

THE JOURNAL

FOR THE OFFICE OF MENTAL RETARDATION & DEVELOPMENTAL DISABILITIES

VOLUME 7, ISSUE 2

MARCH/APRIL 1993



**Right at Home
Right in the Neighborhood...**
The Legacy of Willowbrook Endures

*New York State Association
For Retarded Children, Inc.
393 Delaware Avenue
Buffalo, N.Y. 14205A*

THE JOURNAL

Feature Articles

1 The Final Injunction

Judge Bartels closes the books on the Willowbrook case.

2 Realignment

Central Office revamps to support individualized services.

3 They're Okay

Wassaic DDSO tour group unscathed in World Trade Center bombing.

4 Awarding Productivity

Achievements of three from OMRDD honored by Governor Cuomo.

7 Closing the Eighth

J.N. Adam DDSO joins the parade of institutional closures.

8 A Commitment to Kids

Honoring exemplary providers of services to children.

16 Completing the Ladder

A title series of their own for direct care workers.

17 Working Papers

Individualized Services Practicum leads off this issue.



The Office of Mental Retardation and Developmental Disabilities (OMRDD) is the state agency responsible for planning, administering, and providing services for New York State citizens with developmental disabilities and their families.

In carrying out its mission, OMRDD works closely with voluntary agencies and local governments to develop services that help families care for a relative with a disability and help disabled individuals to overcome a disability to the greatest extent possible.

State of New York
Mario M. Cuomo
Governor

State of New York
Office of Mental Retardation
and Developmental Disabilities
44 Holland Avenue
Albany, NY 12229

Elin M. Howe
Commissioner

Ron Byrne
Director of
Public Affairs

Editor
Mark Johnson

Distribution
Sil McGarry

Production Assistant
Peach Rogers

Graphic Design
Elaine M. Santore

Photography
Steve Benya

The Journal welcomes contributions of news and opinion from all its readers.

In the Next Issue...

- J.N. Adam DDSO celebrates the closure of its developmental center and looks to a future of individualized services for all who need them.

- Letchworth DDSO has an active group of senior citizens with developmental disabilities who serve as community volunteers.

- The 1993-94 State Budget enables OMRDD to continue to close developmental centers.

Cover Story

At home in Brooklyn are five men (front row) who, in the early 1970's lived in Willowbrook State School on Staten Island, then New York's most notorious institution for persons with developmental disabilities.

Public concern for their plight and that of 5,000 other Willowbrook residents galvanized the state into not only closing Willowbrook, but redirecting its entire developmental disabilities services system into the community.

The men, and their years in Willowbrook are, from left: Isaac Bakon (1958-80), Joel Best (1956-62, 1962-80), Joseph Finkel (1970-74), Michael Rosen (1962-74), Philip Berstein (1969-72). (Forest Photo) See story on page 1.

Willowbrook Case Settled



ALL TOGETHER-- Following the final settlement of the Willowbrook Consent Judgment, some of the people involved gathered around Judge John R. Bartels, seated, in his chambers. From left: Rudy Magnone, Ph.D., Special Master; Andrea Lewis, Judge Bartels' clerk; Robert Levy, American Civil Liberties Union; Elin M. Howe, OMRDD Commissioner; Michael Mellis, Judge Bartels' clerk; Michael Lottman, attorney for the plaintiff; Linda Glenn, Willowbrook Review Panel member; Alan Adler, OMRDD Deputy Counsel; Anita Barrett, former plaintiff's attorney; Chris Hansen, former plaintiff's attorney; and Kathy Schwaninger, former member of the review panel. (photo: Forest Photo)

The Willowbrook case is closed. Its enduring legacy is a better life for thousands of New Yorkers with developmental disabilities.

The end came on March 11, 1993, when U.S. District Court Judge John R. Bartels approved the final settlement of the Willowbrook Consent Judgment, a landmark federal court agreement resulting from a 1972 class action lawsuit on behalf of more than 5,000 persons who once lived in horrendous conditions at Willowbrook State School on Staten Island.

The settlement was announced earlier by Governor Mario M. Cuomo, who said that it marks the state's success in turning an overcrowded, dehumanizing institutional system into one that serves individuals and their families at home or in facilities nearby.

"New York State leads the nation in its commitment of to its citizens with develop-

mental disabilities," he said. "We have replaced institutions like Willowbrook with a service system that is more humane, less

costly, more diverse and more responsive to those served and their families."

continued on page 14

Sparked Major Change to the State's Service System

(Excerpted from remarks by OMRDD Commissioner Elin M. Howe, at the Permanent Injunction Hearing for the Willowbrook Litigation.)

Today, thanks to the efforts of so many, we can finally put behind us the litigation that grew out of the misery, despair and indignity suffered by more than 5,000 persons who once lived at Willowbrook.

As I travel throughout the state, and see and talk to class members — some who are employed, some living on their own, some

married, some living with families and many living in community residential settings and attending a variety of day activities — it is only then that the real significance of what we have done in the last 21 years truly becomes clear to me.

When I became Willowbrook's Director in 1977, some 2,600 individuals lived in the institution. I clearly remember having so many ideas and goals for improving conditions for the people who lived there. Goals that by today's standards would be looked

continued on page 15

OMRDD Central Office Realigns to Support Individualized Services

The Office of Mental Retardation and Developmental Disabilities (OMRDD) has realigned its Central Office to help individualize the agency's services to persons with developmental disabilities and their families, Commissioner Elin M. Howe has announced.

Under the realignment, she said, key OMRDD management and operating units — and some staff — are being shifted to support new ways of doing business, driven by the new individualized service environments (ISE) for consumers.

"The individualized services we now offer," she said, "give persons with developmental disabilities and their families a chance to choose just the services they need to achieve their goals."

At the same time, Commissioner Howe said, OMRDD is implementing quality through participation (QtP), a management technique in which employees focus on customer needs and then help set goals for their units, determine the best ways to reach them and then do so.

These changes, she continued, followed months of discussion among consumers, families, providers and OMRDD staff — including focus groups at Central Office.

Consider Objectives

As a result of this input, the agency considered organizational objectives that:

- Focus its expertise in areas of greatest need.
- Look at the usefulness of certain functions in terms of ISEs.
- Bring useful innovations into the organization's mainstream.
- Eliminate unneeded functions and generate timely solutions that are consumer oriented.

The realignment is much more than a simple redefinition of reporting hierarchies. Its effectiveness depends largely on OMRDD's ability to cultivate interrelationships through work teams that focus on

delivering quality services to consumers. Under QtP, expertise is tapped as needed, without regard to organizational barriers.

OMRDD is assembling cross functional teams to address specific issues and problems and give daily support to the field. DDSO staff, consumers, families and provider staff are to be active participants of various teams.

Realignment Highlights

Key aspects of the realignment, including QtP, will be overseen by OMRDD's new Office for Quality, which reports to Commissioner Howe. Under the direction of Diana Jones Ritter, the office will support the implementation of QtP throughout OMRDD, coordinate information systems and data administration, and see that human resources are arranged to carry out the agency's mission. Personnel and training services are being aligned to mesh functionally with the new regional designations.

OMRDD's operating and support services are being realigned within three regional teams supporting the DDSOs and voluntary providers:

New York City Region. Two separate offices reporting to Commissioner Howe serve the five service districts (Bronx, Brooklyn, Manhattan, Queens and Staten Island) in New York City. The New York City Regional Office, under Associate Commissioner Jim Walsh, continues to oversee OMRDD general and DDSO operations in the city. A new Community Service Expansion Office, directed by Jan Wheeler, is working to coordinate the delivery of new state and voluntary community services in the city under the ISE approach.

Upstate Support Region I. This office, previously Upstate Operations, continues, under the direction of Dr. David Steindorf, to coordinate support to the following service districts: Broome, Craig, Monroe, Newark, O.D. Heck, Rome, Sunmount, Syracuse, Westchester, West Seneca and Wilton.

In addition, Region I houses the following specialty support services for ALL service districts in the state: Case Management, District Operations, Forensic, Real Property and Support Services.

Upstate Support Region II. This office, previously Waiver Management, continues, under the direction of Fred McCormack, to coordinate support to the following service districts: J.N. Adam, Letchworth, Long Island and Wassaic.

In addition, Region II houses the following specialty support services for ALL service districts in the state: Consumer and Family, Day and Employment, Family Care/Housing, Memoranda of Understanding (MOUs) and Waiver.

Administration and Revenue Support. This function continues under the direction of Deputy Commissioner Alden Kaplan. The key changes include:

- Takeover of such Community Development Unit functions as state aid grants, Medical Care Facilities Finance Agency (MCFFA) bonding, and close-out of traditional development.
- Addition of a transportation coordination function.
- Combining the architectural services of the former Office of Community Development with those of the Capital Support Services team.
- Regionalizing rate setting and budget and fiscal functions, compatible to the regional basis for the cross functional teams.

Internal Audit and Internal Control. All of these functions are now coordinated in an office headed by Ed Hart. The Management and Fiscal Audit and internal control functions of the Division of Quality Assurance will be combined with Litigation Support from the former Upstate Operations Group. Policy, Planning and Service Design. Under the direction of Dr. Aletha Baumann, this

continued on page 6

Wassaic Residents Witness Trade Center Blast



THEY WERE THERE! — Some of the group from Oneida Hall who made the field trip are, from left: Philip Hogan, Suzanne Dunham, John Ward (holding New York Daily News account of the bombing), Garry Krom and Myrna Chamberlain. (photo: W. Jason Sheckley)

(On Friday, February 26, 1993, 12 people from Oneida Hall at Wassaic Developmental Center toured the World Trade Center. They arrived at Tower One about 11 a.m., and took an elevator to the indoor Observation Deck on the 107th floor. At 12:18 p.m., a bomb exploded in the underground parking area, killing several people and filling both towers with fire and smoke.)

(Following is the Wassaic Horizon's summary of Developmental Aide Suzanne Dunham's report on the group's experiences. Also staffing the trip were Nicholas Valhos, Myrna Chamberlain and Garry Krom.)

We went up to the inside (107th floor) observatory because the outside roof area was closed due to snow. We were looking out the windows, talking about the city, when we heard a loud noise.

We looked at each other and said, "What was that?" Then we passed over it because this was New York City.

Myrna went over to the cafeteria to check on prices, and when she came back, she said to Garry, "I think something happened and they're not telling me." With that, we saw cafeteria employees and shop owners closing

down everything.

Then, a lady walked up to us and told us that our side of the building was filling up with smoke and to please go to the other side of the observatory. We could see and smell the smoke. We moved as we were asked to and explained to the citizens as much as we could, or at least that which we were told — that a transformer had blown and the elevator wasn't working.

After a while, we were told to go back to the cafeteria and sit down. Then, after a half hour, we were told to go up onto the roof observatory.

One of the women didn't have gloves with her, so I gave her mine. We made sure everyone kept moving to keep their feet warm.

One of the men held onto the railing because he was afraid of the height. Even with gloves on, we were afraid his hands would get too cold from holding onto the metal. After a while, he let go, but you could tell he was afraid.

Myrna asked if anyone had anything for one of our women to eat because of her diabetes. A school teacher who was there with her class had some Lifesavers, and another had some bread.

We had two people huddle near the door to protect them from the wind, while Nick, Garry and I huddled around the others to keep them as warm as possible.

Finally, we were told to return to the cafeteria and wait. We had been up on the roof for over two hours.

The sun was going down when we went from the roof to the cafeteria, and the stairway was pitch dark. One of the women was afraid of the dark, so I held her hand and talked to her as we descended the steps. When we got there, Nick got a flashlight from someone so we could use the restrooms.

We were told that the elevators would be working in an hour. About 15 minutes later, we were told we would have to walk down all 107 flights of stairs. We told the firemen we wanted to go down last because of our peoples' disabilities.

When it was our turn, the firemen and police escorted us with flashlights. We walked slowly because one person had a hip problem, and because everyone was somewhat frightened.

When we reached the 60th floor, we had to stop to rest. We were given some juice, water and small sandwiches. When we started out again, we made sure we weren't going too fast, making sure everyone was doing okay.

At about the 15th floor, one of the women just couldn't walk any further, so two of the policemen secured her in a folding chair and carried her for a few floors. Then, two more policemen came in to relieve them and carried her the rest of the way. When we reached the bottom floor, she was given oxygen and was checked out by paramedics — as was everyone else.

Finally, we drove home.

THE GOVERNOR'S PRODUCTIVITY AWARDS

Governor Mario M. Cuomo has presented Governor's Productivity Awards to nine state employees — of whom three are employees of the Office of Mental Retardation and Developmental Disabilities (OMRDD) — for their exemplary efforts to improve services, increase productivity or save taxpayers' money during 1992.

As he made the presentations, Governor Cuomo said, "In this, the eighth year of my Productivity Awards Program, I continue to be impressed with the caliber of New York State employees; individuals whose jobs are more than just jobs, who invest themselves in their work to improve the way this state delivers services to its citizens."

The award ceremony was held Wednesday, December 16, 1992, in Albany, under the sponsorship of the Governor's Office of Management and Productivity.

The OMRDD employees receiving First Place awards, John J. Aveni, Counsel's Office, Albany, and William White, J.N. Adam Developmental Disabilities Services Office (DDSO), Tupper Lake, each

received a framed letter of appreciation and a check for \$1,500. OMRDD's Second Place award winner, Julie Benware, Sunmount DDSO, Tupper Lake, received a framed letter of appreciation and a check for \$1,000.

These employees were commended for their achievements, by OMRDD Commissioner Elin M. Howe, who attended the ceremony.

Briefly, the OMRDD honorees were recognized for the following activities:

- **John J. Aveni, Deputy Counsel.** He and fellow award winner Judith Kramer, Assistant Attorney General, Department of Law, familiarized themselves with the field of patent law and assumed responsibility for a patent infringement case whose statute of limitations was about to expire. Their actions increased state revenues for licensing patents in which the state has an interest, and reduced legal costs of protecting them. Their work set precedents for future patent infringement cases and contributed to the establishment of statewide authority for agencies to develop patent policies.



FAMILY AFFAIR-- John Aveni, left, was joined by family as he received his award from Governor Cuomo. They included John's wife, Polly, second from left; his mother-in-law, Mary Longo, rear; and his aunt, Mary Esposito.

- **William White, Developmental Disabilities Specialist.** He developed a Family Empowerment pilot program at J.N. Adam DDSO with a simple Quick Voucher System allowing families greater control over selecting respite care providers. These families may now more easily hire, train, schedule and pay a provider of their choice. This system serves more families at a lower cost than the Home Care Program, with its formal contracts, and is deemed more satisfactory to family members with developmental disabilities.

- **Julie Benware, Keyboard Specialist.** She became proficient, on her own time, in the use of personal computers and several software programs, and is estimated to have saved Sunmount DDSO \$11,000 by:

- *Training her colleagues and acting as a facility consultant in the use of personal computers.*

- *Developing a curriculum and training the entire facility staff in the use of the All-In-One Electronic Mail System.*

- *Developing databases for tracking special dietary needs, auditing medical charts and scheduling fleet vehicles.*

Altogether, the initiatives and innovations of the nine award win-

ners translate into more than \$1 million in estimated savings and avoided costs for taxpayers, as well as better services and improved management.

The Governor's Productivity Award Program is administered by the Governor's Office of Management and Productivity, under the direction of Tom Lewis. Funding for the program comes from the Energy Association of New York State, whose members include the state's principal investor-owned utility companies.

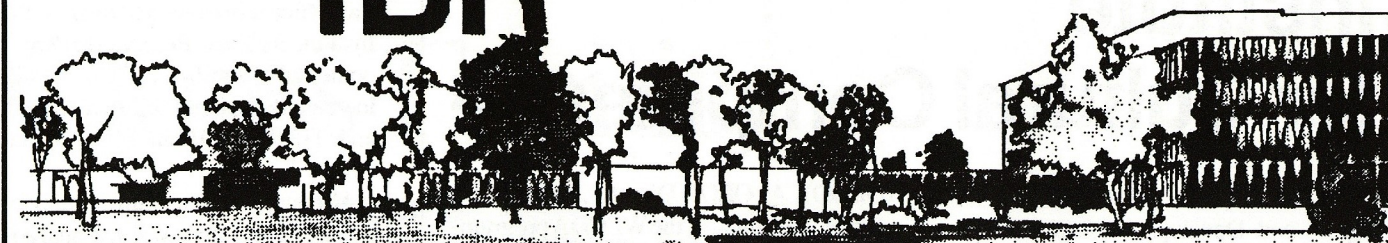
Nominations for the 1993 round of Governors's Productivity Awards are now being accepted.

Cash awards will be made for exceptional achievements in: cost avoidance or savings, technical innovation, increased productivity, or improved service to the public or persons served by the agency.

Deadline for nominations must be received by June 7, 1993.

See your personal office for nomination procedures, or call (518) 473-9330.

Update IBR



News from Institute for Basic Research in Developmental Disabilities

Down Syndrome: First International Conference Explores Progress in Growth Hormone Treatments

Progress in growth hormone treatments for persons with Down syndrome was explored last fall in New York City at the first International Conference on Growth Hormone Treatment in Down Syndrome.

Among the 125 attendees at the conference — held October 10-11 at the Vista Hotel — were 32 from Czechoslovakia, Germany, Italy, Mexico, Spain and Sweden.

The meeting was convened under the auspices of the Institute for Basic Research in Developmental Disabilities (IBR) of the Office of Mental Retardation and Developmental Disabilities (OMRDD) to provide a forum to:

- Give persons studying growth hormone treatment a chance to share their most recent data.
- Allow investigators and other interested persons to critique the data.
- Examine ethical and nursing issues related to these treatments.
- Hear family perspectives about growth hormone treatment in children with Down syndrome.
- Discuss such possible side effects of these treatments as increases in the risk of diabetes and leukemia.

Down syndrome is a common form of mental retardation and has growth retardation as one of its phenotypic characteristics. Clinicians could be expected to seek to treat affected individuals with growth hormone.

The attendees heard 14 presentations, reviewed 13 posters and took part in discussions ranging across the entire gamut of issues: growth retardation and neuropathology of Down syndrome, thyroid and hypothalamic dysfunction in the syndrome, neuroimmune modulating of zinc in Down syndrome, an animal model of the syndrome, and growth hormone treatment as well as other treatments in Down syndrome. They also heard (and discussed) papers on ethical and nursing issues in growth hormone treatments and heard two family perspectives on the treatments. This was the first opportunity many of those studying such treatments had to meet and discuss their experiences with others.

The conveners — Salvador Castells, of the Division of Pediatric Endocrinology at the State University of New York (SUNY) Health Science Center at Brooklyn, and IBR; and Krystyna Wisniewski, of IBR and the SUNY Health Science Center at Brooklyn — will edit the conference proceedings for publication by John Wiley and Sons. The document is expected to be a valuable reference for physicians considering using growth hormone treatments.

Al Snider, of IBR's Education and Technology Transfer unit, organized the event

with the help of Marie Goepel, Joan Maffei and Natalie Perrone, also of that unit.

Grants to support the conference were provided by Kabi Pharmacia AB and Eli Lilly. Kabi Pharmacia publicized the conference in Europe, enabling several scientists to come to New York to present their data and enrich the discussions.

The information presented at the conference suggests that treating short stature and growth retardation in persons with Down syndrome with growth hormone must now be seriously considered, but continue to be studied carefully. Investigators from different clinics have shown that gains in growth in children with Down syndrome can be produced for at least five years (the longest time any of those treated have been studied to date) with no apparent complications.

The treatments must be studied with protocols to overcome recurring research design problems, such as selection bias. Monitoring must, of course, continue for possible complications of growth hormone treatment (autoimmune problems, osteoporosis, diabetes mellitus, and leukemia). Although diabetes and leukemia have not been observed in the studies of synthetic growth hormone treatment to date, careful watch must be kept to determine if these or other possible complications emerge.

Finally, good information must be gathered on other effects of these treatments. For example, do they increase head circumference, and how do they affect functioning?

OMRDD Launches Institute for Cultural Competence

The Office of Mental Retardation and Developmental Disabilities (OMRDD) has launched a program to help its 25,000 employees gain a better understanding of the differing cultural values and traditions of their coworkers and consumers, Commissioner Elin M. Howe has announced.

"The key to the success of this effort," Commissioner Howe said, "will be our recently-established Institute for Cultural Competence (ICC), which is already recruiting qualified facilitators to train employees in various aspects of cultural competence."

ICC's mission, she pointed out, is to study cultural diversity within OMRDD's workforce, and determine and implement strategies that enable employees to work more productively with each other through better understanding and management of their respective cultural differences.

The institute — initially funded by an Excellence Through Diversity grant from the Governor's Office of Employee Relations — will also study how valuing and managing cultural differences can help improve the quality of services delivered to individuals with developmental disabilities by the state's service provider system.

This program is needed, Commissioner Howe explained, because of the growing diversity and demographic changes of the state's workforce and the population of individuals with developmental disabilities. Consistent with the new direction of OMRDD to promote Individualized Service Environments (ISE), she said that it is imperative to bring together a more sensitive perspective on cultural diversity with our efforts to empower persons with developmental disabilities to be effective consumers.

The ICC will expand upon the pioneering work done by OMRDD's Working effectively in a Culturally Diverse Agency (WECD) program during the past few years, said Francisco Lopez, Director of the Office of Equal Opportunity Development

(OEOD). As OEOD Director, he has overseen development of the WECD program.

Manage Diversity, Upgrade Competence

"Essential to our efforts," Lopez said, "is continuing to develop the capacity and skills of key individuals in our service system to productively manage cultural diversity and upgrade the cultural competence of employees. More than 70 facilitators have been trained to date through the WECD program, and cultural competence curricula have been developed and integrated into a variety of OMRDD staff development initiatives."

Cultural diversity facilitators, trained under WECD and ICC and based at OMRDD's developmental disabilities services offices (DDSOs), will help DDSO staff assist local projects and intervene in situations where more culturally appropriate services or strategies may be needed.

To enhance the cultural competencies of both employees and consumers of services, Lopez said, the ICC will sponsor, among other projects, a series of strategic cultural diversity seminars that will complement the agency's Quality through Participation (QtP) efforts. These efforts are expected to improve the quality and appropriateness of services to an increasingly diverse service population.

Team Coordinator for the ICC will be Lourdes Ramos, who has been key staff support for cultural diversity within OMRDD over the past five years. She will be responsible for coordinating cultural diversity infusion efforts with appropriate staff from the DDSOs, and will serve as a principal liaison with external public and private support organizations, under the oversight of OEOD.

For information: Francisco Lopez, Director, OMRDD Office of Equal Opportunity Development (OEOD), 44 Holland Avenue, Albany NY 12229; telephone number (518) 473-8084.

Realigns... from page 2

office will continue to carry out Central Office initiatives and oversee the Institute for Basic Research in Developmental Disabilities (IBR). It will increase its focus on children's, aging and Traumatic Brain Injury initiatives.

Although housing, family support, model waiver and wait list analysis have been mainstreamed into operations, new service design initiatives have surfaced. Work is continuing on interagency policy and analytical efforts and on federal and other liaison activities that need constant scanning and evaluation.

Employee Impact

Throughout the realignment, most Central Office staff remained with their units and/or functions. Others were reassigned according to their expressed interests and the needs of the realigned units.

Following the realignment, Central Office staff will undergo QtP training on a staggered basis. Initially, leaders and staff on cross-functional teams will be trained. The training — introduction to quality (one day), intensive team-building (two days), and quality process (four days) — is designed to ensure that quality, teamwork and total customer service are a key part of OMRDD's organizational culture.



J.N. Adam DDSO Closes Facility

J.N. Adam Developmental Center, in Perrysburg, Cattaraugus County, has become the eighth Office of Mental Retardation and Developmental Disabilities (OMRDD) institution to close its doors.

The end of the facility's residential services — on March 22, 1993 — was at the same time the beginning of a new life in the community for the last residents to leave, according to Ivan Canuteson, Director of J.N. Adam Developmental Disabilities Services Office (DDSO).

"At 11:38 a.m., the last two individuals drove away to their new home in the community," he said. "They joined the five individuals who had left earlier in the day to begin life in a real home."

The closing spelled success for efforts by the DDSO's staff to relocate to the community the 176 persons living at the facility in October, 1991, when Commissioner Howe announced that it would close. These individuals live in home-like community residences and other living arrangements throughout Allegany, Cattaraugus and Chautauque counties — the DDSO's service area.

"Obviously, I am very proud of the efforts of the dedicated staff of this organization," Canuteson said. "I also appreciate the support and assistance of the Central Office staff

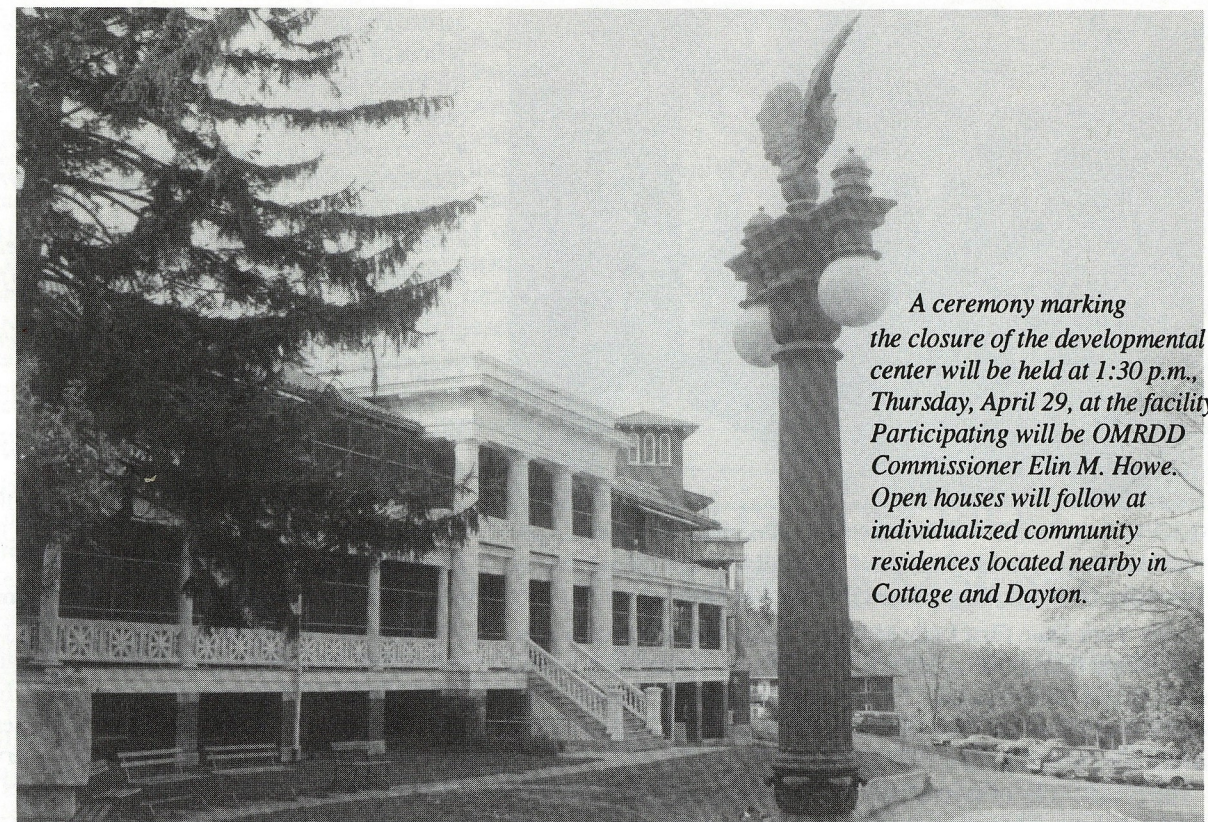
who worked closely with us in the endeavor."

With the closing of the facility, J.N. Adam DDSO now provides most of its residential and day services in the community. Still to be relocated are 80 individuals temporarily housed at the nearby Gowanda Psychiatric Center. After they have moved to residences and other living arrangements now being developed, the DDSO's services will be entirely in the community.

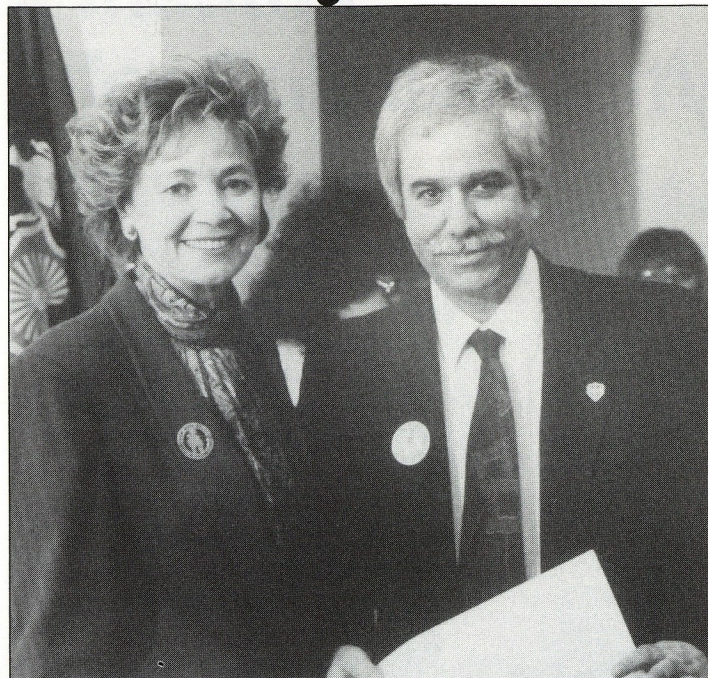
"J.N. Adam DDSO now has 42 state-operated group homes in the community," Canuteson said. "The 22 homes necessary to close the developmental center were all developed under the Home and Community Based Services (HCBS) Waiver concept as individualized residential arrangements (IRAs)."

He continued, "Twelve of the homes, with 55 beds, were smaller ones developed through the acquisition and renovation approach for

A ceremony marking the closure of the developmental center will be held at 1:30 p.m., Thursday, April 29, at the facility. Participating will be OMRDD Commissioner Elin M. Howe. Open houses will follow at individualized community residences located nearby in Cottage and Dayton.



State's First Lady Honors Brooklyn Services for Children



SERVICE AWARD -- William Guarinello, right with First Lady Matilda Cuomo, holds Decade of the Child award for service as Executive Director, Heartshare Human Services.

New York State First Lady Matilda Cuomo has honored 14 individuals and organizations in New York City for outstanding service to children with disabilities. Each honoree received a Decade of the Child award from the First Lady in a ceremony held February 22 at Brooklyn's Metro Tech Center.

The event — one of several held across the state as part of Children With Disabilities Month — was sponsored by the Brooklyn Borough-Wide Council on Mental Retardation and Developmental Disabilities. Overseeing the presentation was William Guarinello, who chairs the council and was an award recipient.

The concept of the Decade of the Child — a ten-year effort to help children grow and develop to their maximum potential — was introduced in Governor Mario M. Cuomo's 1988 Annual Message to the Legislature. The program, under the aegis of the First Lady, has a special focus on the needs of children with disabilities and their families.

"Few children of the Family of New York are as vulnerable as those who have mental or physical disabilities," Governor Cuomo said, as he proclaimed February, 1993, Children With Disabilities Month.

"They receive help from many agencies and voluntary providers of service," he said. "As part of our Decade of the Child partnership with families whose children have special needs, these agencies and providers offer choices of services to nurture children and help them grow, help children enjoy neighborhood friendships and community life, help children to greater independence through creative learning and technology and offer care for children at home or in homelike settings."

The award ceremony was announced by Commissioner Elin M. Howe, of the NYS Office of Mental Retardation and Developmental Disabilities (OMRDD), who said, "During this month, our Develop-

mental Disabilities Services Offices (DDSOs) and other service providers are holding special events to recognize the important work being done for 25,000 children with developmental disabilities and their families."

As lead agency for Children With Disabilities Month, OMRDD was assisted by the departments of Education, Health and Social Services; offices of Advocate for the Disabled and Mental Health; the Division for Youth; and the Developmental Disabilities Planning Council. The observance included:

- *Recognition of outstanding efforts to bring children with and without disabilities together in regular programs, as in the Dansville School District.*
- *Production, by OMRDD, of radio and television public service announcements with Matilda Cuomo, to help families find services by calling the Decade of the Child hotline.*
- *Production, by the Department of Social Services, of Decade of the Child Certificates of Merit.*
- *Organization of more than 20 events across the state to recognize some 200 outstanding individuals and organizations serving children with disabilities and their families.*

The presentation in Brooklyn recognized the following honorees, whose achievements were described by Usha Venkataraghavan, Director of OMRDD's Brooklyn DDSO:

- **William R. Guarinello, Executive Director, Heartshare Human Services of New York.** As the agency's executive, he sees that services are provided to over 4,000 children and families in Brooklyn and Queens. These programs range from foster care and adoption services to support services for families to services for persons with developmental disabilities. The agency serves 125 children in its Matilda Raffa Cuomo Preschool, provides recreational and day programs, and operates five intermediate care facilities and eight community residences.
- **Robert L. Little, Executive Deputy Commissioner, New York City Child Welfare Administration.** In 25 years in human services, Commissioner Little worked to improve the lives of children with special needs or at risk, seeking to forge relationships between agencies to better serve children. His involvement includes the Child Welfare League of America, the National Black Child Development Institute and the Children's Defense Fund.
- **Elizabeth Leahy, Public Education Specialist, Brooklyn DDSO.** She provides public education programs on developmental disabilities and their prevention at schools and community events. Her presentations — Making Friends, for children aged 4 to 6, and Mixed Messages, for junior and senior high school students — have taught some 12,500 children about disabilities and helped them develop positive self images. A licensed Infant Massage Therapist, she trains caregivers and mothers to bond with their infants.
- **Marion White and Angela Coyle, Child Abuse Prevention Program, Inc. (CAPP).** The program teaches children how to identify and report instances of abuse and neglect through skits using lifelike puppets. CAPP provides abuse intervention services to elementary school children, ages 8-10, throughout the city. In one year, some 12,000 children participated in workshops and nearly 600 were referred to the Department of Child Welfare.

- **Richard Monck, CSW, Fred Wetzel, Ph.D., Quality Assurance Unit, Brooklyn DDSO.** Their efforts promoted safety and quality in the care and treatment of children and adults with developmental disabilities in Brooklyn. Monck helped set up systems and procedures to monitor the quality of care by providers and helped provide training to state and voluntary staff in protecting individuals' rights. Dr. Wetzel was a contributor and trainer for developing a "People Do Matter" abuse prevention curriculum.

- **The Miracle Makers, Inc. (MMI).** This nonprofit, community based human services agency contributed to improving the quality of life for families of children with special needs. It seeks particularly to help families in the Bedford Stuyvesant section of Brooklyn. MMI offers culturally sensitive services to those at risk and unable to fend for themselves. It worked with a Neighborhood Based Initiative (NBI) program and OMRDD to train families to prevent and treat developmental disabilities.

- **Meer Hafiz Ali, CSW, Family Support Casemanager, Brooklyn DDSO.** A social worker, Ali serves families whose developmentally disabled children are "aging out" of children's services. He reassures families, secures transitional funding, finds residential alternatives and helps individuals make the transition to adult services.

- **Janet Strauss, CSW, Family Support Intake Coordinator, Brooklyn DDSO.** In nearly 13 years, Strauss has become the person to call when a tough problem needs solving. Her knowledge of community resources combines with advocacy to help families and individuals obtain services.

- **Herbert G. Birch Children's Residential Center, 594 East 53rd Street, Brooklyn.** The residential center opened in mid-1979 to serve 10 individuals with developmental disabilities from Brooklyn Developmental Center. In 1989, the program converted to serve HIV positive infants and children (0-6 years old). It has since expanded to include any child of this age with developmental disabilities who needs long term care. The agency itself serves children through three early childhood centers, two other residential programs and an elementary and junior high school program.

- **Sheila Green-Gholson, Crisis Unit Coordinator, Brooklyn DDSO.** In the DDSO's Family Support Unit, she is the staff psychologist and forensic expert, and a Ph.D. candidate. She has helped families and children through in home skills and behavior modification training, parent education, coun-

seling and advocacy. These services often enable a family to keep a child with developmental disabilities at home.

- **Cynthia DeSheers, Residential Services, Brooklyn DDSO.** She has served families whose developmentally disabled children lived in residences where she worked. Helping to ensure the delivery of quality, homelike residential services, she often made special efforts to make sure that needed services were provided.

- **Little Flower Children's Services, Agency Sponsored Family Care Program.**

This agency has worked to enhance opportunities for children with developmental disabilities. Its efforts include development of an agency sponsored family care program to serve Brooklyn and other DDSOs. The agency's staff accepts new, sometimes difficult challenges in caring for persons with special needs in home settings. Its Children's Services include foster care, adoption services, Infants at Risk, Mother-Baby Program and residential treatment for adolescents.

Every Child is Special to Brooklyn's Miracle Makers

"I will never allow a child to fall through the cracks," vows Willie Wren, Sr., Executive Director and founder of The Miracle Makers, Inc., a family and children's service in Brooklyn, New York City.

The community based, minority owned and operated agency focuses on the needs of people living in Bedford Stuyvesant — a low income, diverse community whose residents come primarily from African American and Latino cultures. The community looks like other inner city areas hard hit by poverty, crime, unemployment and a lack of necessary services.

Behind their dead-bolted metal doors and gated windows, though, residents are working together through The Miracle Makers, Inc., to secure the services needed to support families and children in the community. Their efforts began 20 years ago when members of the Freewill Church of God in Christ, Jefferson Avenue Block Association and a group of single mothers joined together to start a day care center.

From that first day care center, the agency expanded to become a full service organization responding to many neighborhood needs. It operates eight day care centers and serves foster children, substance abusers,

Starting in June, a new program, Home Finders, will seek to reunite natural families with their children.

• **Jewish Board of Family and Children's Services-Mishkon (JBFCs-MISHKON).** A residential treatment facility in the Boro Park section of Brooklyn, JBFCs-MISHKON provides intensive care and habilitation for Orthodox Jewish children who are unable to live at home. A major focus is to keep the children linked with family and community. Care and rehabilitation of the child is a primary concern, but also offers respite, counseling and other support families.

• **Lee Singleton, Educational Liason, Brooklyn Developmental Center.** Through commitment to multiply handicapped children living at the center, she helped assure the coordination of services and treatment planning between the school system and the center's residential service unit. She has conducted special training for staff and children.

people with AIDS, senior citizens and the homeless. Its staff offer counseling and parenting skills training, provide housing and independent living services, and operate adoption and foster care programs.

During the city's boarder baby crisis of 1988-89, The Miracle Makers, Inc., stepped forward to care for children who were hard to place. Many of these children — born to addicted mothers who had received little or no prenatal care — were later diagnosed as having developmental disabilities.

Wren firmly believes that, "with support, the family can survive" in Bedford Stuyvesant.

To that end, the agency, with funding and technical assistance from OMRDD, provides:

- *Parenting skills training for natural and foster parents caring for children with special needs and children who are technology dependent.*
- *Family care for children who need out of home placement.*
- *Assessment services through Woodhull Hospital.*
- *Community education and outreach services to identify previously unserved persons with developmental disabilities.*

Recognizing Those Who Serve Children

People who provide exemplary service to children with special needs were singled out for special recognition by the Office of Mental Retardation and Developmental Disabilities (OMRDD) during February, Children with Disabilities Month in New York State.

The month-long celebration under the aegis of the Decade of the Child Program, which First Lady Matilda Cuomo oversees, saw OMRDD serve as lead agency, with Commissioner Elin M. Howe and other key staff participating in various observances. Special Decade of the Child certificates signed by Governor and Mrs. Cuomo were presented to agencies and individuals responsible for exemplary programs.

Among the special events held around the state:

February 10: Commissioner Howe and members of the Mental Retardation and Developmental Disabilities Statewide Advisory Council honored ten unique family support services for children with disabilities and their families in O.D. Heck/Eleanor Roosevelt DDSO's service area. The programs provide respite and other services after school and during school vacations. Also recognized were family members who made their needs known and worked with agencies to create the needed programs. The entities participating in these efforts include local school districts, boards of cooperative educational services (BOCES) and a city YMCA.

February 18: Senator Anthony Masiello and West Seneca DDSO Director Russell C. Siraguse presented Decade of the Child certificates to local agencies and individuals for excellent services to children with disabilities and their families.

Among the organizations recognized at this program were the Center for Handicapped Children, People, Inc., Erie I Board of Cooperative Educational Services, United Cerebral Palsy Association of Niagara County and the Western New York Association for Learning Disabled.

Similar recognition programs were held in

the other DDSOs, as well. Among the key events scheduled during the month:

February 17 —

at Sunmount and Broome DDSOs.

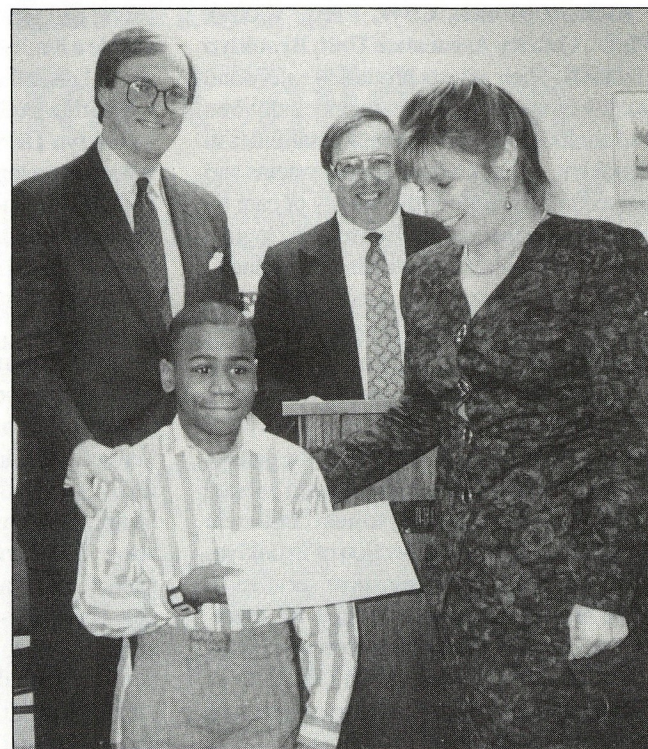
February 22 —
at Brooklyn DDSO.

February 23 —
at Letchworth and Craig DDSOs

February 24 —
at Newark, Broome and Monroe DDSOs.

February 25 —
at Long Island, Rome and J.N. Adam DDSOs.

February 26 — at Bronx and Wilton DDSOs.



CERTIFIED! — Karim Prince, second from left, holds Decade of the Child Certificate presented to the WNY Association for Learning Disabled at recent program. The awards were presented by Senator Anthony Masiello, left, and Russell Siraguse, West Seneca DDSO Director. The association, among several agencies honored, was represented by Darcy France, right, Executive Director.



RECOGNIZED! -- Michael DeMarco, of O.D. Heck DDSO's after school program, accepts Decade of the Child Certificate presented to the program by OMRDD Commissioner Elin M. Howe. Also participating, from left: Gloria Hart, O.D. Heck DDSO; Pat Kessler, Member, Mental Retardation and Developmental Disabilities Advisory Council; and Doris Vincent, O.D. Heck DDSO. (photo: Stephen Benya)

Heartshare Notes Decade of Service to Preschoolers With Disabilities

Although we are barely into New York's Decade of the Child, Heartshare Human Services of New York (formerly the Catholic Guardian Society) has already provided a decade of service at its first early childhood center and has just opened a second one.

On hand to celebrate the 10th anniversary this fall of Heartshare's Matilda Raffa Cuomo Early Childhood Center in Richmond Hill, Queens, was New York's first lady. As on previous regular visits to the center, she stressed the importance of Decade of the Child goals in meeting children's needs. Taking part in the observance were First Step students, parents, graduates, staff and friends from the community.

The facility provides educational, recreational and therapeutic services for 135 infants, toddlers and preschoolers with developmental disabilities and delays, as well as for children who are physically challenged.

A similar Heartshare facility, the Lefferts/Liberty First Step Early Childhood Center

opened last summer in Howard Beach, Queens, already has 58 preschoolers enrolled.

Betty Ann Delano, speaking for many parents during the anniversary program, said that her family's experience at First Step began when her daughter, Anne Marie, was three weeks old.

"I could not have imagined Anne Marie having a meaningful life, and was certain I would never adjust to the changes," she said.

Thanking the First Step staff for helping to change her outlook, Mrs. Delano said that she and her daughter, who has Down syndrome, became a team. "Every teacher, therapist and social worker who worked with us contributed to our wholeness in their own special way," she concluded.

Earlier, when presenting diplomas to 35 preschoolers at First Step graduation ceremonies, Mrs. Cuomo said, "Every child has special needs and every child is a blessing to love and nurture."

Through classrooms and home visits, Heartshare's early childhood centers prepare youngsters experiencing developmental delays for regular or special education kindergarten classes. Teachers, social workers and other staff specialists work together with parents and others to help the youngsters grow and develop to their potential.

Children who enter First Step may have speech and language impairment, behavioral disorders, mental retardation, cerebral palsy, spina bifida and other physical challenges, Down syndrome, autism, health impairment and/or other conditions.

When they are ready to leave First Step, each child has made great strides in: walking, talking or communicating, interacting well with others, or preparing for regular classrooms. Recreation, education or therapy provided during the children's most formative years seem to provide the groundwork for a positive and challenging future.

Rome DDSO and Four BOCES Sign MOU to Aid Children

In this, New York State's Decade of the Child, comprehensive services for children with developmental disabilities is a paramount goal.

To see that quality educational and vocational programs are available to those children in Oneida, Herkimer and Lewis counties, Rome Developmental Disabilities Services Office (DDSO) has joined with four boards of cooperative educational services (BOCES) in a memorandum of understanding (MOU).

The MOU was signed January 15, 1993, by DDSO Director Philip F. Catchpole; James Carter, District Superintendent, Oneida BOCES; Edward Shafer, District Superintendent, Madison/Oneida BOCES; William Whitehall, Jr., District Superintendent, Herkimer BOCES; Charles Bohlen, Jr., District Superintendent, Jefferson/Lewis BOCES; Anthony Serra, Executive Director, Utica Office of the State Education Department's Office of Vocational and Educational Services for Individuals With Disabilities (VESID); and Philip Cronlund, Superintendent, New York School for the Deaf.

"The meaning of this local agreement holds much significance for consumers, parents, educational systems and provider agencies. It is an effort that will provide exciting challenges to the respective staff involved, and represents our commitment to fostering personal educational and vocational growth and opportunities for persons with disabilities," said Catchpole. "We look forward to the challenge."

In the three counties, collaborative efforts among local schools (through their BOCES), and state and private agencies serving individuals with developmental disabilities have been longstanding. The formal affirmation of this local relationship is expected to enhance the fine programming that exists — and provide a basis for exploring additional opportunities to cooperate and share resources.

This expanded effort will address a broad spectrum of joint initiatives, including helping families of young children with developmental disabilities access appropriate services in the schools and create lifelong learning opportunities, broadening vocational opportunities, and enabling a fuller and more independent life in the community for those with disabilities.

A coalition has been formed to facilitate the implementation of the conditions of the agreement, including representatives from Rome DDSO, the New York State School for the Deaf, Oneida BOCES, Jefferson-Lewis BOCES, Madison-Oneida BOCES, Herkimer BOCES, VESID, Oneida County's mental health and health departments, parents and voluntary service providers. The coalition is to develop strategies to improve access and delivery of vocational and educational services to persons with developmental disabilities and their families.

The first initiative of the coalition is a program on February 25 at which educators, families, consumers and service providers may examine provisions of the agreement in order to develop a plan to meet local needs.

Getting Services:

OMRDD Serves All persons with Developmental Disabilities

One-fifth of the 77,000 New Yorkers who are known to have developmental disabilities do not have mental retardation as a primary disability.

This does NOT mean that persons without mental retardation are not eligible for services from the Office of Mental Retardation and Developmental Disabilities (OMRDD).

In a recent memorandum to the directors of OMRDD's 20 developmental disabilities services offices (DDSOs), Commissioner Elin M. Howe noted the eligibility of persons without intellectual impairment and asked that the services they need be fully considered in planning and in working with providers.

The key requirement for eligibility for services from the service system, she said, is that the disability — physical or intellectual — be developmental. Many persons with normal intelligence and severe physical disabilities are thus eligible.

The definition of a developmental disability, set forth in section 1.03(22) of the Mental Hygiene Law, includes individuals with cerebral palsy, epilepsy, autism, traumatic brain injury, spina bifida and other neurological impairments.

In addition to the above, the definition includes certain kinds of dyslexia, as well as conditions related to intellectual functioning, or

adaptive behavior akin to that of persons with mental retardation, or which require services similar to those for persons with mental retardation.

Further, such impairments must start before the age of 22, be expected to continue indefinitely, and substantially handicap a person's ability to function normally in society.

To develop new approaches to meet the needs of persons with severe neurological or physical disabilities, OMRDD is working with independent living centers and other organizations around the state.

A key objective is to seek suitable housing for adults with cerebral palsy or traumatic brain injury, for instance, who live in nursing homes because no other way to meet their physical care needs has been found.

Accordingly, the directors of the 20 DDSOs were asked to work with the independent living centers and other agencies to assist individuals with normal or above intellectual ability and severe neurological or physical disabilities.

For information: Matthew Janicki, Ph.D., Bureau of Aging and Special Populations, 44 Holland Avenue, Albany NY 12229; (518) 473-7855; fax (518) 473-9695.

Wheeler, Jones Assume New Positions in NYC

The appointments of Janet Wheeler and McKinley Jones to key staff assignments in New York City were recently announced by Commissioner Elin M. Howe, of the Office of Mental Retardation and Developmental Disabilities (OMRDD).

- Wheeler is Director of the Office of Mental Retardation and Developmental Disabilities (OMRDD) New York City Community Expansion Program. She previously directed Queens Developmental Disabilities Services Office (DDSO).

- Jones is Director of Queens DDSO, succeeding Wheeler. He had been Associate Director at Long Island DDSO.

As Director of the New York City Community Expansion Program, Wheeler will develop and implement an organizational structure needed to move the program forward. The focal point for the new system will be the citywide and borough mental retardation councils, whose members include parents of persons with developmental disabilities, service providers and representatives of city and state government. Through the system, she will work with all who have an interest in residential development to get the job done.

Prior to being named Queens DDSO Director in 1991, Wheeler was Associate Director of Letchworth Village Developmental Center in Rockland County. She had responsibility for the day-to-day operation of that large facility, as well as for state operated residential and day programs in the three-county service area.

She previously directed the Rockland County Chapter of the NYS Association for Retarded Children, Inc. (NYSARC). In 1984, she coordinated the development of community resources for OMRDD, and served as a Community Residence and Placement Specialist. From 1972 to 1978, she worked for NYSARC's Columbia County chapter.

In announcing Jones' appointment as Queens DDSO Director, Commissioner Howe said that he will oversee services to persons with developmental disabilities and their families, both at the Bernard Fineson Developmental Center and through community services throughout the borough.

As Associate Director at Long Island DDSO, Jones had supervisory responsibility for the well-being of individuals in multiply disabled units. He was part of a management

team ensuring compliance with state and federal standards while working toward closure and developing community services.

An employee of New York State with over 30 years' experience in human services, Jones has been with OMRDD since 1980. He served on the Commissioner's executive staff as statewide coordinator for affirmative action, minority/women owned businesses and minority services — and pioneered a program for improving cultural understanding among the agency's workforce.

In 1986, Jones was named to head up the newly created Office of Minority Services, where he designed and started a training institute to bring new service providers into the developmental disability services system.

Jones began his career in state service in 1972 at O.D. Heck Developmental Center. He transferred to the Department of Corrections in 1973, and returned to O.D. Heck in 1977. Earlier, Jones directed an upward mobility project among youth in Albany. He later helped direct an academic consortium addressing problems of the minority community.

Special Olympics Update...

New Program Resource Guide to Help Athletes Who Have Severe Disabilities

Individuals whose severe physical disabilities once kept them out of New York Special Olympics (NYSO) games are now getting into the game, thanks to a joint venture by NYSO and the Office of Mental Retardation and Developmental Disabilities (OMRDD).

Key to the venture's success is a new guide developed cooperatively by NYSO and OMRDD to help these athletes train and participate. As reported in The Journal, September-October, 1992, special activities developed from NYSO's adapted games have been refined and tested at Long Island and Letchworth DDSOs. These activities — the Motor Activities Training Program and Level II Sports and Related Activities — may offer some athletes with severe or multiple disabilities a gateway into the traditional competitions.

Guide Published

To support the venture, NYSO and OMRDD have published and distributed to developmental disabilities services offices (DDSOs) the Program Resource Guide for Special Olympics Involvement of Persons With More Challenging Disabilities.

The guide contains over 200 pages of information and materials designed to help expand NYSO training programs at both developmental centers and community programs under OMRDD's auspices.

Among the guide's contents are:

- A directory of OMRDD and NYSO key staff and volunteer contacts.
- Step-by-step procedures for forming a Special Olympics Training Club.
- The complete NYSO Motor Activities Training Program Instructional Guide and Level II Sports and Related Activities Manual.
- Descriptions of OMRDD's Senior Companion Program and NYSO's Partners Club Program,

both of which can be used to support training for the special athletes.

- Criteria for grants available to support Special Olympics training.

"The development of this piece has helped to focus our organization on the needs of the more severely involved athlete," said Diane Shoger, NYSO Assistant Executive Director, Program Administration.

"It is intended to be used by staff and volunteers at the local level," she continued, "and contains all of the information necessary to start training in one or more of the sports programs designed for this special part of our population."

Highlighting the guide's real value, Jerry Bonnabeaux, Director, OMRDD Bureau of Support Services, said, "It places the information they need right in the hands of the program implementors. No one will have to wait for a meeting or inservice to see how Special Olympics can become a part of their daily programming. Implementation can be almost immediate."

Motor Activities

The Motor Activities Training Program (MATP), specifically targeted for people with severe mental retardation or multi-handicaps, emphasizes training and participation, rather than competition.

MATP trains individuals in seven basic motor skills related to specific sports. These include: mobility (gymnastics), dexterity (athletics), striking (softball), kicking (soccer), manual wheelchair and electric wheelchair (athletics), and aquatics (aquatics). This program is deemed an opportunity for varied recreational activity in the active treatment plan of each participant.

Sports, Related Activities

The Level II Sports and Related Activities Manual (SRAM) Program details events in 12 Special Olympics sports which are modified for athletes who are not ready to partici-

pate in traditional sports training programs. It is part of a progression from MATP training to traditional sports.

The SRAM sports, and some of their events, are: athletics (beanbag throw, 10 meter assisted walk); aquatics (10 meter assisted walk, 15 meter flotation race); alpine skiing (10 meter ski race, glide event); basketball (target pass, 10 meter basketball dribble); bowling (target bowl, frame bowl); ice skating (10 meter skate race, 10 meter assisted skate race); nordic skiing (10 meter ski race, glide event); poly/floor hockey (10 meter puck dribble, target shot); roller skating (30 meter straight line race, 30 meter slalom race); soccer (kick and score, dribble, turn and shoot); softball (base race, bat for distance); volleyball (volleyball pass, volleyball toss and hit).

For copies of the Program Resource Guide or information on the cooperative venture and training opportunities, please contact:

- Jerome G. Bonnabeaux, Director, OMRDD, Bureau of Support Services, 44 Holland Avenue, Albany, NY 12229; (518) 473-1973.
- Diane L. Shoger, Assistant Executive Director, Program Administration, NYSO, Airport Park, 3 Cornell Road, Latham NY 12110; (518) 786-8663; or (toll free) 1-800-836-6976.



Willowbrook...

from page 1

The 18-year-old case was ended by a permanent injunction signed by Judge Bartels and the litigants at a hearing at the U.S. District Court in Brooklyn, New York City.

As he ended his supervision over the care of the former Willowbrook residents, Judge Bartels acknowledged the progress that came from the efforts of loving parents "on the outside."

He concluded, "the retarded have really overcome and social justice has prevailed."

The litigation had been initiated March 17, 1972, as a civil rights suit in federal court by the New York Civil Liberties Union on behalf of the NYS Association for Retarded Children, Inc., to remedy "severe overcrowding and understaffing, absence of therapeutic care, physical abuse" and other conditions. The permanent injunction replaces the 1975 Consent Judgment — overseen by Judge Bartels — that governed the care of "Willowbrook class" members.

At the March 11 hearing, a joint motion for the permanent injunction was presented by Robert Levy, of the New York Civil Liberties Union, for the plaintiffs, and Alan Adler, Deputy Counsel, NYS Office of Mental Retardation and Developmental Disabilities (OMRDD), for the defendants. Following Judge Bartels' approval, the document was signed by Levy and Michael S. Lottman, attorneys for the plaintiffs; and by Adler and Ronald Turbin, Assistant Attorney General, for the state.

In his remarks, Adler described what it meant to be "part of the solution" to Willowbrook: "I remember watching Geraldo Rivera's expose on the Willowbrook State School in 1971. Like all New Yorkers, I was appalled by what I saw. If there is one thing that this litigation has driven home, it is that even the most disabled mentally retarded person is worthy of all the dignity and respect that any other human is entitled to."

Noting that, as defense counsel, he usually tries to see that his client does not have to do more than what is legally required, Adler said, "In this case, however, I represent the interests of a client who wants to do more than is minimally required. I strongly urge this Court to approve and enter the permanent injunction as being in the best interests of the mentally retarded citizens that the defendants have dedicated their lives to serving."

The injunction obligates the state to pro-

vide high quality care and programming, case management and other services for all members of the "Willowbrook class". Replacing the Special Master who oversaw the Consent Decree for the court through March 31, 1993, will be an independent evaluator named by agreement between the state and plaintiffs. For class members unable to act for themselves, or who have no family or correspondent acting for them, the Consumer Advisory Board will have oversight responsibility. In addition, the class members' cases will be monitored by an OMRDD Commissioner's Task Force of consumers, parents, professionals, staff and plaintiffs' counsel to see that services are provided.

OMRDD Commissioner Elin M. Howe, who directed Staten Island Developmental Center (Willowbrook) from 1977 through 1980, testified for the settlement. As Director at Staten Island, she helped foster day programs away from residential units, supported work programs, the start of services in the community and staffing and environmental improvements.

Effort Succeeds

"What the settlement means," Commissioner Howe said, in her testimony, "is that New York State's effort to replace institutional care with community services has been a success. A success made possible through the tireless efforts and personal commitment of thousands of state employees, voluntary agency staff, parents and advocates. In a little more than two decades, we have created a new system of services that provides varying levels of individualized day program and residential opportunities for the former residents of Willowbrook, and equally for many thousands of other persons throughout the state who once would have faced the dreariness of life in an institution."

Although the Consent Judgment was limited to the 5,300 Willowbrook residents, its redirection was applied to the state's entire developmental disabilities service system under the direction of Governor Hugh L. Carey and his successor, Governor Mario M. Cuomo. The change was marked by the closure of Willowbrook (which had become Staten Island Developmental Center) on September 17, 1987. Since then, seven more of the state's 20 developmental centers have been closed. All are to be closed by the year 2000, and all services to people with developmental disabilities and their families will then be provided in the community.

"There is still more to be done," Commis-

sioner Howe said, "but we have come a long way. Only 5,900 persons still live in institutions, compared to 24,900 in 1972, when the Willowbrook suit was launched. More than 25,900 people live in the community, compared to 1,900 in 1972. Beyond that, many families receive support services so that their loved ones may live at home with them."

Other speakers included: Assemblywoman Elizabeth Connelly; former OMRDD Commissioner Thomas A. Coughlin, III; Dr. Rudy Magnone, Special Master who administered implementation of the Consent Judgment on behalf of Judge Bartels; Ann Nehrbauer, of the Consumer Advisory Board for Willowbrook class members without known families; Clarence Sundram, Chairman of the NYS Commission on Quality of Care for the Developmentally Disabled; Marc Brandt, Executive Director, NYSARC; and Bernard Carabello, self-advocate and Willowbrook class member.

Started in 1938

Willowbrook's story began in 1938, when, to help relieve crowding at the Letchworth Village facility in Rockland County, the State Legislature appropriated \$5.1 million to buy land and construct facilities in Willowbrook Park, Staten Island. Another \$6.8 million in construction was authorized in 1939, bringing planned capacity to 3,000 residents.

By 1942, Willowbrook State School was ready, but was then leased to the federal government for service as a military hospital. Army-built improvements enabled the facility, as Halloran General Hospital, to process 2,500 patients per day.

Following the war, the institution was transferred to the Veterans Administration, and the state did not regain full control until 1951, when a new Veterans Administration hospital was built in Brooklyn.

Following Willowbrook's return to the state, a \$5.75 million expansion program was undertaken to accommodate children with developmental disabilities who had no other facility to go to. At the end of the 1951 fiscal year, Willowbrook had 2,450 residents. During 1954, the census rose to 3,406 — 300 more than originally planned for. Now overcrowded, Willowbrook offered special training for children with severe disabilities and started what is now the extensive research program at today's Institute for Basic Research in Developmental Disabilities.

Willowbrook's census peaked at 6,200 in 1962, well above its planned capacity of

3,500. The total was reduced to 5,300 by 1972, but chronic overcrowding and inadequate staffing had bred neglect and terrible living conditions — seen first hand by a New York legislative committee in 1964, and by Senator Robert F. Kennedy in 1965, when he described them as "a situation that borders on a snake pit".

Major Change...

from page 1

upon as less than basic, but goals for things not available to all too many residents of Willowbrook 16 years ago.

- Making certain that individuals had clothes and shoes to wear.
- More importantly, making sure that they wore them.
- Making sure that there were enough chairs for people to sit on.
- Moving individuals off of their living units for the first time to attend day programming.
- Establishing a building devoted exclusively to day programming.
- Bringing the numbers of individuals living in one building down to 100 and then to 72; and finally, making it possible for those individuals to eat their meals family style.

I sometimes wonder whether anyone involved in the initial court action ever dreamed when the Consent Decree was signed in 1975 — that we would go on to create the largest network of community services in the nation?

Or that former Governor Hugh Carey's dramatic and unprecedented public policy decision to extend benefits similar to those of the Willowbrook Consent Decree to individuals living in other institutions throughout the State, not only would result in improved institutional care, but also provide the opportunity for more than 25,900 people, many of whom formerly lived in institutions, to live in this state's communities today?

Or that our state government would not only close Willowbrook, but propose to close down our entire institutional system by the end of this decade?

Excellent Workforce

Over the years, we have been extremely fortunate to have an excellent state and voluntary workforce committed to improving the quality of life for the Willowbrook Class, and indeed all New Yorkers with developmental disabilities. We would be terribly remiss if we did not recognize the unsurpassed contributions of thousands of direct care workers in both sectors who have toiled in bad times and in good.

We must thank the unsung heroes of our system, support service employees who prepared and delivered food, drove buses and vans, maintained our physical plants and did laundry, to name but a few of the jobs.

The quantity and quality of programs and services taken for granted today could never have been achieved without the tireless efforts and extraordinary talents demonstrated by numerous and dedicated clinicians and program managers.

And finally, we thank the managers and administrators who have worked to integrate all of our activities on behalf of the class.

Throughout this period of change, we have had positive guidance

It was not, however, until the early 1970s that news exposes by the Staten Island Advance and WABC-TV's Geraldo Rivera heightened public awareness of Willowbrook's conditions. The class action lawsuit resulting in the 1975 Consent Judgment followed.

By 1987, when Staten Island Developmental Center was closed, most of its former residents had been relocated to community residences. Approximately 120 individuals still live on the site of the former developmental center in small residences known as the Richmond Complex.

and support, and sometimes even strong criticism, from members of the Review Panel, the Special Master's Office, the Consumer Advisory Board, and the Professional Advisory Board, and surely from the plaintiff attorneys and this Court. We have enjoyed tremendous support from our former and current Governors, Hugh Carey and Mario Cuomo, and the long-lasting bipartisan support of both houses of our State Legislature.

Throughout these many years, there have been many constants in our movement. But for all of us, the most singularly important has been the parents and families of the Class.

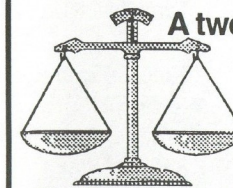
While we have come a very long way since the dark days of Willowbrook, for those individuals remaining in institutions awaiting placement into the community, and for their families, I am certain that we have not moved nearly fast enough.

It is for these and for all of the families and all the members of the Class that this permanent injunction is intended. The decisions on residential, day, and case management services are designed to ensure for parents and families security and predictability of the services their loved ones receive today.

The agreement to continue the Consumer Advisory Board and to create a Commissioner's Task Force composed primarily of parents, which will monitor the conditions of class members throughout the state, is clear recognition of our deep and abiding respect for the valuable inputs and opinions of families and our belief that when it comes to the care of their children or family members, families really know best.

It is to the parents, families, and members of the Class that the State of New York commits to a course of continually and forever improving our services and diligently carrying out our responsibilities to the Willowbrook Class, and to all New York State citizens with developmental disabilities.

Injunction on Tape...



A two-hour videotape of this historic event can be yours!

To purchase a copy of
The Permanent Injunction of the Willowbrook Litigation,
send \$10 to:

Bureau of Public Affairs, OMRDD, 44 Holland Avenue,
Albany, NY 12229.

(Checks payable to "OMRDD Bureau of Public Affairs".)
(Includes shipping and handling.)

In Direct Care: New Supervisory Titles Complete OMRDD Series

By Debbi Traficante

Direct care workers throughout the Office of Mental Retardation and Developmental Disabilities (OMRDD) now have a job-specific title series that clearly reflects what they do.

The changeover started in October, 1991, when a new title, Developmental Aide, SG-9, replaced the titles of Mental Hygiene Therapy Aide and Community Residence Aide, which were used by both OMRDD and the Office of Mental Health (OMH). This first step in setting up a specific direct care title series followed analysis by a work group in which Central Office, developmental disabilities services offices (DDSOs), the Department of Civil Service and the Civil Service Employees Association (CSEA) participated. Personnel specialists from OMRDD's Central Office coordinated this effort.

The final phase of the change, implemented November 26, 1992, established the following new titles:

- **Developmental Assistant I, SG-12, replacing the titles of Mental Hygiene Therapy Assistant I and Community Residence Assistant Director.**
- **Developmental Assistant II, SG-13, replacing the titles of Mental Hygiene Therapy Assistant II and Community Residence Director.**
- **Developmental Assistant III, SG-17, replacing the titles of Residential Unit Supervisor and Coordinator of Community Residences.**

The new title series eliminates the salary inequity which existed between Mental Hygiene Therapy Assistant I, SG-12, and Community Residence Assistant Director, SG-11, and facilitates staff shifts between developmental centers and the community. Further, it separates OMRDD staff from that of OMH (which retains the old titles) when administering reductions in force. Finally, it preserves the two-tier mid-level hierarchy in the community, which was important to many DDSO directors.

In addition to the foregoing, a year-long supervisory traineeship, Developmental Assistant Trainee, will be introduced. Leading to the Developmental Assistant I title, the traineeship will be developed and coordinated through OMRDD's Staff Development and Training Office as a competency-based program. It has been successfully piloted at several DDSOs during the past two years, and is expected to address long standing concerns of both management and incumbents of mid-level supervisory positions regarding their readiness to assume such responsibilities.

The new titles are compatible with OMRDD's move into the community. They reflect the evolution of the service system from facility-based to community services. They are more broadly descriptive, with duties and responsibilities regarding the care of persons with developmental disabilities in a variety of settings and programs.

For information, contact the personnel offices at the respective DDSOs and at Central Office.

Meetings & Conferences

Service Coordination Training Underway

NYSARC, Inc., is conducting five-day training programs for state and voluntary service coordinators (case managers). Focusing on best practices in person-friendly environments, the programs enable provider agencies' service coordinators to earn state-endorsed certification. Certification is expected to be required for state payments for the services.

The series started March 1, in Suffern, followed by sessions in New York City, Kingston and Albany. Provider staff may attend any session. Office of Mental Retardation and Developmental Disabilities (OMRDD) staff should attend sessions for their service offices (DDSOs).

Still upcoming:

April 26-30, in New York City. Bernard Fineson and Staten Island DDSOs.

May 3-7, in Rochester. Monroe and Craig DDSOs.

May 17-21, in Syracuse. Syracuse and Broome DDSOs.

May 24-28, in New York City. Brooklyn and Long Island DDSOs.

June 7-11, in Lake Placid. Sunmount and Wilton DDSOs.

June 14-18, in Syracuse. Newark and Rome DDSOs.

June 28-July 2, in Batavia. West Seneca and J.N. Adam DDSOs.

Sue Lyons, NYSARC, Inc., 393 Delaware Avenue, Delmar, NY 12054; (518) 439-8311; (518) 439-1893 (fax).

YAI Plans Conference on Meeting Challenges

The Young Adult Institute's 14th annual international conference, Meeting the Challenges in Developmental Disabilities: How to Promote Independence, Inclusion, Individualization & Quality of Life, will be held May 4-7 at the Holiday Inn Crowne Plaza Hotel, New York, N.Y.

The keynote speakers include Commissioner Elin M. Howe, of the NYS Office of Mental Retardation and Developmental Disabilities, and Clarence Sundram, of the NYS Commission on Quality of Care. There will be 300 speakers at 130 seminars, panel discussions and hand-on workshops.

Ben Nivin or Staci Cuniffe, YAI, 460 West 34th Street, New York, NY 10001-2382; (212) 563-7474, ext. 203 (Nivin); ext. 193 (Cuniffe).

WORKING PAPERS

Ideas and Information presented by the OMRDD Office of Workforce Planning and Development

SPRING 1993

VOL. 5, NO. 1

ISPs teach providers to package individual services

by Edie Osterman

The Individual Services Practicum (ISP) is an exciting experiential learning program for OMRDD staff and voluntary providers. The ISP is a two-day program that informs providers about the philosophy and practice of designing individual services and teaches them to refine ideas into fundable proposals. It also aims to get voluntary providers, DDSO staff and Central Office staff to work together on agency specific projects creating service plans that meet individuals' needs and desires for housing, work, recreation and other support services.

The goal of the ISP is to finish the program with plans that are either approved on the spot or approvable after follow up. A DDSO mentor works with each agency throughout the practicum and afterwards to ensure a completed plan.

Agencies submit initial plans in advance to Aletha Baumann, Assistant Commissioner, Policy Planning and Service Design. Upon submission, DDSO mentors are assigned. Each practicum begins with a speaker setting the tone for the two days. Steve Holmes, Warren-Washington ARC, Chris Liuzzo, NYALD, and Robert Davies, PPSD have been opening speakers. They have discussed aspects of person-centered planning and how services need to be redefined around individual rather than system needs.

Participants then form small groups of three providers to discuss and refine submitted plans. In many cases, the plans change substantially during the ISP. The small group format allows for wide ranging discussion, analysis and negotiation of all aspects of plan development.

During the second day of the ISP consumers and parents are invited to participate in the final plan development. Provider agencies have an opportunity to contact consumers and family members between Day 1 and Day 2 to see if changes to the proposed plan are acceptable. During Day 2, providers meet in individual groups to finalize plans. Once plans have been finalized, they are reviewed for approvability and final decisions regarding funding.

Agencies are encouraged to be creative in designing plans and to favor natural supports and generic entitlements over specialized funding streams.

Above all, consumer choice must drive the final plan development. Agencies and DDSOs can no longer operate in a vacuum. An example of this occurred during the Syracuse DDSO Practicums. The agency and DDSO staff concluded that a 3-person IRA would be

the most appropriate residence for three young men who had decided to live together. Yet the men and their families responded, "No way, we don't want to be part of the bureaucracy!" ISP participants changed the plan so the men could live in their own, uncertified, apartment or home. The consumer empowerment movement has taught agencies and OMRDD that the current system of certified homes produces a false reality for the residents. People in certified homes do not have the same ownership feeling towards that residence that they do towards a home that they rent or own by themselves.

As of January 1993, five ISP's have been held at O.D. Heck and Syracuse DDSOs. ISP's are being scheduled for the remaining DDSOs. Every provider agency will have the opportunity to participate in one ISP.



Caption: Aletha Baumann, Assistant Commissioner, Policy Planning and Service Design responds to questions at the Wilton Practicum. Photo by Barry Lobdell.

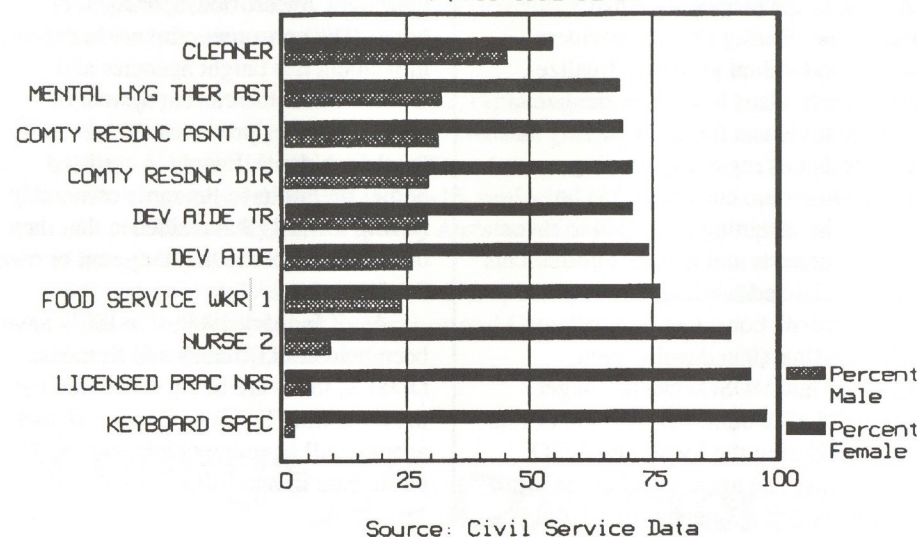
INSIDE: QtP training, preparing supervisors, Manhattan quality project and more. . .

Did you know...

by Chris A. Hill

Women comprise two-thirds of the OMRDD workforce overall. However, among the ten most populous titles in the agency, women comprise 75 percent of the workforce. By title, it ranges from 55 percent female for Cleaners to 98 percent for Keyboard Specialists.

Distribution of OMRDD Workforce
Gender by Percent of Incumbents by Title
Ten (10) Most Populous Titles
(April 1992 Data)



WORKING PAPERS

Spring 1993 - Vol. 5, No.1
New York State

Office of Mental Retardation & Developmental Disabilities
Elin M. Howe, Commissioner

OMRDD Office of Workforce Planning and Development
100 Watervliet Avenue, Albany, NY 12206
Carolyn W. Harris, Assistant Commissioner
John M. Flynn, Editor
Leah J. Lee, Editorial Assistant

Working Papers welcomes articles and letters from its readers.

OWPD evaluates CO-PREP

The Career Opportunity Professional Recruitment Education Program (CO-PREP) is a legislative initiative for direct care workers and support staff in the developmental disabilities and mental health fields. It aims to create opportunities for clinical careers and to increase minority access to the licensed professions. Participants go to college to prepare for certification as occupational therapy assistants, physical therapy assistants or licensure as occupational therapists.

Over six years, 120 people have either gained professional credentials or are currently working on the requirements. OWPD, which administers CO-PREP, conducted the evaluation to assess program effectiveness and help plan for the future. Separate evaluation surveys were sent to three groups: participants, employers and educators.

There were several important findings. The participants were pleased with their college courses and a majority of employers and educators said the CO-PREP graduates were well prepared for clinical work. All respondents thought CO-PREP provided an opportunity that ought to be continued. Many participants couldn't afford to further their education and career goals any other way.

Participant characteristics bear on the aims of CO-PREP. Eighty-four percent of the participants were female; 56% were persons of color; 75% of the respondents had worked for their present employer for over nine years; and 62% were direct care staff before entering CO-PREP.

The surveys also indicated some areas for improvement. There were difficulties in initiating the programs and around release time. The most serious problem, however, was promoting graduates into clinical titles. Kathleen M. Kelly of OWPD at 100 Watervliet Avenue, Albany, NY 12206 (518-453-1734) can provide more information on the program.

Quality training begins for Central Office

by Robert Bailey

In January OMRDD Central Office staff began attending the first phases of Quality through Participation (QtP) training. These sessions are offered with the assistance of the Governor's Office of Employee Relations as a part of OMRDD's participation in statewide implementation of QtP. OMRDD is one of seven agencies that are implementing QtP as prototypes for the state.

The first groups to receive QtP training are the nine Strategic Management Plan (SMP) Tier One Teams and the staff from realigned Central Office units. The training includes an introduction (one day), working effectively in teams (two days) and quality processes training (four days).

Employee Introduction to Quality

The purpose of this one-day curriculum is threefold:

- o to give personnel an overview of total quality management (TQM) concepts, principles and methods;
- o to tell about New York State's TQM effort called Quality through Participation (QtP); and
- o to inform employees why the agency is involved in the QtP initiative and what it hopes to accomplish.

The curriculum is meant as initial overview or introduction to quality and not as an in-depth training program.

Skills for Working Effectively in Teams

Much of the power of QtP derives from good teamwork. This two day session aims:

- o to explore the changes underway in various agencies regarding QtP and the effects this will have on roles, skills and norms;
- o to impart an understanding of what it means to be a team, the critical elements in teamwork and the importance of effective group process;
- o to strengthen people's skills to

fulfill the team leader and team coach/facilitator role;

- o to share information on the stages of group dynamics; and
- o to outline action steps for building a team.

Quality Processes Training

This four-day training aims to provide agency personnel with systematic, common skills and tools for quality improvement activities in the work place. The training consists of these elements:

- o an introduction to the language of quality (supplier, customer, output, requirements, performance standards, measuring outputs, systems for detecting, correcting, and preventing, and the cost of quality);
- o an introduction to the importance of customer satisfaction;
- o a module on Interactive Skills consisting of nine behaviors and the effects of each in communicating both in work groups and with customers;
- o in-depth training in the six-step Problem Solving Process; and
- o in-depth training in the nine-step Quality Improvement Process used to satisfy customers and create the most efficient ways of producing products and services.

Training will be scheduled throughout 1993 for Central Office staff. Teams and individuals beyond those designated for the initial series of training sessions will be invited to attend as the year progresses. If you have any questions, call Bob Bailey at 518-453-1733.



Resources

Supervisors' network

First-line supervisors can feel isolated in community-based residences. Contact with others through the "Supervision Connection" may help.

OWPD has begun a project for sharing information on supervisory topics. The means is an electronic newsletter using the OMRDD E-Mail system. The "Supervision Connection" will be distributed monthly to a user group of supervisors who have access to E-Mail. It will include:

- OMRDD Employee Relations Monographs - articles on labor relations issues by the OMRDD.
- Reviews of training materials.
- Reprints of articles on supervisory issues.
- Questions and answers from user group members.
- Announcements of training events and resources.
- User contributions and networking issues.

If you are interested in membership, call Victor Smith at 518-453-1734 or send an E-Mail request to SMITHVH.

Positive Approaches to Behavior Change

These materials are designed to train instructors to teach caregivers effective ways of dealing with challenging behaviors.

Volume I (\$10.00). This 160 page instructor's manual gives an overview for understanding persons with challenging behaviors and up-to-date methods for changing excess behavior. Each chapter includes a bibliography and a self-test of the material.

Volume II (\$15.00). This 17 module curriculum guide is designed for instructors when teaching "positive approaches." It includes handouts and overheads in a loose-leaf binder.

For ordering information, call Nancy Furnia at 518-453-1734.

News from around the state

Manhattan DDSO applies quality principles

by John Flynn

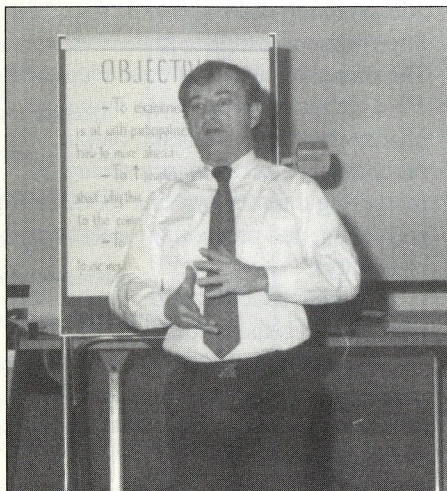
Manhattan DDSO is in the midst of a project to increase Comprehensive Medicaid Case Management revenue using Quality through Participation principles. Manhattan has undertaken the project as a participant in the Leadership Laboratory program of the Governor's Office of Employee Relations (GOER).

The Leadership Laboratory program gives intensive, high quality training and consultation to a group of state employees working on a defined project. GOER expects that the participating organization will then be able to apply the methods learned to other projects.

... team members have taken ownership of the project.

Last year the Department of Economic Development and the Department of Labor participated in the Leadership Laboratory and reported their experiences at a GOER-sponsored QtP Network meeting. Both agencies were very pleased with the quality processes and the outcomes of the projects.

At Commissioner Elin M. Howe's suggestion, Dr. Hugh Tarpley, Manhat-



Brian McDonald teaches teamwork skills

tan DDSO Director, applied to GOER to participate in the Leadership Laboratory.

The Manhattan QtP team is learning the project process as developed by Joseph Sensenbrenner, a leading consultant on the application of total quality management in the public sector. Sensenbrenner recommends a three-tiered structure of steering committee (top management), guidance committee (middle management) and project team (appropriate personnel with a stake in the topic).

Sensenbrenner gave all of these groups a two-day overview of the project process. The five person guidance committee received the two-day Skills for Working Effectively in Teams training course from Brian McDonald of MOR Associates. The eight member project team received this training in a

separate session. In addition, the project team and its facilitator attended an intense four days of quality processes training in January from Joe Valentine.

The project team is an ethnically diverse group including a Senior Social Worker, four Case Managers, an Assistant Business Officer, the Client Information/TABS Coordinator, a Medical Records Officer, an a group process facilitator from the Affirmative Action Office. Joyce White, the facilitator, is not directly associated with the substance of the team's project. Team members are Nestor Llamas (leader), Ivette Sangiovanni, Iberkys Dalmasi, Anthony Gawrych, Millard Wheeler, Willie Cooper and Janet Anderson.

The team has defined a project mission statement acceptable to the oversight groups and is deep into the substance of its work.

Marvin Colson, Deputy Director for Administration and Community, oversees the subject area of the project and is a member of the steering committee. He reports that the project has forced managers to support the team and give general direction. Members have had to curb the traditional propensity to tell people in detail how to do the work. This change in operating style is paying dividends in the enthusiasm with which the project team is tackling its work. Colson reports that team members have taken ownership of the project. The team is operating with a June 30 deadline for a final product.

J. N. Adam prepares supervisors for the job

Many observers of the developmental disabilities field regard first level supervision as the cornerstone of quality service. It is a big mistake to assume that because workers being promoted have been very good at doing their jobs, they will automatically be good at supervising others. One of the first things any organization can do to make its workforce more productive is to train newly-appointed managers to supervise effectively. The key to a quality supervisory training effort lies in understanding what constitutes good supervision.

Organizations in the developmental disabilities field now have excellent materials, custom designed for their circumstances, to guide them in providing quality supervisory training. The Office of Workforce Planning and Development recently announced the availability of a competency-based training system for supervisors. OWPD's Bureau of Training and Development developed this program in response to needs identified by DDSO training departments and a statewide labor/management advisory committee on career development and mobility. The

program is based on a self-directed learning model which incorporates individualized study and locally available classroom training.

The program was carefully put together over a two-year period. A group of experienced residential supervisors identified and validated 55 competencies essential to the job of supervisor. The competencies were tested further in pilot projects at Craig, Monroe, Newark, Syracuse and West Seneca DDSOs and found to be valid.

Another important feature of the program is its use of mentors. Experienced staff members from within each agency act as mentors on a one-to-one basis for the trainees. Besides counseling and career guidance, these mentors assist the trainee in developing and individual training plan, scheduling and organizing learning activities, monitoring progress and assessing mastery of each competency. The approach spreads training throughout the agency and uses organizational resources as teaching tools.

J. N. Adam is one of the first DDSOs to begin using this new approach to training supervisors. As a result of the closure of its Developmental Center, J. N. Adam recently hired 14 new first line residential supervisors (Developmental Assis-

tant I's). According to Jack Koestler, Director of Education and Training, This situation afforded us an excellent opportunity to implement the new training system. One of the strong points of this program is its reliance on a mentor model. At J. N. Adam, a decision was made to use the direct line supervisor as the mentor."

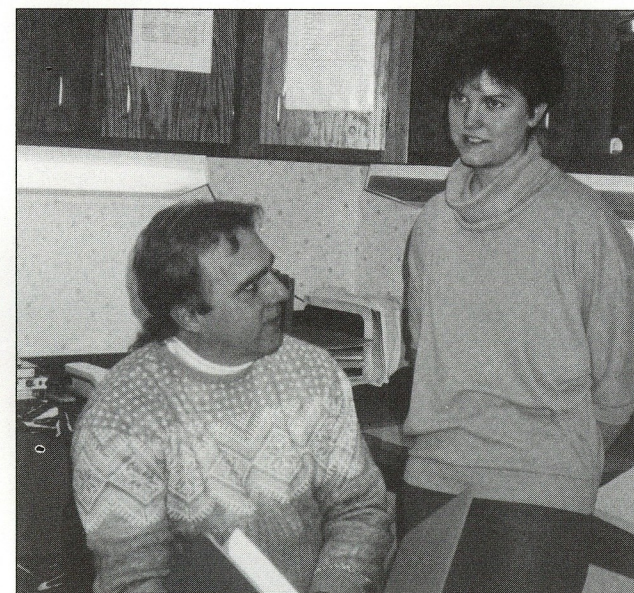
Although the program is designed primarily for use as a self-study tool, Education and training staff at J. N. Adam felt a classroom component could be useful. They invited the new supervisors to six days of classroom training designed to enhance and complement the self-study material.

The new supervisors attended the first classroom session with their mentors. Victor Smith, OWPD, and Chris Hanni, West Seneca DDSO conducted the session. The purpose was to introduce the competence program for frontline supervisors. Mentors and trainees learned their roles and responsibilities within the context of the program.

During the remaining five days of training, the topics covered included an overview of supervision, motivation, delegation, communication and leadership. In addition to these generic topics, facility instructors covered local issues such as the administration of J. N. Adam's time and attendance policy, local counseling procedures, the Developmental Aide competency-based traineeship, sexual harassment and the use of the Employee Assistance Program.

Although implementation of the program is in the early stages, the supervisors involved seem optimistic about its potential for supporting them in conducting their supervisory duties. They are especially appreciative of the attention to training and concern for their development that this program has fostered.

For more information, call OWPD's Victor Smith at 518-453-1734 or J. N. Adam's Jack Koestler at 716-532-5522, Ext. 2374.

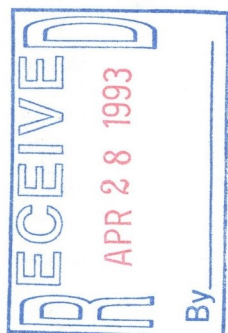


Jack Koestler, Director of Staff Development, talks with Sally Gurney, Developmental Assistant Trainee.

THE JOURNAL

The Journal is published bi-monthly by the Office of Mental Retardation and Developmental Disabilities, 44 Holland Avenue, Albany, 12229, for people working, involved, or interested in New York State's programs for "persons with developmental disabilities." Second class postage is paid at Albany, New York.

POSTMASTER: send address changes to the Journal, 44 Holland Avenue, Albany, N.Y. 12229.



397 DELAWARE AVENUE
DELMAR, NY
12054

