

Virginia: ..... Department of Education and Rehab there was a lot of discussion about the 1976 amendment to the Voc Rehab act. One of the parts of the act that they felt would be funded was the part having to do with CILs, this had to do with taking people who were seriously handicapped and disabled, who were not eligible for DVR services per se because they did not have a clear vocational goal and objective and may never be able to have a gainful occupation, but they could work and do other kinds of things, they could become more independent in their life style, they could help others reach independence. So this was one of the parts of the act that we had a discussion. Dr Swanson asked me if I would try to do something about it, so first thing I did of course, was set up a committee and an office. Then I set up a statewide committee, half of whom had to be either consumers or providers, and we had three or four meetings. There was a very short time element to draft a whole proposal and get it into Washington for funding. We started working on it sometime around 1st Dec 1979, we had to have it submitted by March. We had to have a committee that would review it, give their ideas and so on. We did set up a committee, we talked to them about the problems of the state and because they were consumers and providers they were most knowledgeable people. Their ideas were that we really ought to do something for the people in the rural part of the state, northern New Mexico, where there were very few services, not much transportation, lots of people who need to be identified, to whom they thought we could give services. So we started with this concept. I took their ideas and wrote a proposal and we brought the committee back and let them review the proposal, give their ideas, then we sent it in to Washington. Then I followed it up. I was going on vacation with a personal visit to Washington, talked with a lot of people there. I visited a couple of centres and looked at what was happening. I had also studied a long long time ago at the University of London and looked at the special education programmes and what they were doing in this whole area ..... So I just tried to take these ideas and put it together because nothing works unless you have people to carry it out. So when we were funded we awarded the contract to the Vistas, realising that under the state personnell act we would never get it off the ground, and I think that is a fair statement, it is not set up to act quickly or to do things. Then New Vistas set up following the contract that was written, the interviews for people, we had spelled out all the qualifications, what we were trying to do, how we would like to set up a network of services for severely disabled, getting them involved in helping each other, performing the kinds of services not only in rural areas, but ultimately moving into the cities, Alberquerque and Los Crusos. That in a nutshell is what we tried to do, and I have been very pleased with the people we hired, dedicated wonderful people and I think this place is under way. That's it.

Caroline: One of the things that she said, you might really register it on going back, I don't know what kind of system you have over there, if it is anything like that, Virginia had a good point in avoiding that kind of system and doing it by a kind of sub contract, where you can go to private individuals to carry it out, there are many fewer strings attached to handling it that way. You see, to set this project up under the state system, you would have had to write brand new job descriptions, right, the positions would have had to have been established, you would have had to have had eligibility tests, then you would have had anybody that wanted the job take the test and get on the list, and it is really a long rigmarole to go through in order to establish anything. Now once it is there, it is written and stung, it is hard to get rid of it

Going from that point, we really had our work cut out for us. I have a report here which illustrates back to the very beginning.

JE: Do you intend to involve Alberquerque

Virginia: Yes. The idea was that we would start in the northern part of the state, spend at least a year to a year and a half attempting to serve the population and their needs. The next part of it would be a small service centre office, that would take people that have the same kind of problems and develop a network there, probably it would be a one or two person office, but at least co-ordination of services and beginning to take a good hard look at the whole needs of the state, ultimately, if it would go 3 or 4 years, to Los Crusos. You would begin to take a look at what is needed, what has been able to be accomplished, and also the need to go for more dollars, because we do need a total network of services

Caroline: Incidentally, PVA has already asked me if I would like them to build space for us. They would take care of it, and contract with them to do certain kinds of things, like they are already doing searches for attendants and things like that. It would just be a matter of us supplying some money to certain individuals there to operate an office. I think this is something we ought to really look heavily into and move as soon as we can on it, even though it was not written into the grant. That is something for us to keep in mind anyway. OK, well whenever we get started, there are several areas specifically listed in the grant that we were supposed to take care of. One was counselling, to begin with intake counselling, but then, on beyond that, counselling for individuals, the family. In our work we are concerned with the family of the disabled person as well as the disabled person individually. Then we were supposed to look out for attendant care, this was helping disabled individuals to recruit, to train, to utilise, to fire attendants as needed, and vice versa, to train good attendants, so that they were successful. There apparently is a tendency here among some attendants, if they come and stay, they have a tendency to run a person's life, and that is not exactly the kind of service a lot of people are looking for

JE: It is also a matter of training the disabled person to be aware of personality types

It is personality types I guess that are prevalent in this business

JE: In Berkeley they brought out the point that it works both ways, the disabled sometimes exploit their attendants

Yet another person: It is different from getting a job in an office or something, because you have to get into your lifestyle, even what kind of music you like, just more of a broad thing to look at

Caroline: Advocacy is an important area. The peer counselling. There is some of this that has gone on, I still don't feel that this is an area we have got into nearly to the extent that we will be involved later on, and then IL itself, as far as the skills are concerned, and counselling, training, evaluation, the whole bit, housing and transportation. Transportation particularly is a vital concern because we are a rural area, the only mass transit system available is in Alberquerque and that is it. Then we are supposed to put together services, directories, to identify housing, transportation, support services. We are supposed to be involved with health maintenance programmes to facilitate community group living, so that we avoid any institutionalisation. We are involved to a great degree with education and training of individuals for living in the community, participating in community activity. We are involved in many recreational activities, family support I mentioned earlier, we are concerned about families needs, and even friends' needs. In other

words, people that surround that individual in the community, it could be the owner of a theatre, we are concerned about people who deal with the disabled population, so that they feel comfortable, so that they can set up more improvements in the environment, make accessibility possible, so that leaves us in an architectural capacity, which we are very much concerned with. Then there is a variety of other programmes and services. The thing is, you have to be all things to all people just about, because of the limitation of staff and because so many people are separated, you just can't get them all together to run down on a Saturday evening for an activity.

JE: Are these objectives

They are included in the programme, we are actually providing services in all those areas

..... Virginia leaves, recommending contact with Jane O'Hearne, overseas director, Boston .....

To begin with, New Vistas got the contract and they found an accessible building, one of few accessible buildings in the town. ....

..... John proceeds to carry on about access to hotels and restaurants, from personal experience ..... Anyway, after we got our accessible building, they advertised for my position and I was the first person hired in. Then, after a while we advertised and decided we would be hiring all the other staff one at a time. There is something that is really important, because it did not work, we learnt what did not work as well as what did work. We had to have a variety of characteristics employed together, a team, so if you have intentions of hiring a group of people to do anything, you might really keep in mind what it is specifically that you need in terms of characteristics of those individuals. Here I needed disabled people, we needed Hispanic, Spanish speaking people, we needed people with some real strong professional skills, that could satisfy the needs of the grant.

We had the goals written down, so we had to hire people from disciplines that would satisfy that need, and we needed one or two natives sprinkled in there, people that were really from this area of the country

JE: How did you get into this

They were looking for a director. After DVR wrote the grant, Dr. Keen wrote the grant, then they sent out invitations to bid to various agencies, New Vistas incorporated was one of the places that bid. New Vistas received the contract, the administrative staff in New Vistas looked around to try to find an accessible building and at the same time they pulled together an advisory committee, which is made up of disabled persons, and together they located this facility

JE: Where did you find the disabled persons

Fortunately there are good people on this committee. My understanding of the way these people were invited to participate was that these were individuals who were leaders in the disabled community. They were people who were speaking out, who were looking for services and really advocating for the needs and the rights of disabled people. Some of them are the best known people of the state. When we added another committee member not too long back, we added the person because we needed something that he had, and from here on out, anybody added will be fulfilling a specific need that we have, not a slot for a disabled person, a need that we have that will support the project. That group

went on and put up the advertisement in the newspapers for my position, I answered the ad and, interestingly enough, there were no severely disabled people who answered. So when I was interviewed .....

Gene: I myself did not feel qualified to direct the programme, I felt qualified for the job that I ended up with

The ad went out in some DVR periodicals and things like that. It appeared in several states actually, it was advertised in several states. We put out the grapevine contacts, we contacted all the DVR agencies, because we feel that somewhere along the way, there would have been a crossing of paths, more than likely, with DVR, so we were hoping that that would help us quite a bit. That was a difficult situation. One of the things I think we have to face is the fact that there are very few professional severely disabled people in the state of New Mexico, which, in turn, tells us what our challenge is, we have got to get these people out and active and educated, so that they can be more involved with projects such as this. The comment that drifted back to me after my interview was, if only she limped, it would have been alright

JE: Some people feel it is vital that a disabled person should run a programme such as this. Gini Laurie says that initially a good organiser is needed, but in a few years time a disabled person should be ready to take over. To get something off the ground is not all that easy, especially here

Right, and you really get into a whole area of philosophy there, which we have bounced off the walls and upside down and sideways. Part of this is a personal feeling that I have more strongly than some of the rest of the staff. I feel if you have to select a person because they are disabled and not because they have something the project needs, personally and professionally, then you are discriminating, you are creating a difference between two people. From here on out, when we hire in it will be for qualified individuals to satisfy a need with the project. Very definitely we will want to keep a balance of disabled individuals, if we lose some of our disabled staff, we have another professional position open up, and we feel like we have still got to get that representation in there, we will keep looking until we find a person who is not only disabled, but who is qualified to take care of that job. I think that this is going to help us. It really does eliminate the discrimination aspect. I was really disturbed, as I was telling these guys, quite recently I went to Houston and met with directors of CILs from all over the United States. I saw so many individuals there who were directors of CILs, apologising for the fact that they did not have a disability. I can't quite see that, I don't have any apologies to make. I think it does come to the question of what is important. I realise that our philosophy is not everybody's cup of tea. But it is important to recognise what you are saying. If you say that a person has to be disabled to be a director, I would really strongly disagree.

JE: There are a lot of very qualified people in Berkeley

I would personally question the kind of perspective that you have if you have a total disabled staff. I worked in institutions for years, and to me that is a form of institutionalisation, because I think you need a broad perspective. You learn the communication, you learn the tolerance, the patience, the understanding, you learn to communicate if you have got the mixture. You don't have those opportunities to learn if you are segregated

JE: At least half the people at Berkeley are able bodied

I am glad to hear that

JE: They want a normal working environment set up and they see that environment as a combination of able bodied and disabled working harmoniously together. The key positions they feel should be disabled, counselling, a disabled person can teach a lot more than an OT

Gene: Yes, because OTs are trained to have people dress themselves, do as much of the independent stuff as possible, but what they don't think about is, if I am going to get up, completely dressed by myself, I have to start at 3 in the morning

JE: Yes, after such a severe injury, you are left your head, and you have got to use it, and if you are going to waste such a lot of time just to get out to work, you are wasting valuable time

Gene: Some of the myths about us not being able to find employment, you get up at 6.00 am and get yourself dressed, no matter how long it takes

There was a book called Karen, written about a CP girl that grew up, and when she became a teenager finally had to face the question, do I want to spend my time learning to be a professional person, or do I want to spend it learning to be a good wheelchair driver. I think there is a lot of reality in that. There is such a tremendous need from both sides of the fence. We have tried really hard to maintain that kind of balance. There is a very neat pragmatic dimension that comes in I think when individuals ..... end of tape .....

We spent the first five weeks of the project in in service training, and this is another thing that I think we would recommend

Gene: ..... we all wanted to know everything there is to know about working with our anticipated clients, so we sought the professionals, providers of adaptive aids, nurses, rehab staff, all the different places we could think of that are working with the handicapped, we set up appointments to come round and talk with us about working with the handicapped, the set ups they had, the services that they provided, the mistakes they had made and the things that they had learnt, what they could recommend to us. It took a long time, but boy we learnt a lot

We kept very quiet during that period about the fact that we were in existence, because we knew that we would be inundated with people calling for services, and we did not feel really adequate at that point to start, so we very quietly went about our business and did not let out the publicity on the project until we had already been working for about six weeks or so, then there was a great big article in the newspaper. That worked very nicely, we were glad that we did not broadcast ourselves, because it would have created some tension I think in the community, people calling and saying, well when are you going to give your service, why do I have to wait for six weeks while you get through with your training, if you don't know what you are doing then why are you in business. Again, an important area in here to approach, we had a lot of territory to cover, and we felt that rather than going in a multi disciplinary approach, or inter disciplinary, we had better go for trans disciplinary. I don't know whether I described this the other day or not. Trans disciplinary means that instead of sending a team, as you would with an inter disciplinary, you might send a psychologist and a rehab specialist together to do something, we send one individual who has a base of skills. This means that each individuals on the team, through the in service, is trained to have the base of skills in our area, such as rehab, counselling, training and a variety of other areas. As long as the

problem is relatively uncomplicated, they can take care of the needs of that individual, one person can. If the needs are complicated, they can come back and say, hey Jeanette, I need somebody with a nursing background, this is more involved than my expertise will allow. This has really gotten more staff mileage for us. It works very well to send one individual to see any client that comes along and size the situation up, but we have always got the reserve in speciality areas. So for development in rural communities this is something real serious to think about.

It asks a lot of staff, and I think that it is only fair that staff coming on board understand what it is that they are going to do. For example, if you have a nurse coming on board and then she does not want to do anything but nursing, then she does not belong on a trans disciplinary team, and the same for any other profession

JE: How do you manage for transport, Gene

Gene: I deal most with the local area, so it is not so bad, mostly when I go out in the field it is to other agencies to get referrals, so it is not very often I am going to see the client

Someone Else: We tend to work in a particular county rather than all over the place

And that county comes to identify with that person, rather than having five different names of people that come in and out. If you look on page 16, the top is just kind of housekeeping details of what we did, things that have to be done, and I won't go into that. I would strongly recommend from the very beginning of a project, be sure that you really get onto your record keeping, your inventory lists and things like that, just start it from the beginning, because if you have to go back, and you will later on, and try to retrack all of that, you will go crazy trying to remember something that happened, so it will save you a lot of time if you get your record keeping systems lined up before you actually provide services. In a minute I will come back to tell you about data collection, because that is one of the areas you need to set up, ideally before you ever open your doors. As you can see, I did visit another IL centre, so I had a better idea of what was happening some other places, and pick up some ideas. The people at Hale Irwin, Colorado were really very nice and very very helpful. I am so thankful that I had an opportunity to go there. We had to integrate our project into a total project, whenever New Vistas took us over, so there was a number of things that had to be done to accomplish that. We had to make it very clear as to how we would function within the total New Vistas programme, because we were a part of something that was much larger. Then we planned and initiated the staff orientation and initial training, this is pretty much what we have just covered, so I won't go into that in detail. Then we put the whole staff together, the development of this project from the beginning has been a team effort, so we all sat around and we divided the project into pieces, we said OK we have got to provide all these services, how are we going to go about it. We started from the beginning and broke the entire programme into segments. These are the segments that we came up with. Each of these segments represents something that we had to do in order to put the puzzle together to form a project. We had to talk about philosophy first, we had to come to some agreements as to what we were talking about, we had many discussions, there were a lot of misconceptions. When one staff person says he is going to do an evaluation, Gene was saying, well that is not what the disabled population needs, then this other individual was having to defend what it meant, we went round and round this on semantics.

Gene: It was really good. We had a lot of things we had to work through, what our philosophy was, what we wanted to provide, who we wanted to reach, and to continue that process throughout our growth, it was very important

Someone Else: I was not here yet, so when I came I had to fit in

The requirements that we made of each staff person coming on board was a willingness to talk openly and frankly with each other, no matter how sensitive the issue, we had to be able to discuss it, and if a person was not able to discuss it, we would tell them that this was not the team to be on, you have to be open in this business, and thank goodness, the team really has functioned that way

JE: So how did you fit in when you came a bit later

Someone Else: I had to fit in to the philosophy, I think that was the first time I was interviewed, but I fit into it real good because I agree with it .....

Nothing is written on stone here either, as society develops, as we develop and see necessary changes, we can adapt. It is not as if everything is so static that we can't deviate. Maybe some of the things we think right now, we won't think ten years from now, but this is the stage of development that we are in, at least we are united in what we think. That is again important for a team, if you have got one person going out for example and saying, hey everybody that is hired in here ought to be disabled and there is a few ABs floating around among the staff, then you got somebody else going out and saying, oh we believe in a balance, you have got a dichotomy in the community, with this group that does not know what they are all about. So it is important that you get a group together and agree on what you are doing and then support it, till the total group makes a decision that you are going to change something, then when it changes the whole group changes at that point in time. Then we talked about our management policies, procedures. This does not sound very significant, but it is probably one of the most significant things we did, as to how do we approach things. For example, if something does not go quite right or there is a question, what is the line of authority, what do you do to communicate your need if you want to get a change made or to get listened to. Well you go up the line, rather than starting at this point and jumping to the executive director, that does not make any sense. We talked a lot about communication, protocol and things like that, so that we would all feel comfortable dealing with each other. Then we really got into the services, the types of things that we would offer, you can see the list, and we talked about how we would offer them, and we talked about who on the team was best qualified to handle each of these service areas. One of the first responsibilities that the staff had was to write their own job descriptions. We had a loose job description when people came on board, then we sat down and everybody became very specific as to their own personal job.

JE: How is the management constituted

Essentially what we are saying here is how we manage our project and our affairs, how the team has agreed that we will manage our project and how it functions, understanding that we have an executive director, that we must answer to, and that the executive director has a board of directors, who she has to answer to, so it filters down, therefore there are limitations on some of the things we do, we can't just go out and do anything we want to, we have to clear anything unusual with the executive director, who then in turn might have to clear it with the board before we can have a final decision on what will occur



Gene: We mentioned the advisory committee earlier, we confer with our advisory committee, which is made up of disabled persons, experts in various fields, to make sure that we are doing right

To clarify the difference between the advisory committee and the board, there is two very different functions that are satisfied there, which you may need to have two committees on yourself

Gene: The board of directors would be a New Vistas operation, these would also be responsible for ..... that grow from New Vistas, whereas the advisory committee would OK the policies that we follow, they make recommendations which we can accept or, if we have done more research in that field, find maybe that we cannot meet that need at the moment, we acknowledge that that need exists, they are more in the role of consultants for what the needs are and how to go about filling those needs, whereas the board of directors is really administrative

Someone Else: The board has to cover all of New Vistas, which is four programmes, we are one of the four, and as being one of those four, we have an advisory board and they advise us, but the board advises everybody

JE: What are the other three

Gene: Disabled adult workshop, day care programme and a pre school programme

That is why it is important to have an advisory committee with each of the individual branches, so that we get some real attention from an advisory committee. The board just knows generally what we are doing, they don't know the details. But our advisory committee are really on top of what is going on and can say, hey I think you need such and such, have you considered such and such, they can be more specific.

Programme development, how are we going to do our programme development. By the way, in hiring your initial team again, remember the first people that you hire better be leaders and better be innovative people, so that they can really pick up the ball and carry it very very well. Giving the staff a lot of freedom in that area is very important, so as long as you are sure you have hired the right people, we were very fortunate because we have excellent people in each of those slots. Then we talked about the services a little bit and the final thing was staff training, now staff training did not quit at the end of five weeks, we have on going in service training.

Every other week we have somebody that comes in and does 45 mins to an hour of in service training. We have done it in a variety of areas now and you will see listed the kinds of things that we receive training in. You would be surprised at what your needs are, you are working along and all of a sudden you realise that you have got a real deficiency in an area and you need somebody to come and give you some expertise in that area.

Identification and outreach. This is referring to finding our clients. These people are not that easy to find, and they are not sitting there waiting with open arms, some of them bar the door when you get there, and especially here in northern New Mexico we are dealing with multi culturism, which is not necessarily an easy thing.

Data collection. This is really a very important area, we are so thankful that from the beginning we did go ahead and design data collection forms, which we can give you samples of, that will take care



of the questions that we need to ask

JE: I have a conflict about this identification thing, some people just don't want your help

Gene: You can make yourself available, if you are patient, try to get them through, it is a stage of development, still, if they get through it, they are going to know where you are

One of the things we had to face from the beginning was that we were not in the business to change cultural things or personal values. We offered alternatives, and if people accepted those, fine, if they did not it was their business, but we would keep a window extended, so if at a later time they wanted help, we were available, regardless of when it occurred

JE: This thing I am talking about is a cultural thing too, he was Welsh ..... Some people want help but can't get it, and other people just don't want help.

That is interesting to hear you say that, because that kind of verifies where we are. .... This is the very first form that is filled out, this just gets kind of name, address and serial number, just very basic kinds of information, this is the very first thing that we do. Then, if the client needs more services, that is if we don't satisfy them on the first go round, we need to know more about them  
.....+TAPE OVER!.....

.... who is he and what are we doing with him, what are his plans and everything. This is the way each client contact sheet is written up. We try to design them so that they are easy check lists, very quickly they can be checked off. .... It is the same deal as the client contact, if you are going to go out contacting social service or some other agency you need to know who it was you contacted and have some record and again, it is very simple to fill in, we don't want anything that is time consuming. Now, on the basis of collecting this data we can tell you how many blind Hispanics we are serving in Mora County who wear ear rings in their right ear. We can get very detailed as to what our statistics are by this simple method of data collection, but it is important that everybody keep up with these sheets. I will point out the statistics to you a little bit later on, but in a nutshell we have documented data of contacts with 462 clients, and we have contacts of about 1000 community agencies. If anybody says, how do you know this, we have got stacks of these sheets, we can show them our records. Confidentiality is extremely important to us and we are very careful that we do not divulge client names or the business of the clients, we hold this as sacred. To get any information about a client, we insist that they sign a release form, to give out any information we insist that they have to sign a release form, so this is the form that we use

JE: In England the problem is not being able to gain access to files about yourself. Who wants this information over here

You would be surprised, insurance agencies have badly abused people, they have written and tried to find out information. I don't know how it is in England, but over here there are some prejudices, say if a person has received a lot of psychological help, an employer can say, I don't want him on the staff, he is crazy. They give them a hard time, so with confidentiality nobody knows about these contacts with a therapist or anyone except the individual himself, and it really protects the patients, the clients, from being exploited. I am more concerned about protecting an individual's rights to privacy than I am worried about being sued, it works both ways. It is important to

respect that privacy. I think the United States has just been grossly negligent in that area, they have just thrown open people's lives and really demolished them as the result of things that they have said or done, information that has been for example given by DVR to an insurance company or to a physician and vice versa. There has been a lot of problems with physicians, at one point in time giving information from one doctor to another, from one agency to another, without the client having permission.

Gene: If you were my client, there is no way anybody outside this agency would know anything about you. In order for us to tell them you would have to sign one of these forms, that way we could say, sure, you told us to

If a friend of one of our clients came in and said, hey, I heard that Jo is attending your support sessions every week, it seems like it is really doing him good, how is he reacting in the classes, we can't even acknowledge that he is a client, we don't discuss it. In a nice kind of way we would suggest to the individual, maybe it would be best to discuss this with your friend rather than coming to us .....

..... in so many counties needing such and such a service, housing or transportation, and we can prove it, and this helps us to support our needs so that we can go after different kinds of grant money

JE: Do you have an expert on grants too

We are just getting into this area now. With the federal cut backs that we have had, I am sure you have been hearing about them

JE: What about what Reagan did last Thursday

We are not sure how that is going to affect us. The last word we had is that we are going to get our full funding, and we are just hoping and praying that that does not change, but we don't know for sure yet. If we don't get our full funding we will receive the same amount of money that we received this past year, that is the worst thing that can happen. When you consider the increases in staff salaries, you are still talking about operating on a lower amount.

Public relations, Community services, advocacy, national resources, funding, those are all the areas we had to look at as components. National resources is what is available in the United States in this area, IL centres and so forth. Then we go on to number 7, where we hired the IL consultants. That was Max Starkloff, that is what that is referring to. We paid Max, they were a delightful couple, they were really very helpful to us because, interestingly enough, the staff's first day of work was the day that Max came as a consultant to the programme. It was kind of neat that everybody kind of got the same introduction to IL at the same time. It was a good way of starting. They were pointing out lots of things to us, it was really helpful to have them at the beginning of the project, because they pointed out pitfalls, things for us to look out for. The data collection was one of them, they were going back and still trying to find statistics that they had lost a long time ago. They really were very helpful in telling us what to avoid as well as giving us suggestions. There were some of the things that they went over that we just really did not get into with them because there were some things that would not work in New Mexico, if there is any place that is different it is New Mexico, there are just certain things that will or won't work here, and we had to realise that in what they were advising us, we had to sort it out to see what would work here. Coming from a town and then trying to put it into practice is sometimes difficult

Gene: The differences are mostly cultural, respect for the extended families. There are some political issues too, you really have to know this area

Number 8 is the data collection system, which we have already talked about. Number 9 is client confidentiality guidelines, we have very specific rules that we go by on that, we handle the files in a certain way, very cautious with the files, so that files don't remain out on desks. Number 10, we shaped our project philosophy, which recognises the needs for every disabled person to make his own life decisions and participate in the determination of events surrounding him, and recognises the needs of non-disabled and their plight to overcome apprehension, ignorance and discomfort in dealing with handicapped friends or strangers. Emphasises a positive gentle approach towards awareness and involvement of the non-disabled community. We talked about that a little bit the other day, we are prepared to go to whatever lengths we need to in applying pressures in order to advocate for services.

But we do believe in starting gentle, building up, because of the type of environment that we are living in. The people here usually respond better by starting gentle. The next point emphasises the teaching rather than giving approach in providing services to disabled, so that a disabled person actively participates in securing his needed services. I don't know how this is in England, but the welfare system here has worked some real disasters on our population. We literally train people to extend their hands, for handouts all the time, and our philosophy is we need to work people through the process of obtaining it, rather than just handing it to them on a silver platter

JE: Disincentives, do you mean, or the charity ethic, do gooders

Right, very degrading.

Gene: It is easier for so many people to be on welfare and accept those ethics, rather than go out to work. They might even lose some money by doing that

You hear this all the time, I can only make \$75 a month or I lose all my benefits, which is unfortunate. But what we are talking about here extends even beyond the money, it might be, say, a person says, my wheelchair is broken, repair it. We don't just walk out and do a repair on a wheelchair, to begin with we don't have the money. We work with that individual, to raise the money if necessary, contact some civic groups or something to get some money for wheelchair repair, we help the person make the contact with a repair person, and then we are willing to work however we need to in between, as a liaison person, maybe even in carrying a chair to the place that it is going to have to go, whenever we are making a trip that direction, but we don't just pick up a wheelchair and deliver it back on the doorstep, we feel that people need to be a part of securing services. That way they can go back if we are not around, if anything happens to us and know how to do it next time around, we won't just leave them high and dry. A lot of people in this state don't know how to obtain services, and they have so many run arrounds with red tape, it is too much for them, and so we are trying to make this a teaching, training process.

Avoids duplication of services by other agencies, promotes a co-ordinating supportive role wherever possible and attempts to fill gaps in current community services delivery. We are not into doing any service that any other agency can provide. What we will do is refer a person to another agency. Now if that person has a gripe with that other agency, and says I don't like Mary down at social services, I'm not going over there, that is his tough problem, because I am not

setting up a separate agency, so we are very careful that we don't duplicate services that are available other places

JE: What areas does duplication occur in

Gene: ..... helping a person become employed or getting social security benefits. People who become disabled and are unable to work because of disability, you find social security may not be getting him benefits right away or not at all. He says, how can you help me out, so we will see if they have looked at it ... ..

We have what we call professional door knockers, who know how to play the agencies, not a bad business.

OK number 11. Explore the possibilities of trade off services with other New Vistas projects, there is expertise in the other branches of New Vistas, so we try to find ways and means of trading off some services and facilities in order to broaden our spectrum.

Number 12. Conducting the following in service workshops, this is what I alluded to earlier, you could look down and see all the things that we have provided in service to this point in time. I am going to call your attention to something, at the very bottom down there, task analysis, are you familiar with this. Task analysis is taking any task that you do, like picking up this pencil, breaking it down into its very simplest component steps, so that you can teach another person to do it, so that you can determine what part of that task it is that the person can't do. Maybe the part that the person can't do is grasp the pencil, with the pencil in his hand he can lift it all the way up, we have isolated then where the problem is, the problem is not picking up the pencil, the problem is grasping. Task analysis is breaking anything you do into its simplest parts. We do specific staff training in this because it applies to everything you do in life. If you are going to design a new project, then you need to do a task analysis, say the first thing I have to do is ... contact so and so, then I have to rent the room, then I have to do such and such. This process that we have just been through is a form of task analysis, and I highly recommend a staff understanding that concept. If they do, then they can plan anything in the world and be successful with it, but if they don't know and understand that process they will always have difficulties. You will find people who don't think far enough ahead of consequences, and they will find themselves in hot water because they did not think the task all the way through to the end, to say well if I do this it means that I am going to cause myself trouble down the road here. That is what that is in there for.

13. We have not heard any outcome of this. This is the inter agency living initiative, description and plans. This is some money from Washington that was coming and apparently dried up before it ever got here.

Then, to go on to number 14. We have served 462 clients, received 462 referrals. You can see how this is broken down, the type of disability, the number of clients served, again, all this came from our data collection system. By the way, we are getting a computer, and Gene is the one responsible for this MIS system. The information was there but he had to go through and hand count it, with a computer it will take no time at all.

Gene: If we handle the stuff by computer it will take no time at all. The computer system will keep track of all our clients, the type of disability they have, the counties they are in, which ..... is working with the person. The systems we are down to are IBM and the Apple computer

We are encouraging Gene to undergo some professional training

JE: that is an area of employment

That's a big thing in the United States

Gene: ..... there's so many community agencies working in that county, we have been able to do a lot of outreach. The other counties are so rural

JE: Which one is that

Right next to Tulse

JE: Why are you getting so much from that one

Gene: Partly because of the size, and partly because of the community programmes ..... they have really been helpful. A lot of them have really good records too. Some are just excellent, it is really a pleasure to go through their records

We do have access to DVRs records, because they are sub contracting out of their agency, therefore we are under the same umbrella and can have access to their records. This is a real advantage for us. At that meeting I attended in Houston, the majority of people there had just ..... to get DVR agencies to co-operate. Here our agency is just really bending over backwards to help us

JE: That would be very difficult in England

Gene: As far as the community contacts go, the organisations that we are working with ..... end of tape. ....

Gene: ..... We offer a number of different services, we would like to do that, but there is one particular client, and they are going to court, and we provide an interpreter to make sure that the client got all the rights that he was entitled to, made the court aware that the person was deaf, so we have been dealing with a number of cases like that

Caroline: The courts officially assigned him to us, to do communication skills and something else. He is supposed to learn how to use a TTY

JE: Do you have many sign language interpreters

Gene: One of our staff can do sign language, but we do keep in touch with the deaf registry in Alberquerque and they will have a list of people all over the state that can do this sort of thing, so if we need someone we just give a call

Caroline: They are available, their services are free, any time anybody is going to a PTA meeting, that is a parent meeting at school, or anything like that, there is a service that is available to them there. We kind of act as a catalyst to get those services sometimes. So many people in the deaf community don't understand what is available, and how much their lives can be expanded by taking advantage of some of these things, they are I think a little reticent to be involved

One person lives by herself and has nobody, no friends, no one to really relate to. It was really quite an experience for her to get

out and talk with people, other people who were deaf

OK. Organise and initiate publicity for the project. We have done some on publicity, we have got a lot more we have got to do. This is an area that Tom is responsible for. Tom is responsible for our community, he is a community resources co-ordinator so he is responsible for coming up with some directories, for coming up with publicity contacts and so forth

Tom: What I have not dealt with, is radio stations. We have had one radio station come and interview our staff. We just pretty much went over our programme, they interviewed Gene, myself and Caroline, and then they aired it on the weekend three or four times Saturday and three or four times Sunday. I don't know if I told you that I have gone to one State Senator and one state representative and talked to him about the programme, and what is real interesting about that, is I go and I explain to them what we are doing and talk a little bit, and at the end, when it is about time that I should go, they say, well, how can we help now, what is coming up in the next session of legislature that I should support, is your programme ..... I say, no, we don't need your help, we just wanted to let you know that we were there, and they really get excited on that, it is a real pleasant surprise, then they sort of relax

Caroline: By the way, in these contexts Tom, if this is not happening, one of the things you could tell them, is that if any bills do come forward and they have questions about the validity of them or the need, to please call us and we will supply any information we can, let them use us as resources, instead of us always approaching them. We could supply them with statistics on a bunch of things

Tom: One of the things that I was telling Gene, he was calling some agencies yesterday for referrals, and what I suggested is, instead of just asking these people for referrals, ask them if we can go talk to them, be an in service. That is kind of the way I have been doing it, but sometimes we think of a certain agency, we have not contacted them. The initial thing is get a hold of some referrals, we could be a little more impatient about it and schedule some things, he and I will probably be doing an in service together. I usually go out and do it myself, but occasionally Gene and I will be going to do it. Now Jeanette and I have been doing it as a team, in Los Vegas we did an in service for a nursing home and that was real positive. Jeanette had a client in the nursing home, so we went in and heard the staff side of the problems, so we are sort of acting as an in between, and we made a good enough impression that they want us to go back and do some more staff development, they want us to do a sexuality awareness thing, and she now will be doing some of that and some of the other ..... we will be doing one Nov 7th. That is really a good combination of a disabled person, an able bodied person, Hispanic Anglo Male, and that has worked out real real well.

Caroline: Why don't you speak a little about territorial rights, he may run into this

Tom: I guess that is another big reason why we go about it the way we do, because for example, Gene called .....

Gene: I called the Social Security Disability Termination Unit, Alburquerque, they get advocates for Social Security, they have a medical examiner, and this unit will determine whether or not a person does qualify for Social Security, and a number of the people are disabled, they could really use our help. So I called down and asked them if they could give us some referrals, and they said, well we don't give referrals to anyone. It is kind of strange, because I was

looking through some records and DVR get a lot of their referrals from you, and they said, Oh, well, we have done that in the past, but you would need to speak to someone else about that

Tom: The initial reaction is they are ours, we don't do this. That is the reaction I am sure a lot of them have, and that is why you should sort of leave it wide open at the beginning, and just tell them a little bit about your programme, then you sort of work around into the referrals, make yourself available and sort of ask, when can I come down and talk to you, and once you get there and they understand that you are for real ..... I don't know if I told you that we are very slowly starting to get into the state penitentiary, that came about in an interesting way. Before I came Gene sort of made some contacts and mailed some stuff out, and he mailed some information out to the warden, with a letter that was written by people before I came, telling them that we would be doing a follow up later on. I was going through the list and I came to the state penitentiary, and I thought that is not priority right now, they are not going to have anybody that is severely disabled in a penitentiary, so I went on to the next one, and it turned out that an inmate wrote to Caroline and she was gone, so I saw the letter and I thought it was important that I go ahead and do a follow up to that, so I wrote the guy and I have corresponded with him a couple of times by mail. I am going to go see him tomorrow now, he was transferred to the minimum security place near Albuquerque, but in the meantime I went out and met with the community resources co-ordinator at the State Pen, and they have several disabled inmates, a couple of them are the result of the riots they had there a couple of years ago, really a pretty nasty thing, so there is a couple of people that came out of that with permanent disabilities. So what I am going to do is do an in service for all the case managers, so the case managers will have a place to refer their disabled clients

Caroline: We were surprised to find out how many disabled persons were in the State Pen

JE: It is the same in Berkeley. Somebody who left the CIL has now become director of the disabled inmates programme, there are 800. Some had gone into it disabled, but a lot had become disabled since they were there, a lot through injuries inflicted upon them by other inmates, you never hear about that

Tom: In PVA newsletter there was a little advert for a motorised wheelchair out of Arizona, what happened is this guy who is severe enough to need a motorised wheelchair got convicted of something and they don't allow his motorised wheelchair in this prison, so he was trying to sell it. There is good and bad, the good is that they are not discriminating, the bad is that they have kind of put someone in a pretty vulnerable position. I asked the guy out here if that was the case, what if I did something and I was rolled in there, would they gang up on me, I can't defend myself. He said no, in fact it would probably be somewhat the opposite, they would look out for you, because he said they have a fellow there who is on the second floor, he uses crutches, he got his ankles blown up during the riots, and they carry him down the steps. He said if you mind your own business, serve your time and keep out of people's hair, they will leave you alone. If you have got a big mouth and open it too often, they will do something. I am not sure if I believe all of that yet, but it was interesting

Caroline: Anyway, how we got into this was the fact that there are a lot of agencies who are very possessive of their clients, very suspicious of our service, look at us as if we are getting ready to put them out of business, trying to be in competition. So that is why we try to explain to people that we take a supportive role to what is already going on, we will refer our clients to their agencies for



services. if needed services do not exist then we will try to encourage appropriate agencies to develop the services, rather than us doing it. If that does not work, then the final step is that we will try to be the ones that fill that gap, for at least long enough to get something going, and then hopefully another agency will pick it up. So we are always in the process of moving on to something else, leaving other people tending the fires in other places, this again helps us get mileage out of our staff, it keeps us from stagnating by providing one kind of service.

Now there might come a time when that would be inappropriate thinking, maybe we should be just operating a housing facility or something like that. Right now that is not our purpose, we have got to be all things to all people.

JE: Do you speak Spanish yet

You will see further down here, we have sent some staff to take Spanish lessons, that is another area where we need a lot more.

JE: What about the indians

We do provide services for them, we are making some pretty strong contacts with the agencies. In fact I just got a call from Diane a while ago, she will still be in medicinal services, the health service will be providing for the indians, so we will be doing a co-operative thing with the Puablos

Tom: I did some in service with some of the field nurses that went out, last week .....

JE: That must be really difficult

On 17. Gene is the one that has been doing this review of DVR cases, which we talked about a little bit earlier, and he is going county to county doing that. Then on 18. This study is just about at completion, actually there is just one book to be turned in then this will be finished, there are a lot of volunteers that were involved with this project, and we are real pleased that we will be able to put out a guide to Santa Fe, through co-operative efforts, the Governors Committee on Concern for the Handicapped will be publishing the guide, making them available.

JE: It is tough getting around

19. Assisted in launching a work activities programme for developmentally disabled adults, this is in Las Vegas, this is in connection with another part of New Vistas, we arranged for a travelling display of adaptive appliances, we talked about that earlier, we began provision of IL evaluations for clients and their families. We are finding that there are a number of people who want to leave home, particularly we find this among the developmentally disabled, and the family are very much afraid because they don't feel they can make it on their own. By doing some systematic evaluations, whether the problem is retardation or some other type of disability, we can sort of determine what they can and cannot do, or are going to have to learn how to do if they do wish to move out. We may be able to recommend, well this individual is certainly not ready to be totally independent but could function very well in a group home. You have got some concrete evidence there, both for the disabled person and the family, so that it gives them something tangible to work with. So evaluations have become a very important part of our work here

JE: Sometimes the family should be evaluated as well

That is right. I think this is helping us to get to the family a bit better, to say, hey let go, be supportive instead of holding the person back.

Made arrangements for an interpreter to provide TV news. this again has not happened, the arrangements are all there, it is a matter of a go ahead for this to become a reality. You have seen the TV screens with a little interpreter in the corner, this is supposed to be full screen, interpreter has full screen, the narrators voice in the background. It will be a first for New Mexico.

We talked about Spanish classes. We have been ordering materials like crazy for our IL library.

Number 25. We established care givers support group, which meets weekly. This has been a rather successful group. Families many times need some support and help, they also, again, through counselling and all, need to feel able to start turning loose in some areas, and give their disabled family members a little more freedom, this has been a way to build up the confidence to do that. We began work on a disabled volunteers group. We would really like to see a well organised volunteer organisation here in town that is made up primarily of individuals who are disabled. We have one person who is coming in regularly, a person with MS

Gene: There is a new person, one of Jeanette's clients

Number 28 is important. Organise a comprehensive survey team, made up of a local person from each of the 9 counties. We are here, the counties are all away up there and there is a lot of travelling involved. Who is there, what do they need, what is going on, what is not going on, what are the resources, this is really quite a task. To help get us started in that we put on a team of consultants, part time people, and we paid them a package amount of money to find out certain kinds of information for us, we gave them the forms we wanted filled out and so on. They went out and collected the data for us. By the fact that each of them was a native to his county, knew the people who were there, he knew the resources to go to, and it really helped us out. Now these people have set up speaking engagements for us, they are referring clients, and they have just really proved invaluable. They only work part time, we paid them a small salary todo that, and the benefits that we are getting from that are really tremendous, it is one of the best things that we did. So you might keep that in mind

29. We initiated arrangements to provide follow up services to clients discharged from rehab hospitals. There has not been a great deal of follow up, on certain needs anyway, of individuals coming out of rehab hospitals, and we are trying to fill in some gaps

JE: What are the rehab hospitals here

Gene: Rosswall, St. Josephs .....

We organise classes in money management, sexuality, personal grooming and hygiene, job seeking skills. Those are on going classes, we will be providing a lot more of those as more group homes open. There is a great big project that is getting ready to open a series of group homes operating on different levels, all the way from persons who have a great deal of independence to people who are very dependent

Then we have already talked about in service training to rehab hospitals, sexuality. We told you about the court referral. Gene is responsible for the rough draft of an attendant training manual

Gene: There's is two or three sections to be rewritten ..... .

We arrange for placement of college interns in IL. Then we made the commitment to the group homes to organise the classes in IL skills. That pretty well takes us to the point where we are. You have got to realise all of this occurred during six months of time, starting March to right now. The staff has really moved, I feel so proud of everybody, they have really sunk their teeth in and moved fast, very independently, they are living up to the word independence, and that makes everybody feel good.

Then, under project plans. There is so much we have got in front of us, really what is listed here is just some token information, because there are so many things that we want to do and we need to do. One of the biggies that we are concerned about is the security of our future. What are we going to do in order to obtain contracts to keep us surviving, that is going to really be a challenge, or we are not going to be in business. This is us, this is kind of where we are, can you guys think of anything else .....

Gene: One thing I was thinking about, in the case of the interns ....  
..... We have got a graduate school programme, we are going to teach counselling with an emphasis on IL. The students that go through this programme will be ..... so they will get jobs as rehab counsellor, they will most likely find work in areas where someone needs a lot of education in IL, because of the straight tasks involved, how to set up an IL programme.

JE: What has been your main source of inspiration

..... we have set out first to satisfy needs, and then later to compare what we are doing with other centres

JE: You can learn from their weaknesses as well, particularly in management and organisation, but the services work in some places and not in others ..... what about wheelchair repair

It is a real problem. We see about the places that will do at least minimal work, changing tyres, things of that nature. A lot of firms do their own repairs, do their own welding ..... .

JE: If I came in and asked about hiring an electric wheelchair, what would you do

..... there is a firm that does that, R & R

Everest and Jennings, that is another bad thing in this country

Tom: A possibility for the future is to get some of the civic organisations involved in that kind of thing, Rotary Club, Lions Club or whatever, wheelchair repairs or even just providing the transportation to get the chair to Albuquerque for repair. Another thing to be involved in in the future is acquiring materials for ramps. If a person is discharged from St Josephs to an isolated house up steps, perhaps these clubs would donate the time and materials to make it accessible

Gene: going back to the problem of wheelchairs, we do have one that we can loan out, they can use for a couple of days

And we have access to others. I ran ours out last week and it did not

work.

JE: In England you can't hire a powered wheelchair

Are you familiar with the Amigo, it looks like a little gold cart that you ride around on. Those things are really neat for people who have enough movement to be able to use them, so much more versatile than wheelchairs

JE: a van would be useful here

There is a transportation service here in Santa Fe, which we have really been tapping. It has helped us out a great deal. It is not taxis, it is a sort of a taxi service, something between a bus and a taxi

Gene: You call 24 hours in advance .....

If you know you have an appointment or something, they are available. We are getting our own van. Ours is almost finished, they are modifying it so that Tom will be able to drive it as well as the abs. That is real exciting, that is going to really help us out, that is going to greatly expand what we are doing

Tom: The taxi service here, we are training the drivers to transfer, they asked us to put a business phone in the van, if we have any trouble within a 70 mile radius we can call them 24 hours, they will come out and help

We are just so pleased with the way people are joining in. It is as if they are waiting to be contacted

JE: Do you think IYDF has anything to do with that

Tom: There is a lot of awareness

A lot of things are happening I think, within the last year there has been a lot more awareness, all over the United States.

Tom: We are just waiting for a real rich person to come by and say we really want to help you out

We have a lot of commuters, they actually live in California but they come here to Santa Fe during the week, and have lots of money, but they are not into giving out money, they prefer to remain anonymous .....  
.....

One thing I would still really encourage in any project in England is, this is speaking from an ab standpoint, plan the project to adapt to the needs of the abs as well as the disabled population. That is the key, if you can get over that fear, apprehension, whatever it is that there is with the abs ..... there are some very genuine sensitive needs there to be recognised .....

END