encouraged Jerry to have a conversation with his mom about his status as an adult and his need to express his adulthood in the décor of his choosing to help his mom with his growing autonomy and emergence into being an adult. I used ethics and did not even know it.

Here is what I did:

The first of the [National Alliance for Direct Support Professionals](#)' (NADSP) Code of Ethics states, "Person-Centered Supports; As a DSP, my first allegiance is to the people I

support. All other activities and functions flow from that allegiance."

It is clear that the spirit and meaning behind this part of the code would have helped me years ago when I was faced with the request of Jerry's mother and the desire of Jerry, the person to whom I was in allegiance. In this situation, I needed to respectfully deny the request of Helen and ensure that Jerry enjoyed his right and wish to cover his walls with what he thought desirable.

The ultimate purpose of the NADSP Code of Ethics is to guide DSPs in the maze of daily decision-making with the people they support. DSPs guided by their own values beliefs and thoughts will find themselves on a slippery slope into possible unethical practice.

When any professional uses a Code of Ethics (which all professions have) to develop decisions with those they support they will be ensured that a decision considered in light of a unified and standardized code of conduct and behavior will ensure that ethical practice is being performed. Are your direct support professionals equipped with the tools to make sound ethical decisions? ●

Author LINK: John Raffaele is director of training and development for New Hope Community, Inc.

Joseph M. Macbeth, executive director of the National Alliance for Direct Support Professionals, also contributed to this article.

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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ANCOR Members Move Mountains

Presented by the National Alliance for Direct Support Professionals and the Research and Training Center on Community Living at the University of Minnesota, the Moving Mountains Awards are presented to organizations and agencies that have demonstrated best practice in direct support workforce development.

On August 6, the 2011 and 2012 Moving Mountains award winners were presented with their awards in conjunction with the Reinventing Quality 2012 conference.

ANCOR members Ability Beyond Disability and Mat-Su Services for Children and Adults, Inc. were recipients of the award. Other award recipients include Arc Broward Learning Institute and the East Bay Innovations and SEIU Management Training and Career Ladder Development Program.

Ability Beyond Disability Bethel, Connecticut

Ability Beyond Disability was founded in 1953 by a group of parents who wanted a better life for their children with disabilities, and the organization now supports more than 1,900 individuals with intellectual and developmental disabilities.

In 2008, Ability Beyond Disability launched Pathways to Excellence, a workforce development initiative that has stabilized and strengthened the organization's workforce, improved services to the individuals it supports, and moved the organization toward its strategic goals.

Life skill instructors who meet basic criteria are eligible to apply for the five-month program. Once accepted, participants are required to complete 120 hours of lessons from the College of Direct Support, write a reflection paper and attend monthly discussion groups.

Upon completion of the program, participants receive a \$1,000 bonus in recognition of the time they spent completing the online learning, as well as an increase in their base pay.

Recognition is a crucial element of the Pathways to Excellence program. In addition to financial incentives and opportunities for advancement, Direct Support Professionals (DSPs) who complete the program are recognized in a formal graduation ceremony. In addition, press releases are distributed to local news sources, and announcements are made within the organization.



2011 and 2012 Moving Mountains Awards were presented at the Reinventing Quality 2012 conference.

More than 195 DSPs have graduated from Pathways to Excellence—97% of which remain employed at the organization. In addition, DSPs, managers, administrators, and people receiving supports and their family members have all noticed improvements in the professionalism, commitment and support among program graduates.

It is for the Pathways to Excellence program that Ability Beyond Disability was presented with the Moving Mountains Award.

Mat-Su Services for Children and Adults, Inc. Wasilla, Alaska

Mat-Su Services for Children and Adults, Inc. received the Moving Mountains Award in recognition of its implementation of a competency-based training and credentialing support project that prepared DSPs for successful application of the NADSP credentialing program.

The development of this program began in 2007 when the organization participated in the Alaska Direct Support Workforce Initiative for Community Human Services Organizations. Through the initiative, Mat-Su was selected to receive funding to implement a one-year workforce development program for DSPs.

As part of the process, a workforce assessment identified specific workforce development challenges faced by the organization, which provided the basis of the workforce development plan designed to improve the recognition and retention of DSPs through the implementation of a competency-based training and tiered credentialing project.

Mat-Su realized that to successfully implement the program, management and frontline supervisors had to complete the training and begin the credentialing application process first. This prepared supervisors to provide intensive support to DSPs.

Overall, 30 employees participated in the training and credentialing program, including 17 DSPs, 10 supported living specialists and three management staff. Additionally, 25 employees received the DSP-Registered status and 10 received the highest level of credentialing: DSP-Certified. ●

For more information on the Moving Mountains Awards, visit the [NADSP web site](#).



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–Chuck Sweeder, Keystone Human Services

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Inquiries can also be directed to Marsha Patrick, ANCOR's Director of Resource and Revenue Development at mpatrick@ancor.org.

