

The Personal Assistance Referral Pool Manual:

How to Start a Consumer-Directed Pool of Personal Assistants

by

Lynda Powell
Gary Ulicny
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INTRODUCTION

A critical problem for attendant services is locating and keeping good personal assistants. Consumers spend far too much time coping with attendant turnover. To help with this problem, many independent living centers (ILCs) and other agencies have organized attendant referral pools. These pools provide a directory of personal assistants who are available for work. When consumers need a personal assistant, they contact the agency. The agency then provides a list of prospective personal assistants.

While referral pools are one way to locate personal assistants, they require a lot of staff time. In addition, attendant pools can encourage consumers to depend completely on the agency to find personal assistants. This undermines IL philosophy by limiting consumer involvement and responsibility.

This manual minimizes problems with attendant referral pools, by offering procedures for organizing and maintaining a **consumer-directed** pool. Using consumers decreases staff time and increases consumer control. We recognize that many agencies cannot establish totally consumer-directed pools. So, we have developed procedures that work for a variety of situations, from total consumer control to a combination of consumer and staff involvement. This manual provides a complete and flexible package for organizing an efficient referral pool.

To reduce paper work and manage large pools more efficiently, we have also developed a computer program called MATCHMAKER. MATCHMAKER allows easy storage and retrieval of all consumer and attendant records. MATCHMAKER also allows the user to search the database and match consumers with personal assistants, based on common needs and skills. MATCHMAKER is available from the RTC/IL.

One critical issue for attendant referral pools is liability. While you cannot eliminate liability, you can minimize potential problems. All the procedures in this manual have been reviewed by Martha Hodgesmith and Lynette Petty, attorneys from Kansas Legal Services, who have been active in disability-related legal issues and have a thorough understanding of attendant services.

However, readers are cautioned to seek knowledgeable, local legal counsel when analyzing their potential liability in implementing procedures recommended in this manual. The information presented herein should only be considered recommendations and not a substitute for individual legal advice on specific issues of implementation.

We have tried to include as much information as we could and to make the procedures flexible. However, we know one can't address every situation, and we hope you use the manual as a basis for creating your own referral pool. Good luck. If you have any questions, feel free to contact us at the RTC/IL, University of Kansas.

SETTING UP THE SYSTEM

Several issues need to be addressed before you can set a referral system in motion.

Organization

The first issue is how much consumer control is possible. This depends largely on consumer interest, existing consumer groups, and other local organizations. One option is to recruit consumers, explain how a referral pool operates, and then let the consumer group take over. The agency would serve as a consultant to help the system get started. Ideally, the consumer group would initiate and be responsible for developing and maintaining the system. They would make all pertinent decisions and take responsibility for actions taken. The system would operate much like food, housing, or other cooperatives. Those individuals wanting services would put in work time to maintain the system and then receive services at a reduced cost.

Cooperatives usually involve: group decisions by majority vote, near-equal participation by all using the system, staffing by consumers using the system and by recruited volunteers.

There are several advantages and disadvantages to cooperatives. Advantages include total consumer control and leaders who are experienced working with personal assistants and have a high level of commitment to running an effective operation. Assuming the system will be maintained by volunteers, it is the least expensive system to operate.

Disadvantages include: no identifiable person or agency responsible for the system's continuity, no formal accountability process, and no mechanism for ensuring equal work distribution. Some components will require funding, and generating funds can be a difficult task. Further, many consumers rely on social service, state, or federal funding to pay for personal assistants. Government funding typically has restrictions on the type of agency that can provide attendant services. Many of those restrictions will not allow a "consumer cooperative" to find and place personal assistants. Check on your state policy before beginning this type of service. If you are or know of a consumer group who pays for its attendant services privately, establishing a cooperative referral pool can significantly reduce the time each individual would spend locating personal assistants.

Two potential problems can develop in a "cooperative" working arrangement. These problems have been identified by other groups organized as consumer cooperatives. The first is the need for continuity of services. Many people are willing to put in a lot of hours until their particular needs are met, and then they drop out until they need a personal assis-

tant again. This, of course, creates an unstable work force.

Another potential problem is that some people won't work as hard as others. This generates conflict within the group. The group developing the system needs to decide how it will handle each of these potential problems.

A second approach is for your agency to establish an attendant referral pool as a service. You can achieve consumer control by using consumers to develop the system and relying on them and other volunteers to staff it. This type of system includes a Consumer Advisory Committee. The Committee would be incorporated into existing agency policies and organization and would share supervision of workers in the pool with paid agency staff.

The Consumer Advisory Committee can be established in several ways. Your agency may know several consumers who use personal assistant services regularly. Or, you may know consumers who currently need to locate dependable personal assistants. Any consumers who are spending a lot of time locating attendants would be logical candidates for serving on the Advisory Committee. They are experienced attendant users and will probably welcome the opportunity to improve their situation. You will need 3 to 5 consumers who will be interested in and dedicated to the task at hand.

There are several advantages and disadvantages to this system. Advantages include a large degree of consumer control and wider use of community resources, since consumers and volunteers would run the system. Using a Consumer Advisory Committee and agency staff ensures continuity, and using an agency ensures continuity of funding.

Disadvantages include a complex level of cooperation and a larger budget due to paid staff. In addition, the system may become complicated, since policies and procedures for the referral pool and the agency must complement each other. You will also need to consider any requirements by the funding source responsible for paying the attendants. Your agency probably has a lot of experience establishing working relationships among various agencies. This will be useful for referral pools, because all necessary interfaces must be made before the system can operate.

The sections of this manual that address policy and procedure decisions for the Consumer Advisory Committee can also be applicable to "agency staff." If you cannot establish a formal Consumer Advisory Committee, we suggest that, at minimum, you have consumers review the policies and procedures and incorporate their feedback into the system whenever possible.

Policy

There are several areas where policies must be developed before the system can operate. Once there is a formal organizational structure, the working group should focus on defining policies. The first area to address is whom the referral pool will serve. Many people use attendant-type services: People with physical disabilities need personal assistants for personal care; people with cognitive disabilities need assistance with record keeping or employment support; elderly individuals need shopping, housekeeping, and odd jobs; parents of children with disabilities need respite care for the child; etc. Any of these groups would benefit from having access to an attendant pool. Who will be served depends on the focus of your organization and which groups are currently serviced by other local groups. Avoid duplication of services if possible.

One way to assess the need for a referral pool is to send questionnaires to appropriate agencies in your area. Send a cover letter with the questionnaire that describes the system you are considering. A sample questionnaire is included in Appendix A. Keep in mind available community resources. Financial considerations may determine which populations you can serve. For example, serving people who have just been released from a hospital and are still recovering will mean consumers who may not be able to put in time to support the system. You will need another reliable work source. Can volunteers handle the work load, or will extra financial resources be needed?

Membership Criteria

Once you have a solid base of consumer involvement, you will need to establish membership criteria. Membership criteria should include: responsibilities of those using the pool, consequences for problems with members or attendants, required qualifications for particular jobs, and any other issues your group wants included.

The following is an example of a policy statement. It includes each of the issues we have been discussing and gives a better idea of how to address each issue. This policy statement was developed by a consumer group in Lawrence, Kansas, in conjunction with the local ILC, Independence, Inc. This is only an example; yours will reflect the composition and needs of the consumers and support staff in your area.

Policies

Attendant Referral Pool

1. ORGANIZATIONAL STRUCTURE

a. OVERVIEW

The attendant referral pool will be run by a Consumer Advisory Committee. The Advisory Committee will oversee and control the referral pool. The ILC will provide computer time, space, some regular staff time, and paper supplies for operation of the system. Volunteers will be recruited to do specified tasks to maintain or keep the pool current. The staff person provided by the ILC will be responsible for overseeing the day-to-day workings of the referral system under the direction of the Consumer Advisory Committee.

b. COMPOSITION OF THE CONSUMER ADVISORY COMMITTEE.

Sixty percent of the Advisory Committee shall be current users of attendant services who have had experience training and managing personal attendants. The remaining 40% of the Advisory Committee may be people who are not currently using or have never used attendant services. Preference will be given to consumers who have used attendant services at some time in the past. The staff person from the ILC will be a nonvoting member of the Advisory Committee and will be expected to attend all Advisory Committee meetings.

Other nonvoting members (advisory capacity) may include: interested nondisabled individuals, SRS personnel, independent living professionals, individuals in the private sector who may be interested in financially supporting the system, and others whom the Advisory Committee determines may make a contribution to the process. The advisory members will be invited to specified meetings as needed.

Future directions: Once the Advisory Committee has been established and the system is operating effectively, a rotation system for Advisory Committee members will be established. At that time, other possibilities for composition of Advisory Committee membership will be discussed.

c. STAFFING

Every effort will be made to insure that the staff person responsible for this program will be someone who is currently using attendant services and has had experience with and is proficient at hiring and training attendants.

d. VOLUNTEERS

Volunteers will be recruited to carry out day-to-day operations of the system. Volunteers will be supervised by the staff person at the ILC. The Consumer Advisory Committee will determine which jobs the volunteers will perform.

II. MEMBERSHIP IN THE POOL

a. USERS OF THE POOL

Any person who requires assistance in two or more areas in the "personal care" category on the request form is eligible to use the attendant referral pool, in effect become a "member." All users of the pool will be expected to donate some time in maintaining the pool. The amount of time required will be determined by the number of contacts made with the system, reasons for contacts, and the capabilities of the individual involved.

Users will be allowed to use the pool the first time "free" but will be expected to spend some time working for all subsequent contacts with the pool. Persons who do not feel they are able to work will be asked to designate another person (e.g., family member, friend) who will work for them. If they do not have a substitute worker, they must request an exception from the Advisory Committee. Each request for exception will be evaluated individually by the Advisory Committee.

A second membership criterion relates to personal attendant (PA) management training. Management training is available to any consumer who requests it. Such requests should be directed to the person on-call for the pool.

In order to prevent depletion of the pool resources, when a pattern of

excessive PA turnover becomes evident with a particular consumer, this member of the pool will be required to participate in personal assistant management training.

Turnover is defined as the consumer firing or otherwise losing a regular PA. A regular PA is any PA who works for that person on an ongoing, weekly basis. When turnover reaches 3 times in a 1-month period, a pool Advisory Committee member will contact the consumer and discuss the situation to determine if there is a problem, and offer assistance if it is appropriate to do so. If the turnover rate reaches 4 and the consumer refuses to participate in management training, access to pool resources will be denied. At the time of refusal, the consumer will be reminded of the grievance procedure and informed of his or her right to file a complaint.

If at some point in the future, the consumer agrees to participate in the training, he or she will be allowed to use the referral pool upon completion of the training.

b. WORKERS IN THE POOL

All workers will be supervised by the staff person at the ILC. The staff person will be under the direction of the Advisory Committee. The following jobs **must** be carried out by persons who are currently using personal attendants: advertising, reference checks, interviews with potential attendants, follow-up, evaluations, feedback, orientation and training of new workers and attendants. Other jobs, including pool maintenance, such as answering telephones, updating computer data bases, doing mailings, etc., may be done by any volunteer at the discretion of the Advisory Committee and the designated staff person.

The answering system is a crucial element in the system and one that has potential for many problems. Thus, the person responsible for taking requests for attendants, making the referrals, and maintaining contacts with attendants in the pool needs to be dependable and responsible.

c. ATTENDANTS IN THE POOL

Before being activated in the referral pool, attendants must successfully complete the application, interview, and reference check. The interview team will notify the applicants in writing of their acceptance or non-acceptance into the referral pool.

Following notification of acceptance, the attendant is required to participate in an orientation and training session to be completed before they are referred for a job. Attendants will not be compensated monetarily for the initial training period. During the orientation and training session, the attendant will be given a copy of referral pool policies and procedures and time to discuss these with Advisory Committee representatives. The attendant will also spend time observing any routines in which the interview team determines the PA lacks experience. Finally, the attendant will read and sign an agreement form acknowledging awareness and acceptance of the policies and procedures and their rights and responsibilities as part of the pool. All training related to specific routines required on the job once the attendant has been hired is the responsibility of the consumer for whom the attendant works.

The referral pool operates only as a source through which consumers may obtain regular or emergency back-up personal assistants. As such, the referral pool assumes no responsibility for payment for work personal assistants in the pool perform for consumers. Responsibility for payments lies with the consumer who is the employer. In those cases where the situation necessitates a third-party payment, the consumer and attendant are responsible to adhere to the policies of that organization.

If a personal assistant quits or is terminated 3 times after being placed with 2 or more consumers in a 1-month period, an Advisory Committee member will contact the attendant to discuss the problem and offer assistance, if needed, and to determine if an acceptable resolution to the problem can be reached. Four such instances in a 1-month period will result in dismissal from the pool. The attendant's name will be removed from all pool lists of eligible personal assistants. Written notification of this action will be given to the attendant and a reminder of their right to file a complaint with the grievance committee.

Any incident involving alleged bodily harm or serious damage to property that is brought to the attention of the Advisory Committee will be referred to the appropriate law enforcement agency and will be investigated by the Advisory Committee. Any action deemed necessary by the Advisory Committee will be taken to protect the welfare of the consumer and the attendant until the investigation into the incident can be completed.

If after such investigation, the Advisory Committee concludes that potential danger exists to others by maintaining the name(s) on the referral list, the person(s) will be removed from membership and participation in the pool.

One final policy you need to develop before the system begins is a grievance procedure. You need to have a systematic, unbiased way to handle complaints and accusations about the referral system. A sample grievance procedure is included in Appendix B. It was developed by a group of consumers and modified by Martha Hodgesmith, our legal consultant.

Once the system has been defined and policies and procedures developed for continuation of the system, you are ready to begin the nuts and bolts of the referral pool itself.

DEVELOPING THE ATTENDANT POOL

The first step in establishing a working attendant referral system is to create a pool of qualified, reliable personal assistants large enough to meet the needs of your consumers. A depth chart can help with the planning process. A depth chart projects the days and times personal assistants will be needed. It is based on the number of consumers using the referral pool and a compilation of their scheduled use of personal assistants. You begin by outlining a week with each day broken down into time blocks.

Depth Chart

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
6am							
12pm							
5pm							
10pm							
6am							

Then you need an estimate of the number of personal assistants needed during each time block. The projection will, of course, be approximate, because additional consumers may use the pool once it is operating. After the pool is established, the depth chart can keep track of the number of personal assistants available in each time block. This will alert you when to advertise for new personal assistants for certain times of the day. Don't forget to include times during the night, because some consumers will want night support or live-in personal assistants for 24-hour support.

Advertising

In order to create a pool, you must first advertise for personal assistants. You can use paid newspaper ads, or if you live in a university town, you can use their job or bulletin boards to advertise at no cost. In small towns, local grocery stores, libraries, or churches may have bulletin boards, social service committees, or their own newsletters. All towns have key community members with a wide range of contacts and influence. Get to know these people, and seek out their help as public supporters of the value of personal assistants for independent living. Develop and implement your plan for effective advertising, and you are ready to begin the process of building the pool.

Screening Applicants

Once you have advertised effectively, applicants will begin to call in. You need a system to handle the calls. Begin the screening process when the applicant calls. Use the first phone call to conduct a telephone interview. During the interview, you need to provide basic information about the jobs and get basic information from the caller. Ask any pertinent questions that will help you eliminate unsuitable applicants, such as prison record, inability to provide work or volunteer work references, no reliable transportation, illiterate, cannot understand English, no phone, not comfortable with working with personal care, i.e., bowel and bladder care.

The next step in the screening process is the personal interview. If more than one agency or group is involved in the referral system, decisions about responsibilities for the interview process must be made. For example, if funding for personal assistants does not come from your agency, personnel from the funding source may want to be involved in selecting personal assistants. The consumers involved in running the referral system should also be involved in the interview process. Keep in mind that screening at this point is only for determining who will be placed in the referral pool. The consumer will conduct another interview

before he or she hires the attendant. Thus, the decisions made about procedures for this preliminary interview are made with the goal of screening unqualified applicants and thus protecting the liability of the referral system. Decisions that need to be made include who will be present at the interview, who will ask the questions, who will decide what questions to ask, and who will decide which applicants will be included in the referral pool.

In Appendix C, we have included a list of possible questions for the personal interview. Again, as with all of these materials, questions should be modified to meet your needs. Social service agencies often have required questions. We recommend that all applicants be asked the same questions. This allows you to make comparisons across applicants.

A job application can be filled out during the interview or prior to the interview, whichever you prefer. All applicants should fill out an application form and provide references. To ensure quality services and for liability reasons, all applicants must be thoroughly screened based on the information in the application and reference check. On the next page are a sample application and a reference check form included in Appendix D.

Notice there is space for work references and personal references. If an applicant cannot produce a work reference, do not consider that person. Experience has shown that applicants of a reasonable age, who have had no work experience or are unwilling to discuss previous jobs, do not make suitable employees.

There are, however, exceptions to this rule. For example, women who have worked only in the home or high school students may make excellent attendants. Remember to treat each applicant individually, and use your judgment about including people in the pool.

The application can be modified to reflect the particular needs of your consumers. The sample application can be used for any type of attendant, e.g., emergency, regular, live-in, housekeeper, etc.

For more information about how to advertise for applicants and conduct an effective interview and screening, see "A Step-by-Step Guide to Training and Managing Personal Attendants, Vol. 1: Consumer's Guide" available from the Research and Training Center on Independent Living, University of Kansas.

Personal Assistant Application

Name M. Perry Date 8/16/88
 Address 123 East St.
 City Hometown State Kansas Zip 66202
 Telephone# 913-888-1313 Social Security# 512-70-6819
 Male X Female

Transportation

Do you have a valid driver's license? yes
 What is your primary means of transportation? car
 If necessary, what back-up mode of transportation could you utilize? bus

Availability

What hours each day are you available to work?

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
6am							
		8:00	8:00	8:00			8:00
12pm							
5pm							
10pm							
6am							

Are you available to work in an emergency back-up capacity? No
 Are you interested in working as a live-in attendant? No
 Are you available for night support? No
 If known, what holidays are you open to work? None

Job Activities

Please check those areas in which you would like to provide assistance:

Personal care

- ☒ Dressing
- ☒ Exercise
- ☒ Hoyer Lift transfer
- ☒ Physical transfers
- ☒ Showering

- ☐ Bowel routine
- ☐ Breathing equipment
- ☐ Catheter care
- ☒ Medications
- ☐ Ostomy care
- ☒ Range of motion

Meals

- ☒ Meal preparation
- ☒ Feeding
- ☒ Clean up

Housekeeping

- ☒ General cleaning
- ☒ Laundry
- ☒ Shopping
- ☐ Sewing

Miscellaneous

- ☒ Correspondence/phone calling
- ☒ Errands
- ☒ Recreation
- ☒ Transportation
- ☐ Typing

List any health conditions that may affect your attendance or ability to do any of the above job activities None

Are you willing to do heavy lifting? Yes

Would you be willing to use your source of transportation if needed to accomplish any of the above activities? Yes

Are you willing to assist men only ☐ women only ☐ either ☒

Are you a smoker? No If so, do you desire to smoke during working hours? ☐

Are you a non-smoker? Yes If so, are you willing to work with a consumer who smokes? No

Do you currently have a drug or alcohol problem? No If yes, explain ☐

General

How did you learn about this job? Newspaper ☒ Friend ☐ Bulletin board ☐
Other ☐

Are you currently a student? No If so, where? What is your major? ☐

Why are you interested in this job? I want to earn extra money for school.

Employment History

List two former employers beginning with the most recent one. Please be advised that I intend to contact your references.

Name of company and supervisor Retirement Center - J. Doe, supervisor

Dates employed 1/3/88 - present Position held activity aide

Address 236 Locust Phone 888-4591

Duties and responsibilities Helped lead games and exercises for residents.

Name of company and supervisor Taco Palace - A. Earnest, supervisor

Dates employed 5/87 - 1/88 Position held Cook

Address 258 Locust Phone 888-5631

Duties and responsibilities cooked tacos

Have you had any job experience relevant to being a Personal Assistant for a person with a disability? No If yes, please explain _____

Describe any other paid or volunteer experience you have had with persons who have a disability I did volunteer work in a nursing home one summer.

Please list two personal references.

Name B. Perry Relationship Father

Address 123 East St. Phone 888-1313

Name J. Hope Relationship friend

Address 8245 Wyatt Phone 887-5421

Reference Check Form

J. Doe Retirement Center
Name

236 Locust
Address

Honolulu, KS. 166202
City, state, and zip

I am considering Mr. Perry for a position as a personal attendant. I would appreciate talking with you to verify information about the applicant's work history and character. I will contact you by phone within a week, or you may call me at your convenience. Thank you.

Jane M. Employer 8/16/88
Your name Date

I hereby authorize you to supply the requested information. Thank you.

M. Perry 8/16/88
Signature of applicant Date

Orientation and Training

The majority of training will occur once the personal assistant is hired by a consumer. Consumers are most familiar with their own needs and know how they want the job done. However, some orientation and training may be needed before attendants are referred. The referral system needs to decide if it will provide any initial orientation and training.

There are several ways to conduct orientation and training. The way you choose will probably be determined by what the core group beginning the pool decides, characteristics of the local consumer population, community resources, and funds available for this part of the program. It is essential that consumers be involved and that they provide the training. This can be done in groups or individually. Orientation may consist of informing the personal assistant about the policies of the pool, or it could also include training in specific duties. For liability reasons, minimal training is recommended for jobs common to most situations that could cause injury if done incorrectly. For example, various lifts and transfers might be trained, because incorrect transfers could injure both the personal assistant and the consumer. General training could be developed and offered to all personal assistants, or it could be individualized for each personal assistant. For example, after an applicant has been approved by the interview team, the team could recommend training in any areas where the applicant may not have prior experience. Based on the team's recommendations, the applicant could be required to observe another personal assistant performing those routines. We recommend individualizing the training, because this approach is both cost-effective and maximizes time spent by instructors.

During orientation, the applicant should be given a copy of referral pool policies and procedures and an opportunity to discuss them with a pool representative. The applicant would then be asked to sign an agreement form acknowledging awareness and acceptance of the policies and procedures of the referral pool and his or her rights and responsibilities as part of the pool. A sample form is included in Appendix E.

Quality Control

Quality control is crucial so that the Advisory Committee can see that procedures are being carried out accurately and efficiently. It is important that an individual be identified for each job responsibility. Someone needs to monitor the depth chart and recruit new personal assistants when needed. Someone needs to take phone calls, pass out applications, notify the correct people that an interview is scheduled, etc.

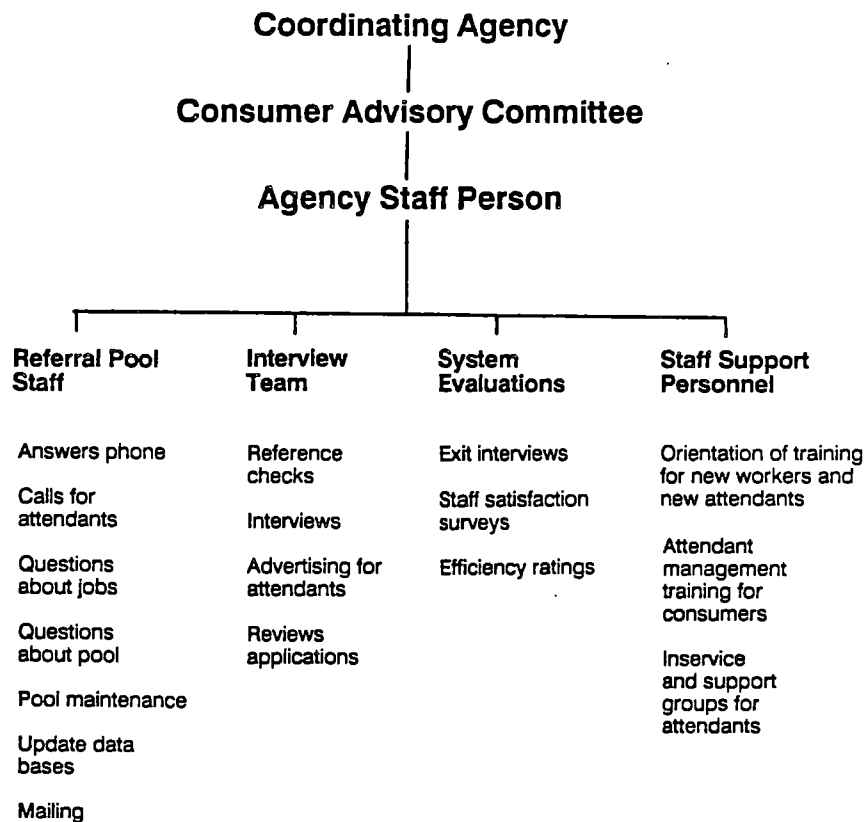
Once job responsibilities are assigned, someone needs to monitor how the jobs are being performed and provide feedback on a regular basis. Job

descriptions may be helpful for defining each task in the system. This gives supervisors concrete measures they can use to monitor the workers.

Because the majority of workers will be volunteers who will change depending on who needs personal assistants at the time, the work force will be somewhat unpredictable, more than likely untrained, and all part-time. This type of work force necessitates built-in methods of organization and evaluation to keep the system operating efficiently.

Following is an example of an organizational chart for a referral pool. This chart includes all jobs necessary for efficient operation. It lists jobs, not individuals. Because you will probably be staffed by volunteers, each job may be filled by more than one person, depending on the times and people available.

Organizational Chart



THE REFERRAL PROCESS

Now you are ready for the first request from a consumer for a personal assistant. How will you handle the calls? In this section, we will discuss the referral process.

Consumer Requests

The first step in the referral process is to decide what the consumer wants. (See following page for sample Consumer Request Form.)

Notice the consumer request form parallels the attendant application form. This form asks for necessary demographic information, hours a personal assistant is needed, jobs the personal assistant would need to do, and other requirements or preferences.

Copies of both forms are included in Appendix D. Feel free to copy these forms. Again, modify any form to reflect the needs of your consumers.

Procedures

You will need two procedures for referrals, one to handle requests for regular personal assistants and one to handle emergency requests (if you decide to provide this service). "Regular attendants" refers to personal assistants who are employed on an ongoing, weekly basis. Regular also refers to personal assistants who are replacing regular personal assistants who have notified the consumer in advance about time off. Because of the advance notice, consumers can screen and interview applicants, so there is no need for the referral pool to find a personal assistant for immediate service.

A consumer calling for an emergency attendant is a different situation. An "emergency attendant" is hired when a consumer's regular personal assistant is unavailable and the consumer's back-up system has not worked. An emergency is defined as a situation requiring immediate assistance in order to maintain health.

Examples of appropriate emergency tasks are assistance with: breathing equipment, bathing, bowel or bladder routines, daily hygiene, dressing, meal preparation/feeding, transfers. Inappropriate tasks would be house cleaning, laundry, or shopping for anything other than food. Because the consumer needs immediate assistance, there is no time to screen and hire personal assistants.

Consumer Request

Name L. K. Jones Date 3/12/88

Address 1807 Washington Phone # 236-8182

City Owntown State KS Zip 66604

Request is for emergency _____ Regular placement Yes

Do you have a speech or hearing impairment? No If so, what is your primary method of communication?

_____ Communication board

_____ Computer-assisted

_____ Sign language

_____ Type

_____ TDD

_____ Voice

_____ Voice synthesizer

_____ Other assistive device Explain _____

Age Range 18-30 _____ 30-50 ✓ Over 50 _____

Method of entrance into your home Front Door, key in lock box on door.

Location of emergency information in house by phone in kitchen

Schedule

What hours each day do you require an attendant?

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
6am	8:00	8	8	8	8	8	8
	10:00	10	10	10	10	10	10
12pm							
5pm							
10pm	11:30	11:30	11:30	11:30	11:30	11:30	11:30
6am							

Job Activities

Please check those areas in which you would like assistance:

Personal care

- ☒ Dressing
- ☒ Exercise
- ☐ Hoyer Lift transfer
- ☒ Physical transfers
- ☒ Showering

- ☒ Bowel routine
- ☐ Breathing equipment
- ☒ Catheter care
- ☐ Medications
- ☐ Ostomy care
- ☒ Range of motion

Meals

- ☒ Meal preparation
- ☒ Feeding
- ☒ Clean up

Housekeeping

- ☒ General cleaning
- ☒ Laundry
- ☒ Shopping
- ☐ Sewing

Miscellaneous

- ☐ Correspondence/phone calling
- ☒ Errands
- ☐ Recreation
- ☒ Transportation
- ☐ Typing

Other Requirements

Do you require an attendant capable of heavy lifting? Yes

Do you use special equipment? If so, please list No

Is night support necessary for you? No

Do you need a live-in attendant? No

Experience

Do you prefer an attendant with experience?

☐ No

☒ Prefer experience but will accept others

☐ Yes

If yes, please specify type of experience:

☐ Worked previously as a personal attendant

☐ State certified aide

☐ Other _____

Preferences

Do you have a preferred age for your attendant? 30-50

If yes, circle age preference: 18-30 30-50 Over 50

Do prefer men only _____ Women only ☒ Either _____

Are you willing to hire an attendant who would like to smoke while working? No

Do you smoke? No

Other

What is the source of funds for your attendant payment (e.g., SRS, etc.) HCB.S

Therefore, special caution must be taken in screening and training emergency personal assistants. The referring agency has more responsibility for the performance of personal assistants when it places a personal assistant without input from the consumer.

When a call from a consumer comes in, the first step for the person on-call will be to assess whether the situation is an emergency or not. If the caller has used the system before, the staff should access the information on file for this person, and record any changes that may need to be made concerning the new request.

If the caller is a new user, the staff should explain the referral system and the requirements for members. If the caller agrees to the membership requirements, the staff will ask the caller to fill out the consumer request form. This form may be administered over the phone.

After obtaining the necessary information, the staff will run the MATCHMAKER program (or whatever means of matching will be used) and provide the consumer with information about personal assistants who match their needs. If there are only a few personal assistants who meet all of the requirements, ask the consumer to consider modifying the request and redo the matching process.

The next step is up to the consumer. Consumers can call as many personal assistants on the list as they want for interviews. The consumer is responsible for scheduling personal interviews, screening the attendants, and making a decision about hiring. We suggest that referral pool staff be available for suggestions about screening and hiring techniques, if requested, but not to assist in the final decision.

Having the consumer assume responsibility for the final decision is central to the IL philosophy of control over one's life. The personal assistant will be working with the consumer, and no one else will be around while the personal assistant is doing the job. Ultimately, the consumer is the employer who must be comfortable with the attendant. Any personal assistant in the pool has already been screened and approved through the process.

Second, the consumer will be giving the personal assistant directions about job performance. Having the consumer do the final interview and hiring begins an appropriate supervisor-employee relationship.

Third, this procedure can work to limit your agency's liability for the personal assistant's performance, because consumers are directly involved in insuring their specific needs are met by the individuals whom they choose. The final step in the referral process is for the consumer to notify the referral pool and any other responsible agencies about who was hired, within 24 hours, if possible.

This allows you to update files, remove the personal assistant's name

from the "available" list, and put the personal assistant on a payroll, if this is part of your system.

The Referral Process for an Emergency Personal Assistant.

The first step is to decide when a request is an emergency. If it is, fill out a consumer request form. Be sure to note how the personal assistant should enter the consumer's residence (i.e., front or back door, where to get a key if necessary, knock or walk in). Explain that you will call them back as soon as you locate a personal assistant. If necessary, call the consumer back at the agreed-upon time intervals (every 15 or 30 minutes is suggested) to re-establish contact, and let him or her know how you are doing in the process.

The next step is to call emergency personal assistants until you reach one who is available. Provide them with all the necessary information about the consumer from the request form. Check whether they have transportation, and if for some reason they do not, as a last resort, we suggest you have some way to provide it. For example, the pool could pay cab fare. This option makes your service more reliable and able to secure emergency personal assistants in a pinch. When a personal assistant's services have been secured, call the consumer back, and inform him or her who will be coming and when.

If no attendant can be found in a reasonable amount of time, call the consumer to update him or her where you are in the search process and what options remain. If time and level of need dictate quick action, explore with the consumer the other means available to acquire an attendant (e.g., home health agencies, visiting nurses, relatives, etc.).

In the event of a medical emergency, the referral pool staff should assist the consumer in arranging for professional medical treatment. Work with the consumer to determine the most appropriate source to meet his or her need in the shortest amount of time. Phone numbers of ambulance services, hospital emergency rooms, fire departments, and physicians should be available to referral pool staff.

The Answering System

The most critical component of the emergency referral process is the answering system. It is important that you have a reliable, efficient, and accessible answering system to take emergency calls. Keep in mind that emergency calls can come in 24 hours a day, whenever the need for a personal assistant arises unexpectedly. You must decide if this is a responsibility you can give to volunteers. If it is, you need to have regular dis-

tribution of a list of who is on emergency call and their phone numbers. This list needs to be updated regularly because of schedule changes and distributed to consumers. You could also use a paging device linked to a central phone number that is rotated among people on call.

We cannot overemphasize the importance of the quality and reliability of your answering system. If a request is not met quickly, or if the answering service cannot be reached, a consumer could be trapped in an unhealthy or life-threatening situation until your agency opens. If this occurs on a weekend or holiday, the down-time could be as much as 72 hours. Using volunteers for the answering service could develop into a logistical nightmare. This is why we recommend your agency budget for a professional answering service.

Regardless of who receives the calls, all answering personnel need orientation. It should include information about the importance of phone communication, the types of calls they may receive (e.g., calls from people with speech impairments, instructions for using a TDD with deaf callers), and a practice session on responding to various types of calls.

Matching

Once the calls for personal assistants start coming in, you will need to match the consumer with the most appropriate personal attendant available. There are two ways to conduct this matching process. If you have a small pool of personal assistants, it will be cost-effective to match by the "paper and pencil" method. Keep a master list of all personal assistants that includes basic information (e.g., sex, emergency vs. regular employment availability, age, or other pertinent information to make an initial match) and phone numbers. You will also need a separate file for each personal assistant that includes the application, notes on reference checks, times available, and recommendations by the interview team.

When a consumer calls with a request, look at the master list, and screen the personal assistants for general suitability. Then check those individual files to see who is currently available at the times requested by the consumer. You can then begin the calling process if it is an emergency request, or you can send or phone a list of suitable applicants to the consumer, if it is a request for a regular attendant.

This method requires updating each personal assistant's file as soon as he or she is hired to keep the files current. If you have a large personal assistant list, or you serve many consumers, consider using a computer to do the matching. MATCHMAKER, IBM-compatible software, is available from RTC/IL. It allows easy storage and retrieval of information on consumers and attendants and matches consumers with personal assis-

tants once a request has been made.

Maintenance

Now that you have a pool, you need to maintain it at a level that will meet the needs of your consumers. One way is to use depth charts, as mentioned earlier. Keep a record of how many available personal assistants there are during each time block on the chart. You will need a corresponding chart for the projected number of attendants needed during each time block on the chart. You can estimate these numbers by totaling the number of actual requests for each time period and projecting if you will need an increase over the next few months. We suggest projecting ahead for at least 6 months to ensure that you have enough attendants.

Because, at any one time, you will have personal assistants in the pool who are not being used, it is important to maintain their interest so they will be available when they are needed. Many personal assistants are in the pool to earn money. If they are not hired by someone soon, they will look for a more regular job. You need to have some procedures to make staying in the pool attractive. We have several suggestions.

First, maintain regular contact. Send letters, make phone calls, use any way you can to let the attendants know that you intend to refer their names as soon as possible. Be sure to let them know if there is a reason they are not being chosen more often. For example, their schedule maybe too restrictive. Suggest a personal assistant list more hours to get more "matches" in the future. The most important thing is to keep potential personal assistants informed about your activities and their progress in the system.

Second, find ways to make the job more professional. An attendant's job is rarely given much status. Make the personal assistants feel important. Having regular inservice workshops on various aspects of the job is good training and helps provide positive feedback. Many personal assistants will attend without pay, if they learn something to make their jobs more meaningful and themselves more employable in the future.

Third, provide regular support group opportunities for personal assistants. An attendant's job is difficult and can be frustrating. Provide an opportunity to work through frustrations and share solutions to common problems. It can increase the length of time an attendant is willing to stay in the pool or work for a particular consumer.

Finally, provide ongoing feedback. You will be doing regular evaluations. Let attendants know how they are doing. Be quick to relay good things you hear about an attendant's job performance. Also be willing to discuss problems you have encountered trying to place him or her or

problems that have come up in exit interviews you have done with consumers who have previously employed the attendant.

EVALUATION

Evaluation is important for maintaining an efficient and effective system. Two types of evaluation should be conducted on a regular basis-- placement evaluation and internal agency evaluation.

Placement Evaluation

The effectiveness of your placement procedures can be measured by conducting exit interviews with personal assistants and consumers when a worker leaves a placement. Initially, we suggest you conduct exit interviews every time a personal assistant or consumer terminates a placement. After the system has been operating for awhile, you will need fewer exit interviews. However, they should never be dropped entirely. Conduct periodic exit interviews to spot-check the system.

Several issues should be addressed during the exit interviews. First, find out why the personal assistant is leaving. If it was a bad match, maybe you need to make some changes in the matching procedure.

Second, determine the personal assistant's and consumer's satisfaction with the placement. Have the consumer rate the personal assistant's work performance. Also, have the personal assistant rate the consumer's supervisory skills, i.e., kind of work assigned, way instructions were given, etc. If there are recurring complaints about a consumer or an attendant, you need to address the situation.

Third, determine the personal assistant's and consumer's satisfaction with the referral pool. Include evaluations of promptness of service, friendliness of agency workers, agency's ability to handle complaints or problems, and satisfaction with solutions to any problems encountered by the worker or consumer during placement. Fourth, and probably most important, find out the willingness of the personal assistant and the consumer to use the service in the future. This, of course, is the most important evaluation. Problems may seem small to the referral pool staff, but if they keep a consumer or attendant from using the pool in the future, they need to be addressed.

In addition to an exit interview, agency workers should add information to files on attendants and consumers who use the pool. For personal assistants, keep a record of the response rate to calls from the agency, length of time employed, turnover rate, number of unexcused absences and no-shows for each placement, number of excused absences with notification for each placement, and cooperativeness.

For consumers, keep track of the turnover rate for personal assistants

placed with the consumer, number of times the consumer contacted the agency with complaints, and cooperativeness. This information will help you identify problems. Remember, in the initial agreement, consumers agree to participate in management training, if necessary, and personal assistants know they can be dropped from the pool if they are terminated too often. In order to enforce these rules, you need of document problems. The exit interviews and agency evaluations are important for this purpose. See Appendix F for consumer and personal assistant exit interview forms and satisfaction form.

Internal Pool Organization Evaluation

Internal evaluations should be conducted on a regular basis. They should include several components. First, they should measure agency workers' overall satisfaction with the system. This can be done with a short questionnaire given to workers every 6 months. Second, the system should be evaluated for efficiency. Efficiency can be measured by keeping track of the time spent on each referral request. This includes time spent: communicating with each consumer, finding a personal assistant for each request, carrying out grievance procedures, and conducting follow-up evaluation. You should also keep track of time spent in locating, interviewing, and screening attendants for the pool and time spent updating files for personal assistants and consumers.

You also need to measure the amount of money spent to maintain the system. This includes advertising, paper products, supplies, salaries for staff, etc.

Finally, you need to record the number of consumers using the system. Once you know how many people are served, how happy each one is with the system, and the cost of the system, you will have a basis for evaluating the effectiveness and efficiency of the system. You may need to make adjustments based on this evaluation. However, by doing regular evaluations, you can make adjustments before small inconveniences become major problems.

Evaluations of workers should always be reported back to them. Employees work much more effectively when they receive feedback on their performance.

LIABILITY CHAPTER

Developing and implementing a referral system to avoid liability for injury caused because of negligence requires that the system be analyzed to determine where potentially dangerous conduct may occur and the probability of injury arising from such conduct. Earlier chapters outline the steps needed to develop and implement a referral system with these rules of law in mind.

In implementing these steps, independent living centers should recognize the duty to develop and implement the system in a way that will not subject either consumers or attendants to unreasonable risks of injury. Such risks must be analyzed from both a practical and legal perspective.

This manual seeks to provide tested practical methods of creating and running a referral system. Individualizing these methods to meet the needs of the consumers of a local independent living center should include the involvement of a knowledgeable attorney. This involvement is for the purpose of comparing the local law on negligence to the referral system as developed.

With the material in this manual as well as other materials, such as "A Step-by-Step Guide to Training and Managing Personal Attendants, Vols. 1 and 2," the legal analysis should be relatively simple to accomplish. Ask the attorney to review the referral system in the context of your state's law on negligence and provide suggestions to insure the system minimizes liability under such law. Incorporate these suggestions into the referral system.

It is highly recommended that an independent living center have an attorney on retainer for legal advice and representation or, at a minimum, have money budgeted for obtaining such services. Review of a referral system for potential liability problems represents wise use of preventative legal services. Such review establishes that the independent living center has approached the development and implementation of a referral system in a competent and professional manner, thus creating the basis for a liability-free endeavor.

Finally, good faith efforts to manage your system (i.e., checking references, eliminating poor candidates, following grievance procedures) dedication to minimizing health risks or danger, and having adequate liability insurance coverage will solve liability problems for your personal assistance referral pool.

Final Note

We wish you luck with starting a consumer-directed referral pool and hope that it will provide a greater measure of independence for your local consumers.

Appendix A

Assessment of Need for a Referral Pool of Personal Assistants

Name of Organization _____

Address _____

Contact Person _____ Phone _____

1. Check services below that your agency staff or volunteers provide or pay for.

<input type="checkbox"/> dressing	<input type="checkbox"/> housekeeping
<input type="checkbox"/> exercise	<input type="checkbox"/> laundry
<input type="checkbox"/> transfers	<input type="checkbox"/> shopping
<input type="checkbox"/> bathing	<input type="checkbox"/> sewing
<input type="checkbox"/> bowel or bladder routines	<input type="checkbox"/> correspondence/phone
<input type="checkbox"/> equipment care or maintenance	<input type="checkbox"/> typing
<input type="checkbox"/> medications	<input type="checkbox"/> errands
<input type="checkbox"/> meal preparation	<input type="checkbox"/> recreation
<input type="checkbox"/> feeding	<input type="checkbox"/> transportation
<input type="checkbox"/> respite care	
<input type="checkbox"/> other (specify: _____)	

2. Do you encounter people who need regular assistance (at least once a week) with the above activities but cannot get services from an existing agency? yes no

3. If yes, average number per month you see? _____

4. Did you refer them elsewhere? yes no

5. If yes, where? _____

6. To your knowledge, what percent received the services they needed? _____

7. For people whose needs were not adequately met through an existing agency's services, estimate the percent who found solutions in the following ways:

_____ recruited friend

_____ relied on family members

_____ enlisted volunteers from another source

(specify source: _____)

_____ through advertising, found and hired an assistant

_____ other

(specify: _____)

8. Do you think a referral system for regular personal assistants would provide a needed service in your area? yes no

9. Estimate the average number of people with a temporary or permanent disability you would refer each month to a referral system. _____

10. List what components you consider most important in a referral system.

Appendix B

Grievance Procedure

Assistant Referral Pool

The Consumer Advisory Committee will establish a grievance committee of five consumers who use the referral pool. The Committee will appoint a chairperson who will be the contact person in the event of a grievance. Only grievances between consumers or assistants and referral pool staff will be considered by the grievance committee.

Grievances must be filed in writing (see complaint form) with the grievance committee chair within 4 weeks of the action(s) causing the grievance.

The chairperson must meet with the aggrieved party and issue a written response to the aggrieved party within 2 weeks of that meeting.

If the decision of the grievance committee is unsatisfactory to the aggrieved party, he or she must appeal to the grievance committee in writing within 2 weeks. The committee must meet and issue a written response in writing within 2 weeks of the date of the appeal.

If the grievance committee's decision is unsatisfactory to the aggrieved party, the party must appeal to the grievance committee chairperson. The chairperson will call together an impartial committee to hear the grievance. The committee can consist of 3 to 5 people from various organizations, i.e., council on aging, home health agencies, consumers who do not use attendant services, etc., previously designated by the Consumer Advisory Committee.

These organizations will not be directly connected with the operation of the referral system. Within these agencies, certain employees would be available to hear grievances at this level. Prior to making the first referral from the pool, a written cooperative agreement would be established between the referral pool, the organizations, and their designated employees. To complete the final step in the grievance procedure, the impartial committee must meet and respond in writing to the aggrieved party within 30 days.

If the grievance remains unresolved, the aggrieved party will be informed of the right to pursue this matter through appropriate legal channels.

All information gathered during this process will be confidential and will in no way affect access to the referral pool, unless so stipulated in the decision rendered through the grievance process.

Complaint Form

Assistant Referral Pool

Complainant's Name _____

Address _____ Phone _____

Date _____

NOTE: To expedite handling of this complaint, please include the following information: names of parties involved, dates and complete description of the problem. Give names and addresses of witnesses involved, if applicable. Please state the facts of this case only. You will receive a reply by mail.

[illegible]

Received by _____ Signed _____

Date _____ Date _____

Return completed form to Grievance Committee
Chairperson, _____

Appendix C

PERSONAL ASSISTANT INTERVIEW QUESTIONS

1. Why do you want this job?
2. Explain your interest in working for and assisting people with a disability.
3. Explain any paid or volunteer experience you have had working in a position similar to a personal assistant.
4. What kind of reliable transportation do you have?
5. Are you able or interested in responding on short notice (1/2 hour to an hour, or the day after) as an emergency back-up personal assistant?
6. Are you willing to learn to communicate with persons who have a speech impairment?
7. How would you assist a person in a wheelchair to transfer to another chair or to the bed?
8. Are you physically able to perform lift transfers? Up to what weight?
9. How do you feel about accepting and following instructions from a person with a disability concerning how to perform certain tasks?
10. Do you have any questions about what kinds of tasks you will do as an attendant? (Refer to list on application form)
11. How do you feel about providing emergency first aid?
12. Review what day and evening times the applicant is available to work. This will affect the number of matches he or she gets.
13. Review the jobs they checked that they are willing to perform and/or learn. This will also affect the number of matches they get.
14. Explain the payment systems.
15. Do you have any other questions?

Appendix D

Personal Assistant Application

Name _____ Date _____

Address _____

City _____ State _____ Zip _____

Telephone# _____ Social Security# _____

Male _____ Female _____

Transportation

Do you have a driver's license that is valid in Kansas? _____

What is your primary means of transportation? _____

If necessary, what back-up mode of transportation could you utilize? _____

Availability

What hours each day are you available to work?

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
6am							
12pm							
5pm							
10pm							
6am							

Are you available to work in an emergency back-up capacity? _____

Are you interested in working as a live-in attendant? _____

Are you available for night support? _____

If known, what holidays are you open to work? _____

Job Activities

Please check those areas in which you would like to provide assistance:

Personal care

- ☐ Dressing
- ☐ Exercise
- ☐ Hoyer Lift transfer
- ☐ Physical transfers
- ☐ Showering

- ☐ Bowel routine
- ☐ Breathing equipment
- ☐ Catheter care
- ☐ Medications
- ☐ Ostomy care
- ☐ Range of motion

Meals

- ☐ Meal preparation
- ☐ Feeding
- ☐ Clean up

Housekeeping

- ☐ General cleaning
- ☐ Laundry
- ☐ Shopping
- ☐ Sewing

Miscellaneous

- ☐ Correspondence/phone calling
- ☐ Errands
- ☐ Recreation
- ☐ Transportation
- ☐ Typing

List any health conditions that may affect your attendance or ability to do any of the above job activities _____

Are you willing to do heavy lifting? _____

Would you be willing to use your source of transportation if needed to accomplish any of the above activities? _____

Are you willing to assist men only _____ women only _____ either _____

Are you a smoker? _____ If so, do you desire to smoke during working hours? _____

Are you a non-smoker? _____ If so, are you willing to work with a consumer who smokes? _____

Do you currently have a drug or alcohol problem? _____ If yes, explain _____

General

How did you learn about this job? Newspaper _____ Friend _____ Bulletin board _____
Other _____

Are you currently a student? _____ If so, where? What is your major? _____

Why are you interested in this job? _____

Employment History

List two former employers beginning with the most recent one. Please be advised that I intend to contact your references.

Name of company and supervisor _____

Dates employed _____ Position held _____

Address _____ Phone _____

Duties and responsibilities _____

Name of company and supervisor _____

Dates employed _____ Position held _____

Address _____ Phone _____

Duties and responsibilities _____

Have you had any job experience relevant to being a Personal Assistant for a person with a disability? _____ If yes, please explain _____

Describe any other paid or volunteer experience you have had with persons who have a disability _____

Please list two personal references.

Name _____ Relationship _____

Address _____ Phone _____

Name _____ Relationship _____

Address _____ Phone _____

Reference Check Form

Name

Address

City, state, and zip

I am considering _____ for a position as a personal attendant. I would appreciate talking with you to verify information about the applicant's work history and character. I will contact you by phone within a week, or you may call me at your convenience. Thank you.

Your name

Date

I hereby authorize you to supply the requested information. Thank you.

Signature of applicant

Date

Consumer Request

Name _____ Date _____

Address _____ Phone # _____

City _____ State _____ Zip _____

Request is for emergency _____ Regular placement _____

Do you have a speech or hearing impairment? _____ If so, what is your primary method of communication?

_____ Communication board

_____ Computer-assisted

_____ Sign language

_____ Type

_____ TDD

_____ Voice

_____ Voice synthesizer

_____ Other assistive device Explain _____

Age Range 18-30 _____ 30-50 _____ Over 50 _____ Male _____ Female _____

Method of entrance into your home _____

Location of emergency information in house _____

Schedule

What hours each day do you require an attendant?

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
6am							
12pm							
5pm							
10pm							
6am							

Job Activities

Please check those areas in which you would like assistance:

Personal care

- ☐ Dressing
- ☐ Exercise
- ☐ Hoyer Lift transfer
- ☐ Physical transfers
- ☐ Showering

- ☐ Bowel routine
- ☐ Breathing equipment
- ☐ Catheter care
- ☐ Medications
- ☐ Ostomy care
- ☐ Range of motion

Meals

- ☐ Meal preparation
- ☐ Feeding
- ☐ Clean up

Housekeeping

- ☐ General cleaning
- ☐ Laundry
- ☐ Shopping
- ☐ Sewing

Miscellaneous

- ☐ Correspondence/phone calling
- ☐ Errands
- ☐ Recreation
- ☐ Transportation
- ☐ Typing

Other Requirements

Do you require an attendant capable of heavy lifting? _____

Do you use special equipment? If so, please list _____

Is night support necessary for you? _____

Do you need a live-in attendant? _____

Experience

Do you prefer an attendant with experience?

- ☐ No
- ☐ Prefer experience but will accept others
- ☐ Yes

If yes, please specify type of experience:

- ☐ Worked previously as a personal attendant
- ☐ State certified aide
- ☐ Other _____

Preferences

Do you have a preferred age for your attendant? _____

If yes, circle age preference: 18-30 30-50 Over 50

Do prefer men only _____ Women only _____ Either _____

Are you willing to hire an attendant who would like to smoke while working? _____

Do you smoke? _____

Other

What is the source of funds for your attendant payment (e.g., SRS, etc.) _____