“Keeping Workers Covered”
A Study by the JFK, Jr. Institute for Worker Education

Ann Hardiman

With annual increases in health insurance premiums expected to remain in the double digits for the foreseeable future, there is growing debate within the developmental disabilities field regarding alternative mechanisms for financing employer-provided health insurance coverage. Evaluating the cost-effectiveness and feasibility of a range of policy options requires extensive information regarding the demographics and earnings of healthcare workers, as well as market trends in commercial insurance.

Through its evaluation of new and pre-existing employer data, a study was done seeking to provide information that would be helpful in the development of policies designed to ensure the continuity and expansion of employer-provided health insurance coverage among employees within MRDD provider agencies in New York State. The study also explores the relationship between worker tenure and current patterns of employer-provided health insurance coverage within the developmental disabilities field. Here are some of the important findings:

• From 2000 to 2001, the average salary of direct care workers rose just 2.6%, less than the rate of inflation for the same period. At the same time, between 2000 and 2001, health expenditures increased an average of 7.5% across all agencies.

The analysis is based on original data from an employer survey entitled “Keeping Workers Covered”, which was distributed to voluntary providers in the developmental disabilities field in New York State. Survey data was supplemented with fiscal information obtained from consolidated fiscal reports (CFRs) submitted annually to the NYS OMRDD by voluntary providers.

Through an evaluation of new and pre-existing employer data, the study provides information that is helpful in the development of policies. The study began with the premise that policies must be designed to ensure the continuity and expansion of employer-provided health insurance coverage among employees within not-for-profit agencies in New York State and potentially in other states. It also explores the relationship between worker tenure and current patterns of employer-provided health insurance coverage within the developmental disabilities field.

Some of the important findings:

• From 2000 to 2001, the average salary of direct care workers rose just 2.6%, less than the rate of inflation for the same period. At the same time, between 2000 and 2001, health expenditures increased an average of 7.5% across all agencies. See Study, page 21

Industry Consultants to be Featured in May Issue of LINKS

The May 2005 issue of LINKS will feature a special resource section highlighting industry consultants and companies. This is the third annual Resource Partners Guide that provides an opportunity for individual consultants and companies to share their expertise and the scope of their services in the context of critical issues facing today's private providers. Consultants/companies will be asked to include three reasons why ANCOR members should contact them. If you are a consultant/company who wants the private provider industry to know more about your services and unique capabilities, then this special section is for you. This formatted guide allows for each advertiser to have a full page for $775 with a hot link next to your name on the ANCOR Website Resource Partners page for an additional $150. Make your reservations now! Space reservations and material due no later than April 8, 2005. Call or email Marsha Patrick at 703-535-7850 or mpatrick@ancor.org.
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The Leadership Dilemma

Renee Pietrangelo

We’ve heard a good deal about leadership over the past few years. I’ve devoted many of my “CEO Perspective” columns to the topic as has the ANCOR Foundation. Certainly every management and board development publication worth its salt have been with articles and studies on all aspects of leadership.

We’ve done a hell of a lot of talking about it. It’s now time to do something about it because time is growing short. In every field and venue—corporate, nonprofit and government—we’re poised for the largest exodus of experienced leaders in history. Where is the next generation of leaders?

And, how do we best support our current leaders as they grapple with epic change coupled with increasing complexity and uncertainty.

The ANCOR Foundation’s Center for Leadership is committed to providing the resources and tools necessary to support the current and future field of leaders and assist in any way possible to assure that the next generation of leaders is available, ready, willing and able. To that end, the ANCOR Foundation is hosting a focus group at the upcoming Management Practices Conference in March to garner feedback on the needs and interests of both current and emerging leaders. Coupled with this will be a series of on-line surveys seeking each of your thoughts and input. The Foundation plans to play a role in the leadership segment of the Alliance for Full Participation Summit meeting next September, where the field as a whole will look to developing an action agenda to address the leadership challenges we face.

If your organization has implemented effective leadership development and succession planning practices, I would encourage you to share them through our community of leading practices.

The mother in Arthur Miller’s Death of a Salesman demands “that attention must be paid.” And so it must in addressing this critical issue. One of the reason’s that paying attention and taking action are so difficult is that on a day-to-day basis, there’s too much going on and on the line to allow for adequate reflection and analysis, let alone deciphering needs and interests. The ANCOR Foundation hopes to fashion an environment that facilitates this process.

As Wharton School professor Michael Useem said, “We are given a paycheck for our jobs, but the power of a leadership position involves reminding oneself of what one can add above and beyond what is given.” Join us in doing just that.

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- Agency Collaboration: Pooling Costs to Access Cutting Edge Resources
- ICFs/MR and Behavior Management: The Who, What, How and Whys
- Leveling the Playing Field: Choice and Fiscal Responsibility for Individuals with Disabilities
- Fiscal Employer/Agent Services: Opportunities and Challenges

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ANCOR—A national network of providers offering quality supports to people with disabilities.—www.ancor.org
Self Determination and Reimbursement Rates

Fred Romkema, President

In the document, A Charge We Must Keep: Road Map to Personal and Economic Freedom for Persons with Intellectual Disabilities in the 21st Century, Chairperson Madeline Will describes the challenges most people with disabilities experience: 1) most have a lower level of educational attainment, 2) are poorer and more likely to be unemployed than those without disabilities, and, for the most part, 3) are outside the economic and social mainstream of American life. The President’s Committee for People with Intellectual Disabilities has formulated a position paper that describes the road map.

The principles of the Road Map are FREEDOM to live a meaningful life in the community, AUTHORITY over dollars needed for support, SUPPORT to organize resources in ways that are life enhancing and meaningful, and RESPONSIBILITY for the wise use of public dollars. The goals described in the Road Map are laudable and supported by ANCOR members.

As a provider, I am becoming increasingly concerned over the apparent trend to link freedom, authority, support, and responsibility to ultimately less support for people with disabilities. This is manifested on the local level by our agencies’ inability to pay adequate wages or attempting to provide services with too few staff. At the same time, increased accountability is being stressed, i.e., drug testing and mandatory training of staff, and enhanced expectations in the area of employment and independent living. These unfunded mandates are accompanied by often staggering increases in costs for utilities and health insurance and other staff benefits. Meanwhile, reimbursement disparities between state-run institutions and private providers continue. The proposed increase for providers

See President, page 6

Tough Stuff

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We have observed changes in the nursing home industry whereby traditional nursing homes are being replaced by assisted living facilities, which operate at a lower cost and offer a lower level of intervention and care. Someone must ultimately provide the care.

ANCOR is championing the Direct Support Professional Fairness and Security Act of 2004. This piece of legislation will be reintroduced in the 109th Congress and efforts are being made to ensure that happening. Once again, we will be asking ANCOR members to encourage either co-sponsorship or, at least, support from your legislators for this most worthy effort, once it is reintroduced. We owe it to those who trust us to assist them in their journey through life.

Remember — better pay for DSPs will help assure better quality services and self-sufficiency for people with disabilities. We believe in the same principles: Freedom, Authority, Support, and Responsibility. Together we can make this happen.

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Getting Started

Dale Dutton

You could have hardly missed the announcement last month of this exciting new ANCOR initiative, and the Task Force hopes you share our enthusiasm for the work at hand. Having a strong provider voice in this national discussion will enhance each of our organization’s view of ourselves and our roles in our industry.

As the announcement noted, there are several objectives for this initiative within ANCOR, not the least of which is to see an ANCOR member receive a Baldrige Award within the next 5 years. However, getting there, with many new partners, will be an exciting ride as well. The development of a “Community of Practice”, as defined by the American Society for Quality (ASQ) is an excellent example of potential membership participation. The value of a national performance dataset in our field – both to ANCOR’s national work, and the member’s local interests – cannot be overstated at this point.

The Task Force has begun its work by looking inward at existing materials and experiences, beginning to collect ideas from our membership, and discussing a framework for discussion.

Renee’s announcement identified the core values and related concepts encompassed within the initiative:

- Visionary leadership
- Consumer-focused excellence
- Organizational and personal learning
- Valuing staff and partners
- Agility
- Focus on the future
- Managing for innovation
- Social responsibility and community building
- Focus on results and creating value
- Systems perspective

These are the core values embodied by the Baldrige Criteria for Excellence, and we would suggest that you visit the NIST website: (http://www.quality.nist.gov/PDF_files/2005_Business_Criteria.pdf) to learn more and perhaps download the entire set of criteria – they are free! The Task Force has suggested that ANCOR members work with the “generic” Business Criteria, rather than the Health Care set, to avoid any suggestions of our services following a medical model. A set of criteria for non-profits has been in development for several years, but is not available for competition at this time. We will monitor this development as our work continues.

On pages 1-6 of the file, you will find a discussion of these core values, the 7 Framework Criteria and key characteristics of the criteria as a whole. You will also see on page 5 a diagram showing the relationship between the 7 Framework Criteria categories:

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Measurement, Analysis, and Knowledge Management
5. Human Resource Focus
6. Process Management
7. Business Results

The diagram suggests how these elements work together in a quality organization to achieve the desired result – Exceeding the Expectations of the Customer!

In future columns we will begin to apply the Task Force work and ANCOR member input to these Framework Criteria categories to help your organization in its quest for performance excellence. We invite and welcome your comments and suggestions as our work progresses.

In the meantime, we want to encourage all attendees to the March conference in Phoenix to be sure and arrive early enough to participate in the “Quality Café”. It is scheduled for 1:15 – 4:15 on Sunday afternoon. Participation (with lunch included!) is free but we need prior registration to adequately prepare the space – it will be quite an experience, and an early partnership with ASQ. For more information, and to register, please contact Terry Collard at The Chimes, email: tcollard@chimes.org, or phone: 410-358-8908.

As the announcement noted, there are several objectives for this initiative within ANCOR, not the least of which is to see an ANCOR member receive a Baldrige Award within the next 5 years.

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<table>
<thead>
<tr>
<th>Plan year 2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Benefit Statement</td>
</tr>
</tbody>
</table>

Prepared For:

**Valued Employee**  
99 Pine Street Suite C110  
USA, NY 12207  
Department: 501001

DOB: 01/02/1945  
Location: New York  
SSN: 123-45-6789  
Job Classification: Hourly

**Employer Provided Benefits:**

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<td>Unemployment</td>
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<td>Workers Compensation</td>
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<td>Vacation Time</td>
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<tr>
<td>Your Employer 401(k) Match *</td>
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<tr>
<td>Medical Insurance</td>
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<td>Dental Insurance</td>
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<tr>
<td>State Disability Plan</td>
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<td>Uniforms</td>
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</tr>
<tr>
<td>Shoe Allowance</td>
<td>$50.00</td>
</tr>
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</table>

**Total Value of Benefits:**  
$9,869.41

**Benefits as a Percentage of Compensation:**  
46.29%

**Total Value of Compensation Package:**  
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ANCOR Employment Subcommittee Releases Results of 2004 Survey

John Severtson

As a part of ANCOR's public policy activity and in an effort to better serve the needs of ANCOR members who offer employment supports and services, the Government Relations' Employment Subcommittee conducted a two-part survey in 2004. The goal of the survey was to identify members who provide employment services, the types of services provided, future trends that agency members anticipate and how ANCOR can improve its support to its employment providers. The survey also asked members to share their experience with Ticket to Work, TANF and Workforce Investment Act (WIA) issues.

In August 2004, the Subcommittee sent Part I of the survey to all ANCOR members (600+) and we received 225 responses. Using the results of Part I, Subcommittee Chair John Severtson, member Jim Pierce, and ANCOR consultant Kara Freeburg developed Part II of the survey to gather more in depth information on ANCOR members offering employment supports and services. Part II was distributed to 166 original respondents in November. Of this number, 103 respondents were received, which represents a 63% response rate. By any survey standard, 63% is an excellent response rate which lends considerable validity and credibility to the survey instrument that was used.

Some of the highlights that the survey revealed are as follows:

- ANCOR members provide a variety of employment services to meet the needs of the individuals their organization supports. In general, members operate their employment programs on relatively small budgets with many reporting operating budgets of less than $2 million per year.
- While state associations continue to be a primary source of information, a number of respondents expressed interest in how ANCOR can offer employment providers additional technical assistance. These responses included an interest in what role ANCOR can play in helping members realize growth in their employment programs, the dissemination of an “employment only” publication, best practices in offering transition employment services and ways ANCOR can support agencies in the emerging field of entrepreneurship/self-employment.
  - Just as for community-living supports and services, Medicaid plays a major and increasing role in the funding for employment supports and services. As such, Medicaid continues to be a very high priority on ANCOR's legislative and regulatory agenda.
  - The opportunity to take advantage of Federal grants is not being utilized. Survey respondents reported very little involvement with Federal grants. The Subcommittee will be examining this issue further to address the reasons for the lack of involvement and the steps necessary to reverse this trend.
  - Other priority legislative and regulatory areas according to the survey include School-to-Work Transition issues and the preservation of funding for Supported Employment state grants. The latter is not surprising given that many of ANCOR's employment providers offer supported employment.
  - With respect to Ticket to Work, WIA and TANF programs, a large majority of respondents indicated a lack of provider involvement. While this is not new information, the Subcommittee was curious as to why more ANCOR members were not participating in these programs. The two most cited reasons were that the individuals served either did not qualify or were not interested in participating in these programs.

One very encouraging result was the significant number of ANCOR members who expressed an interest in becoming more active, specifically by becoming a member of the Employment Subcommittee and working on its issues. Because of this interest, the Subcommittee would like to invite any interested ANCOR member attending the 2005 Management Practices Conference to join them at their meeting on Saturday morning, March 19 in Phoenix. If you are arriving in Phoenix after the 19th, the Subcommittee is also sponsoring a lunchtime round table discussion on employment issues and its activities on Tuesday, March 22. Both are open meetings for anyone wishing to attend.

The Subcommittee plans to explore ways to facilitate networking among members on employment issues. ANCOR will continue to monitor federal legislative and regulatory activity and effectively advocate for its members. In addition, these survey results will allow ANCOR to better target information and technical assistance to ANCOR members offering employment services that meets their needs. Lastly, I wish to acknowledge Kara Freeburg’s time, effort and hard work in completing the survey.

For more information regarding the survey and/or the results, or to let us know of your interest in attending either of the Subcommittee meetings in Phoenix, please contact Enzo Pastore at ANCOR, epastore@ancor.org or at 703.535.7850.

AUTHOR LINK: John Severtson is executive director of Opportunity Village in Cedar Lake, IA and the Chair of ANCOR’s Employment Subcommittee. He can be reached at jsevert@oppvill.org.

ANCOR 2004-05 Resource Partners Guide

This important agency tool and resource features consultants and firms offering goods, services, and knowledge to the private provider industry as well as expertise and experience in specific areas. Check it out at www.ancor.org and click on RESOURCE PARTNERS located under Related Items in right hand column of home page. You’ll be glad you did!
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How California’s Nonprofit Reform Law Could Affect You

Jeffrey S. Tenenbaum and Tammy W. Klein

A new California law imposes sweeping new requirements to improve financial accountability and corporate governance for charities and those that solicit contributions on their behalf.

The California Nonprofit Integrity Act of 2004 will take effect on January 1, 2005 and applies to charitable corporations, unincorporated associations, trustees, commercial fundraisers, and fundraising counsel doing business in, located in, or with offices in California. The act amends the existing Supervision of Trustees and Fundraiser for Charitable Purposes Act, which already requires charitable corporations, commercial fundraisers, and fundraising counsel to register with the state attorney general before beginning a charitable solicitation campaign and to file financial disclosure reports.

Many nonprofits will be surprised to learn that they may well be subject to both acts because of the expansive manner in which the acts are written. For example, both acts apply to charitable corporations, defined as entities organized for “charitable purposes” under California law (even if the entity does no business in the state itself) or similar corporations located outside California that do business or hold property within the state. It is unclear what constitutes “doing business,” but it could be read to reach not only charitable soliciting but any business that the charity may conduct in the state. For example, if a Washington DC-based nonprofit holds a conference in California, that may constitute “doing business” under the statute, subjecting the nonprofit to the act’s requirements. It may even include charitable solicitations conducted over the Internet in which California residents are able to make charitable donations.

Notably, neither act defines “charitable purpose,” but California common law defines the term broadly to include poverty relief, advancement of education or religion, promotion of health, governmental or municipal purposes, or other purposes that are beneficial to the community. Another indicator of whether a nonprofit is organized for a charitable purpose is whether it has received tax exemption recognition under IRS Sections 501(c)(3) or 501(c)(4).

The act imposes a number of new, and for many nonprofits, onerous financial accountability and governance requirements. These requirements appear to apply regardless of the amount of solicitation or business that the nonprofit conducts in California. For example, even if only a small percentage of the donations that the nonprofit receives comes from California residents, the act’s requirements may still apply.

The act imposes a number of new, and for many nonprofits, onerous financial accountability and governance requirements.

These requirements appear to apply regardless of the amount of solicitation or business that the nonprofit conducts in California.

Charitable corporations, trustees, and unincorporated associations subject to the act must have their board of directors or an authorized committee of the board review and approve at certain times the compensation, including benefits, of the president or chief executive officer, and the treasurer or chief financial officer, to assure that executive compensation is “just and reasonable.” Moreover, if financial statements are prepared by a certified public accountant, they must be made available to the California attorney general or the public. This requirement is in addition to the audited financial statements required under the act for certain charitable organizations.

There are additional requirements for charitable organizations that receive or accrue in any fiscal year gross revenues of $2 million or more. First, they must prepare audited financial statements using generally accepted accounting principles (GAAP) that are audited by an independent certified public accountant in conformity with generally accepted auditing standards. Second, they must establish an audit committee to be appointed by the board. The act specifies who may serve on the committee and their responsibilities.

Commercial fundraisers and fundraising counsel subject to the act may not perform services for a charitable organization unless they register with the attorney general’s Registry of Charitable Trusts. They also are required to provide the registry with 10 days’ notice before the start of each solicitation campaign, event, or service they perform. And there must be a written contract for the services they perform. The act prescribes specific contract provisions that must be included, particularly those governing the charitable organization’s right to cancel – a right that cannot be waived.

Finally, a number of provisions in the act prohibit certain misrepresentations that may be made by charitable organizations, commercial fundraisers, and fundraising counsel. For example, charitable organizations and commercial fundraisers may not misrepresent the nature, purpose, or beneficiary of a solicitation.

Though the act is less onerous than originally proposed, it still imposes significant burdens on nonprofits in California and around the country. It is unclear whether other states will follow California’s lead, though the New York and Massachusetts state legislatures have seen similar legislation introduced.

AUTHOR LINK Jeff Tenenbaum (jstenenbaum@venable.com) serves as general counsel to The Center for Association Leadership and is a partner at Venable LLP in Washington, D.C. Tammy Klein (twklein@venable.com) is an attorney at Venable in the firm’s association practice group. A more complete article on the new California law can be found at www.venable.com/associations/publications.

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

Links/February 2005 11
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Succession Planning
Leadership Transition
Margaret J. Gould

Succession planning is a leadership responsibility. The function of succession is especially important when leaders care about their organization, its mission, and the welfare of the consumers. Planful succession is an important process requiring intense thought, direction, and preparation. Ensuring continuity of leadership, succession planning helps build organization density, thus creating a core of trained competent individuals who ensure that operations are conducted professionally and seamlessly.

Succession planning goes far beyond the principal, president/CEO, leadership position. It involves all key management and leadership positions within an organization, as well as the board of directors. The goal is to prepare and train staff and volunteers to fill leadership positions that become vacant either because of a planned exit such as retirement or as emergencies arise.

Succession planning is particularly important at this time because of the population distribution in the U.S. and the demographics of the current workforce. According to the U.S. Government Office of Policy and Management, 34 percent of the federal civilian workforce is over 50 years old. By 2003, over one-third of the federal workforce were eligible for retirement. These statistics are mirrored across the American workforce, especially in the field of human resources. Many community organizations are lead by CEO/executive directors who are now approaching retirement age. The mass exodus due to retirement in over the next five to eight years is a critical emerging issue. The problem is compounded by the fact that many of the other key managers in community-based agencies have been with the organization nearly as long as the CEO/executive director.

The Four Aspects of Succession Planning

There are four major components of succession planning:
1. Organizational Density: Internal Leadership Development
2. Planned Succession (retirement; planned exits)
3. Unplanned/Emergency Succession (health crisis; leader asked to leave an organization; problem-situations arise; death of a key leader)
4. Advancement through Personal Planning

This article discusses these four components and provides perspective, practical strategies and possible considerations for organizations as they build internal capacity.

Organizational Density: Internal Leadership Development

Some organizations want to ensure that internal structures allow leadership transition to occur naturally. They participate in an “organizational density” process involving an assessment of the current workforce; assessment of personal skills of management employees; consideration of leadership qualities/skills needed for various positions within the organization; and development of an organizational chart where a qualified person(s) is identified to fill leadership positions if a vacancy arises.

The first step is to determine what leadership theory aligns with the organization’s organizational culture and leadership needs. There are ten important theories of leadership. Depending on which an organization deems most significant to their situation, leadership assessments are available to determine which traits or characteristics are present in current staff. Evaluation instruments can be easily purchased or downloaded from the Internet. Each tool explores leadership from a different perspective: leadership qualities; leadership/member exchange skills; situational leadership analysis; and leadership matched to particular assignments or tasks.

Following a leadership analysis, organizations may develop an internal training program that fosters skills and abilities most valued. The benefit of an internal leadership development process is that the organization determines what they deem significant, and then builds capacity within the organization to meet their specific needs.

Internal leadership development processes normally focus on several key areas:
• Business growth
• Developing “business intelligence”
• Leadership skills working with boards

See Planning, page 14
Planning
continued from page 13

• Negotiation skills with funding sources
• Strategic agendas
• Consensus building
• Understanding and dealing with power structures
• Financial management
• Developing effective personnel strategies
• Creating loyalty
• Building powerful leadership teams.

Planned Succession:
Retirement and Other Planned Exits

When leaders have been with an organization for a long time, succession planning must be approached from both a professional and personal perspective. The leader, having fought so hard and for so long to move the system forward, naturally is concerned that the right person be hired to continue his/her legacy. The leader has invested a great deal personally over the years to the agency; now that the reins will pass to someone else, there is a natural hesitancy.

Succession, when it occurs, is not simply hiring a new leader. Successful succession involves many levels of activity. It isn’t a process of, “one day the leader is here, the next day s/he is gone…” Rather, it is a active process that takes approximately two to five years to complete depending on the nature and size of the business. Regardless of the title, key leaders within an organization all play a vital role in the organization’s growth and progress. Therefore, the process of succession planning is important for all members of an agency’s leadership team.

Planned succession begins long before the leader leaves. It is a “process” of change, rather than a “personnel” change. A well prepared succession plan allows time for contemplation regarding any need for change in direction and/or focus. With a new leader comes a new level of energy, creating a natural flow in a new direction. Ensuring that the organization is poised for change, the present leader and leadership team can create systems and structures that prepare the organization or department for change.

When a leader decides it is time to leave s/he wants to leave knowing that things are well managed and in good hands. Leaders want to feel they have prepared the organization for the future. To achieve these goals, a leader should focus on each of the following key activities.

Who should be involved in a planned succession?

Succession planning is best achieved when key stakeholders are involved in the process and are active participants, and should include the following key players:

**The present executive director/CEO;
**Leadership/management team members;
**The board of directors; and
**Key management staff.

In addition, as succession planning progresses, it is critical to obtain input from consumers and family members. The process of succession planning is best achieved through a facilitated process involving a skilled leadership coach. Involving your human resources department and hiring the right recruiter to assist in finding strong personnel also are key considerations.

The present leaders play an important role in the process of change. They

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**INDEPENDENT SKILLS ASSESSMENTS**

**Independent Skills Assessment Scale 2005**

Designed for persons receiving or being considered for fewer than 24 hours of staffing time. Key indicator areas are:

- Meal Planning and Preparation
- Personal Appearance and Hygiene
- Personal Safety/Use of Emergency Resources
- Civil Rights and Responsibilities
- Social/Recreation/Transportation

**Shopping**
- Personal Medications
- First Aid and Health
- Telephone and Other Utilities
- Coping Skills and Behavior

**Independent Skills Assessment Scale:**

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**Sexuality Assessment**

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**Sexuality Assessment/Curriculum Guide:**

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**Sexuality Assessment Worksheet:**

100 questions designed to address knowledge and performance in such areas as privacy and ownership, basic anatomy, relationships, positive touch, sexual expression, birth control, victimization and sexually transmitted diseases. It can be used with individuals of varying levels of abilities.

**Sexuality Kit:**

Includes 20 Sexuality Assessment Worksheets, a Sexuality Assessment / Curriculum Guide, 18 line drawings, anatomically correct male and female dolls, sanitary pads, condoms, an artificial penis and a soft carry bag.

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- Sexuality Guide – Includes 20 worksheets: $20.00
- Sexuality Assessment Worksheet: 20 for $10.00
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**Clinical Nursing Care Needs**

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A quick, 100 item, two-page assessment designed to show skills and abilities, as well as programming and health needs, for persons of all ability levels and ages.

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- Clinical Nursing Care Needs: 20 for $10.00
- Personal Strengths and Needs: 50 for $20.00

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Links/February 2005

ANCOR—A national network of providers offering quality supports to people with disabilities.—www.ancor.org
seldom hire their replacements, but they manage a process in which the next leader is selected. Present leaders support and facilitate the “change process” required as succession progresses.

**Ten steps to retirement succession, or other planned exits.**

Succession involves much more than hiring a replacement for a leader who retires or leaves. The following ten-steps are key to the transitional process. Regardless of the person’s title, the succession planning process is the same.

Step 1. Alone in your room: Developing your personal quality of life plan for the future
Step 2. Planning for retirement: Money, ego, survival
Step 3. Before you tell anyone: Assessing the organization’s assets and challenges
Step 4. Developing the Organization for the Future
Step 5. State a date when you plan to leave once plans are in place
Step 6. Engage people in activity to avoid “positioning” and covert/speculative behavior
Step 7. Don’t do: Supporting leadership emergence
Step 8. Managing the transition and saying goodbye
Step 9. Be kind to your replacement; don’t “linger”
Step 10. Your new life; letting go

**Succession planning timelines.**

It takes two to five years to successfully prepare, plan, and execute a succession process. Far before a departure is announced, a great deal of preparation has occurred. It is too late to fill in holes or create new positions once you have announced a departure. And, if the leader has not developed a “new life” plan s/he is more likely to derail the process rather than support it.

**Unplanned/Emergency Succession**

Sometimes a leadership transition occurs that is unexpected and/or unplanned. This may be the result of many factors including sudden illness, abrupt changes in family obligations, death or sudden departure. The most effective way an organization can deal with an unexpected transition is to have an internal succession plan in place.

Planning for the unexpected is a process. It begins with the first hire a leader makes. Key hiring questions support a hiring process that builds internal capacity and focus on whether the person selected can build the organization; whether this individual can growth and develop within the organization; and whether s/he has the ability to take on more complex decision-making skills. Succession planning continues through the purposeful involvement of all stakeholders and supports a personnel system that creates leadership through purposeful experiences. Succession planning is built on a strategy of leadership development. It permits an organization to be prepared when a leadership succession crisis arises.

If a succession plan is defined, leadership changes will occur seamlessly. If a succession plan is unclear, underdeveloped, or non-existent, issues may arise. Unplanned/emergency succession often creates such immediate problems as feelings of instability; fear of job loss; con-
Concern about administrative reporting processes being changed; frustration about possible new assignments being imposed; and increased levels of gossip or innuendo.

It is important in unplanned/emergency situations to inform staff, key stakeholders, and board members of changes as quickly as possible. Creating a calm stable persona helps minimize disruptions and feelings of discomfort.

Advancement Through Personal Planning

Most people want advancement opportunities within their chosen profession. Often, leadership positions seem appealing because of the advanced levels of decision-making and salary compensation levels. Seldom are advancement opportunities simply given; they are earned through hard work, personal development and demonstrated skills.

Devise leadership training programs that are targeted to the key qualities necessary for your organization’s success. Making these opportunities available widely throughout your organization enables the system to identify “shining stars” who might otherwise be passed over.

Succession Planning Dos And Don’ts

DOs

Do involve key stakeholders in succession planning and succession activities
Do discover organizational “holes” and fill them
Do prepare the board, staff, consumers, and families
Do stay engaged; keep others engaged
Do make decisions
Do progress through succession methodically
Do allow people to say goodbye

DON’ts

Don’t wait or stall too long; give the succession process time
Don’t announce retirement/exit too early or too late
Don’t wait to train internal leaders
Don’t wait to initiate or begin new projects
Don’t walk away and not support the recruitment process
Don’t stay around and be a problem for the new leader

AUTHOR LINK For more information and assistance with your Succession Planning efforts contact:
Margaret J. Gould, President/CEO, The VISIONS Center for Creative Management, 860.521.7684 MJVISIONS @ aol.com web: thevisionscenter.com
**ANCOR STRATEGIC GOALS**

- ANCOR will position itself as a knowledge broker assisting customers/stakeholders, as well as emerging customer groups, to provide the most effective, state-of-the-art services to those they serve.
- The composition and structure of the ANCOR Board will be reorganized as necessary to achieve the vision and mission of the organization.
- The composition of ANCOR staff and leadership will be enhanced to meet the skills, knowledge and flexibility required to serve customers and manage the issues impacting private disability providers and their customers.
- ANCOR will serve as a catalyst for national efforts to enhance self-direction, choice and allocation of resources for customers/stakeholders across a broad spectrum of service models.
- ANCOR will raise awareness and help define a national working definition of quality services for all stakeholders.
- ANCOR will secure financial resources sufficient to achieve its goals, mission and vision.

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**Talent – The Key to Success**

*Renee Pietrangelo*

Ask any organization leader about the key to success and most, if not all, will say it is contingent on talent. With the right people in place, anything is possible. To that end, ANCOR is committed to assuring that we grow and develop our staff and volunteer leaders to provide the knowledge, wisdom, expertise and attitude needed to advance our strategic agenda.

Volunteers are the lifeblood of any nonprofit association. And the selection, development, care and feeding of volunteers is a high priority. To that end, ANCOR evolved its former Nominating Committee into a Board Development Committee charged with identifying, attracting and developing new leaders as well as assessing ANCOR Board and committee effectiveness. This committee is charged with assuring that volunteer leadership is nurtured and appropriately recognized for their contributions and that the volunteer experience is of value-added to everyone involved.

ANCOR has expanded its leadership opportunities. Recent bylaws changes allow for additional representatives from each state to serve on the Board of Representatives and changed liaison board positions from the Board of Representatives and the State Provider Association Executives Forum to full, voting positions. There are also new opportunities for involvement in the National Advocacy Campaign, the ANCOR Performance Excellence Quality Initiative, and our international program efforts. ANCOR state representatives are required to serve on a national committee of their choice. In this way, they gain valuable exposure to ANCOR programs and operations; expand their network and establish new relationships; and develop their potential for Board participation and other leadership positions.

Effective staffing is a challenge, since the addition of full-time staff is limited by funding constraints. So we have tried to be creative. Over the past several years we have contracted with consultants and experts in key areas of need, such as wage and hour law; HIPAA compliance; fiscal intermediaries; Medicaid statute; public relations; web design; and project and program management. Plans call for two permanent internship positions in government relations. And, we’re in process of developing a five-year staffing plan.

I hope you will consider getting involved in a more substantive way by becoming a volunteer leader. Check out the opportunities for involvement on our website or give me a call.

Success demands a lot, but it’s the partnership among board members, staff, volunteers and members that make ANCOR relevant and enduring. It’s the collaboration that makes our work rich.
ANCOR Member Highlight

WCI – Work, Community, Independence Receives Recognition For 30 Years of Service

WCI – Work, Community, Independence celebrated its 30th Anniversary, by hosting a special event on October 28th at The Westin Hotel in Waltham. Jeannette McCarthy, Waltham’s mayor, presented Nancy Silver Hargreaves, president and CEO with a proclamation from the city and its city council to recognize WCI’s thirty years of service, dedication and commitment to the city’s constituents with disabilities in the areas of housing and employment.

Proceeds from the evening specifically benefited WCI’s new Housing Initiatives Fund whose goal is to increase housing options and opportunities for people with disabilities, from purchasing their own homes to adding modifications to make their homes more accessible. One attendee at the gala who once lived at the state facility stated, “I live in my own apartment and have a job at Bentley College. I have a life and wouldn’t want it any other way.”

WCI provides community-based living and employment and day supports to 205 people in a seven town area outside of Boston. WCI’s mission is to support people with disabilities to live a rich, full life at home, at work and in their communities. As one of the first nonprofit organizations to provide community living for people with developmental disabilities in Massachusetts, WCI began with one home in Waltham designed for people leaving the oldest institution in the country, the Fernald Center. Some of the pioneering eight moved from their parents’ homes as their needs became more challenging.

Today most of the “pioneering” eight manage their own lives with minimal staff support and independence. Their focus now is to educate others about their rights as they formed a group known as The WCI Advocates who meet monthly to support a rights movement for people with disabilities.

Is Your Agency’s Accounting Software Pulling Its Weight?

You Won’t Be So Sure After You Read This

Generic software may as well scream “We Can’t Do What You Want” because it’s certainly not saying “We Were Designed With Your Industry In Mind.” Most major accounting systems use a generic design to fit the needs of many industries. This forces your agency to adapt to your current software using numerous work-a-rounds and backdoor entry procedures to complete the required tasks.

How can you continue crossing your fingers and hoping, everything is correct with such important tasks as billing of services, generation of financials, payroll, HR mandates, and client safety tracking?

Our Integrated Software Series® has been designed from the ground up with input from 19 different MR/DD agencies. We’ve included features such as the ability to generate financial statements by site, department, county, and program. Also included is a billing system for individually contracted services that is integrated with employee payroll, which in turn, is incorporated into an HR system that tracks more than 151 elements of employee life. Each of our 16 modules are uniquely tailored to handle the accounting, payroll, HR, and consumer management functions for MR/DD providers.

Don’t wait until your system fails. Contact MRDD Solutions today for a full report that may expose your system’s weaknesses.


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7 Tips to Help You Optimize the New ANCOR Foundation Publication

Advocacy for Change: A Manual for Organizing

The ANCOR Foundation’s mission is to build the commitment and capacity of providers and communities to improve the quality of life for people with disabilities. In support of our mission, the Foundation has initiated a publication series to promote and facilitate practice improvements for the disability field. Our first publication, announced in the fourth quarter of 2004, is a helpful manual titled Advocacy for Change: A Manual for Organizing by Al Condeluci, PhD.

Dr. Condeluci has served for 24 years as the executive director of United Cerebral Palsy in Pittsburgh, PA, is a professor at The University of Pittsburgh School of Social Work and teaches in the Masters in Nonprofit Management program at Robert Morris University. He holds an MSW and Ph.D. from the University of Pittsburgh and is recognized internationally as a leader and consultant on human services and community issues. He has spoken at several ANCOR conferences on the topics of advocacy and inclusion.

Dr. Condeluci’s extensive experience in advocacy and community organizing has been distilled into this easy to use tool that is designed to help others achieve real change in their communities. There are several essential steps to take to put this manual to best use in your own community and for your own organization. Here are just a few ideas about how to use Advocacy for Change: A Manual for Organizing to generate value and deliver results:

- Use the manual as the foundation for a seven-week lunchtime “brown bag” exchange group where each week one chapter is reviewed and discussed while everyone enjoys their lunch. Since the manual is written in a clear and concise style and is easy to read, each week one participant can read a single chapter and present it to the group. This should require only one hour of preparation time for each of seven presenting participants and will make everyone in your organization more familiar with ways to facilitate community change. In addition it will provide the individual presenters with the opportunity to build their communication and presentation skills. Job enrichment and community building in one easy step!

- Ask your local libraries and other community resources to order the manual for their constituencies. The more people we reach who can work with us for community change, the faster we will reach our goal of full participation.

- Organize a monthly or quarterly community discussion event or town meeting using the manual’s focused questions guide. Your local libraries and local churches may be willing to facilitate this kind of event. Bringing together interested and/or like-minded individuals, people with disabilities and organization leaders in a relaxed setting for the purpose of identifying community issues and developing plans to address them is a valuable civic undertaking that can educate the public and build commitment to making improvements in our communities.

- Employ the manual as a workbook to help you define your own organization’s goals, objectives and plans. The easy to use workbook format provides both chapter summary sections and note space for your own ideas and special pointers in addition to fill-in-the-blank pages that encourage out-of-the-box thinking as you proceed through the text. By using the manual in an interactive mode you will capture your own thoughts as they are freshly stimulated by the text in an organized, focused and concise tool that you can use to facilitate progress.

- Study the “lessons learned” portions of the manual to explore past advocacy failures to ensure you can both avoid mistakes others have made and benefit from the lessons that they have learned. Remember, this can generate real savings for your organization by avoiding costly missteps while allowing you to maximize the value of your investments in advocacy.

- Ensure that your management team members become active practitioners of Dr. Condeluci’s “Eight Elements Essential to Change” so that your organization remains on an ever-forward path. Resistance to change is one of the most costly elements of any organization’s character. Use the manual’s framework for change to free your organization from inertia and free your community to build social capital for people with disabilities and enhance the quality of life for these important stakeholders.

- Create a fundraising campaign to sell Advocacy for Change: A Manual for Organizing to others. The manual’s list price is $45 and the ANCOR member price is only $25. ANCOR has priced this first publication to create a “multi-level marketing” opportunity for all ANCOR members. Selling the manual to other local organizations that are committed to community building and advocacy will provide income to support your organization’s community building projects.

Advocacy for Change: A Manual for Organizing is a powerful tool for every community and every organization. Please send us your stories about how the manual has helped your own organization or your community so that we can share your tips and ideas with others. Tell us your own success stories and then watch for your contributions in future issues of LINKS.

For more information about the manual or to purchase a copy call us at 703.535.7850 or order on-line at www.ancor.org.
State Representative Profile

Charles Li, North Carolina

Inspired by a slide presentation of serving people with developmental disabilities 15 years ago, this year marks the 12th year since I came to this country and devoted my service to people with disabilities. When Mrs. Irene Howell, the former head of Howell Child Care Centers, visited China in 1990 and introduced her ICF/MR program, I was a psychiatrist working at Nanjing Neuropsychiatry Hospital. Deeply moved by her passion and love towards her mission, I decided to undertake a new adventure and come to the U.S.

After I graduated from medical school in 1983, I had had some experience in working with people with developmental disabilities. In 1988, I was one of the six experts involved in a project sponsored by the World Health Organization and World Population Foundation. The project was to protect women with developmental disabilities from sterilization in rural areas. In 1989, I went to Japan and participated in a research project “Prenatal Diagnosis of Down Syndrome” with Dr. Kenzo Takishita, a pediatric neurologist of Tottori University School of Medicine.

I spent my first two years in the U.S. working as a visiting professor and research scholar at East Tennessee State University School of Medicine. In 1995, I accepted the position as Corporate Director of Professional Services at Howell Child Care Centers, Inc. Under the leadership of Mrs. Howell, Howell Centers had developed from a 37-bed residential facility to support 560 individuals in six residential centers and 22 group homes across the state of North Carolina. The most successful program was the establishment of an ICF/MR facility in Greenville, N.C. to serve medically fragile infants and young children. It is affiliated with East Carolina University School of Medicine. In 1999, I became the administrator of Bear Creek facility.

Howell Centers was among the first group of providers to join ANCOR. It has witnessed and participated in the growth and success of this leading national organization. I was very impressed when I attended my first ANCOR conference. The speakers were fabulous. The information was very valuable and beneficial. The most significant value of being a member of ANCOR is the networking developed with other providers across the nation. We share information on best practice, quality improvement, funding resources, government policies, etc. ANCOR unites providers nationally so we have a stronger voice in Washington DC.

Howell Child Care Centers merged with RHA, Inc. last year to become RHA/Howell Care. Our mission remains the same, which is the motto Mrs. Howell created 23 years ago: “Love, Care, and Education.”
From 2000 to 2001, a growing share of agency operating budgets went toward health care expenditures. In 2003, agencies spent an average of $4,534 in health insurance costs per covered worker.

Increasingly, employers are requiring that workers be employed at least three months before becoming eligible for benefits. On average, NYS OMRDD-funded agencies required about a two and one-half month waiting period. Some agencies required up to a six-month waiting period.

Full-time employment in the developmental disabilities field appears to be declining. At the same time, many part-time workers are not eligible for health benefits. Increases in health costs may be contributing to this trend. From 2000 to 2003, rates of full-time employment in NYS OMRDD-funded agencies declined from 72.8% to 68%. Thus, about one-third of the workforce was part-time. About 62% of NYS OMRDD-funded employers offered health coverage to part-time staff.

About 75%, or 78,000 workers employed by NYS OMRDD-funded not-for-profit agencies, were eligible for employer-provided health insurance benefits. The take-up rate or share of eligible workers that actually enrolled in these plans was 70%. Thus, about 52% or 54,000 of all employees in OMRDD-funded agencies actually enrolled in an employer-sponsored plan. In a national survey, approximately 64% of low-wage workers who were eligible for their employers’ coverage took it, compared with 86% of high-wage workers.

About one-quarter of all workers in NYS OMRDD agencies were not eligible for benefits, mainly because they worked part-time or had not been employed long enough. About 30% of those who were eligible did not take-up the offer. Some workers were enrolled in Medicaid. Other workers had health coverage through a spouse or other person. Most of the others found premiums unaffordable and just went without coverage. Affordability of health insurance premiums is a key determinant of why workers are uninsured.

The average tenure of a worker employed by an OMRDD funded agency was 4.6 years. Employees at agencies with rates of enrollment in health benefits plans greater than 60% had an average of one additional year of on-the-job tenure compared to those agencies with rates of enrollment below 50%. Also, average tenure was seven months greater in agencies that spent over $5,000 per enrollee relative to agencies that spent less than $4,000 per enrollee.

Data from the National Longitudinal Study of Youth (NLSY) indicates that on average workers enrolled in employer health plans have more than twice the tenure as those who do not have coverage through their employer.

In a companion document, Dr. William Ebenstein, from the JFK Jr., Institute for Worker Education, explores some of the options that might be available to preserve...
employer-sponsored health insurance. The potential to participate in larger insurance pools, to target premium subsidies to direct care workers with family incomes up to 200 percent of the poverty level, and wage and benefit “pass-throughs” in NYS OMRDD’s current payment system, are several that will not be easy to consider or to implement.

Data from the National Longitudinal Study of Youth (NLSY) indicates that on average workers enrolled in employer health plans have more than twice the tenure as those who do not have coverage through their employer.

Other national research supports the findings of this study. See the following websites for a wealth of information: Families USA at www.familiesusa.org and Kaiser Family Foundation at www.kff.org. Families USA points out that “In New York, the amount paid by the average worker for health insurance premiums rose by 39.7 percent from 2000 to 2004. During the same period, average earnings rose by only 13.1 percent.”

There are significant policy implications to draw from this information and NYSACRA intends to work on them over the next year. Welcome trends that have been provided by NYS OMRDD, the Governor and the legislature, have not amounted to enough for agencies when health insurance premium increases, a benefit that most provider agencies willingly provide, have been harder and harder to keep up with. Visit NYSACRA’s website to obtain a copy of the study and companion paper at www.nysacra.org.

Author Link Ann M. Hardiman is executive director of NYS Association of Community & Residential Agencies (NYSACRA) and can be contacted at: 518-449-7551

And Gilliland & Caudill LLP Announce:


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• Higher loan-to-value ratios (up to 90%) that minimize down payment on purchase or re-finance
• Pre-qualification valid for one year

Irwin Mortgage is one of only about 10 lenders nationwide to provide Fannie Mae Community Living Loans. So call us to learn how this program can help you to better look out for Alice’s interests – and your own.

For information, contact:

Sally Vail, Director of Community Living
Irwin Mortgage Corporation
800.388.1537, Ext. 3341
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ANCOR member, Autism Services Center (ASC), in Huntington, WV and one of its clients will be featured on NBC’s “Today” show on February 25. This week long series on autism will run Monday through Friday, Feb. 21-25, with two segments each day at 8 a.m. and 9 a.m. The Friday, February 25 segment airing between 9:00 and 9:30 a.m. will feature Autism Services Center and its adult residential services. The series takes a serious look at many aspects of autism, a developmental disability that currently affects 1 in 166 children. The segments will include information on early intervention, diagnosis, incidence, etiology, education, initiatives and services. This NBC series was triggered by heightened interest and concern about the growing number of individuals diagnosed with autism.

An interview with Dr. Ruth Christ Sullivan, executive director, who founded the nationally known agency 25 years ago will be featured. Autism Services Center is one of only about 25 agencies in the U.S. that focuses on residential services for adults with autism. The agency employs approximately 420 staff to provide direct services to individuals with autism and other developmental disabilities in a comprehensive program, which includes 11 residences serving a four county area. A producer of the “Today” show visited ASC recently to interview Dr. Sullivan and to focus on a resident. Diagnosed with autism as a child, this adult, non-verbal, client is an active member of his community, and, with a job coach, works part-time at a local hotel. The segment highlights how much progress he has made and how he has benefited from the services provided.

For more information contact: Autism Services Center, The Keith Albee Building, 929 Fourth Avenue, Huntington, WV 25701 or call 304-525-8014.
ANCOR Mission:
To empower providers and people with disabilities to celebrate diversity and effect change that ensures full participation.

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

American Network of Community Options and Resources
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