

The Kansas Self-Direction Toolkit



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ACKNOWLEDGMENTS

The Kansas Self-Direction Toolkit helps people with disabilities learn how to self-direct their personal assistance services. The toolkit was first created in 2006 by the Kansas University Center on Developmental Disabilities at the University of Kansas. This version builds on their work.

We want to thank the K-PASS Stakeholder Advisory Group. This dedicated group created the framework for the first K-PASS Toolkit. Their commitment to the disability community has created a lasting impact that continues to influence this Toolkit.

This revision represents a collaborative effort between multiple organizations committed to advancing self-direction in Kansas. The project was made possible through the guidance and funding of UnitedHealthcare. Applied Self-Direction was the primary author. The Kansas Association of Centers for Independent Living (KACIL) provided invaluable expert guidance throughout the development process, ensuring the toolkit remains responsive to the needs of the disability community.

This edition includes the significant developments in self-direction since 2006, including new best practices, policy changes, and evolving support needs of people with disabilities. We maintain our commitment to the original toolkit's mission while adapting to meet current challenges and opportunities in self-directed care.

Self-Direction in Action

People who self-direct are in the best position to talk about self-direction. Throughout the toolkit there are quotes from people in Kansas who self-direct. Below are the stories of three people we talked to.

Barbara has been self-directing for many years. Barbara was a journalist and owned her own public relations agency, so she was used to being an employer. When Barbara's health started to decline, her friends were helping a lot. It put a lot of stress on her friendships. She was told about self-direction and it was a "no-brainer" for her. Barbara said, "I feel blessed to be part of the Frail and Elderly Waiver under the state's KanCare. I don't feel especially blessed to be called frail and elderly, but some things a woman just must accept!" Barbara has a great sense of humor and carries that into managing her team of workers. Barbara's advice is to "Have a sense of humor. You don't have to be so serious. My worker and I joke around a lot. I try to keep my home a low-stress environment. I have a light and positive approach to life, so when problems arise, I can deal with them."

Tammy helps her son, Taylor, self-direct. Self-direction has changed their lives. No agency would work with Taylor, because of his high needs. With self-direction, Taylor not only has caregivers he can rely on, but he has been able to participate in outdoor movie nights and bingo at the library. Tammy has been able to go to work and not worry about how her son is doing at home. Tammy loves being able to train workers exactly how Taylor wants things done. The training is specialized to him and his needs. Taylor and Tammy also like being able to set the schedule that works for them.

One day, Cindy could not reach her mom Beverly on the phone. When Cindy went to check on her, she found Beverly on the phone. Cindy called 911, and Beverly had to go to the hospital. While Beverly was okay, Cindy saw bigger problems. The house was very dirty and smelled bad. The workers from the agency were not coming when they were supposed to, so Beverly was trying to do everything on her own. Beverly and Cindy talked to a Medicaid worker about self-direction. Now, Beverly has hired family to help her. Cindy's boyfriend and son are backup workers. This works much better because Beverly now has people she can count on. They know what work needs to be done and make sure Beverly gets the right care. As Cindy says, "We are making sure mom gets her needs met specific to her."

We extend our sincere gratitude to the individuals who generously shared their personal experiences with self-direction whose perspectives are reflected throughout this toolkit. Their authentic insights and lived experiences provide invaluable real-world context that enriches this resource for all users.

ABOUT THIS TOOLKIT

This toolkit is for people in Kansas who self-direct their care. It provides information and guidance to successfully navigate the self-direction process.

This toolkit may also be helpful to family members of people who self-direct, designated representatives, Managed Care Organization (MCO) Care Coordinators, Financial Management Services (FMS) providers, and anyone seeking to better understand self-direction in Kansas.

A Special note to MCO Care Coordinators:

You have the crucial role of telling people about self-direction. Remember that self-direction is not just for people who already know someone to hire. Self-direction is for anyone who wants more choice and control over their care. Anyone can self-direct with the right supports in place. For more information on available supports, refer to the section

[Who Can Help Me Self-Direct.](#)

You do not need to read this toolkit from start to finish. Use the table of contents to find the information that helps with your current needs or questions. Each section ends with a “Quick Summary” highlighting the key points.

WHAT IS SELF-DIRECTION

Self-direction is a way of receiving care that gives you choice and control over:

- What services you receive
- Who provides the service
- When you receive the service
- Where you receive the services
- How the service is provided



Self-direction is based on the idea that people with disabilities know best what their needs are and how they should be met.

NOBODY KNOWS WHAT YOU NEED BETTER THAN YOU!

What Makes Self-Direction Special

When you decide to self-direct, you take control of your life. You – not an agency – are the boss. As the boss you can:

- Choose your workers
- Train your workers
- Set your workers' schedules
- Manage and provide feedback to your workers
- Change your workers, if necessary

**WHEN YOU
SELF-DIRECT,
YOU ARE THE BOSS.**

People who self-direct say they are happier and have better lives.

Self-Direction in Kansas

Self-direction is a popular option for people with disabilities in the United States, with at least one program available in every state. Thanks to the advocacy efforts of the [Centers for Independent Living \(CILs\)](#), Kansas has offered self-direction since 1989. Kansas laws [K.S.A. 39-7,100](#) and [K.S.A. 65-6201](#) makes sure that people who receive personal care services have the choice to self-direct.

Self-direction is a choice for people enrolled in the following Home and Community-Based Services (HCBS) Waivers through KanCare:

- Frail Elderly (FE) Waiver
- Intellectual/Developmental Disability (I/DD) Waiver
- Physical Disability (PD) Waiver

- Traumatic Brain Injury (TBI) Waiver
- Technology Assisted (TA) Waiver
- Autism Waiver



Quick Summary: What is Self-Direction

Self-direction gives you the chance to:

- Decide how, when, where, and from whom you receive services and supports
- Be the boss – choose, hire, train, schedule, manage, and change workers
- Makes choices to improve your life

In Kansas:

- People have been self-directing since 1989
- Self-direction is available in six different Medicaid waivers

IS SELF-DIRECTION RIGHT FOR ME

Self-direction is for anyone who wants more choice, control and flexibility over your services. While not everyone will choose this option, anyone can self-direct if they have the right support.

Your Rights and Responsibilities

Self-direction gives you control over your services, but it also means taking on new responsibilities.

All Home and Community-Based Services (HCBS) waiver participants have the following rights:

- Actively participate in the person-centered planning process to develop a service plan that meets your needs and goals
- Be treated with dignity and respect, which includes respect for your privacy and confidentiality
- Know how to report problems and complaints about your services

“Self-direction gives me more independence. I get out more and do things. I get out every day, which helps with my mental health. My worker encourages me to get out. I used to be a journalist, so I was always on the go.”

When you self-direct, you have the following responsibilities:

- Be honest and clear about your needs and wants
- Decide what services you receive, when you receive them, where you receive them, and how they are provided
- Choose, hire, train, and manage your workers
- Work with your Financial Management Services (FMS) provider to make sure your workers are paid on time
- Develop an emergency and backup plan
- Follow program rules

Your Managed Care Organization (MCO) Care Coordinator and FMS provider will help you understand all your responsibilities when you self-direct. You can read the participant responsibilities listed in the Kansas Waivers in [Appendix 3: Your Responsibilities When You Self-Direct](#).

Additional Support: Designated Representative

If you want to self-direct, but feel uncomfortable making decisions on your own, you can choose a designated representative. They help you with self-direction responsibilities. Designated representatives are optional.

**ANYONE CAN SELF-DIRECT
WITH THE RIGHT SUPPORT.**

A designated representative is usually a trusted family member or friend. The person cannot be paid to be your designated representative. Your paid worker cannot also be your designated representative.

Your Managed Care Organization (MCO) Care Coordinator or FMS providers can help you think through whether or not you would like a representative. For more information on designated representatives, see the section, [Who Can Help Me Self-Direct](#).

Self-Direction vs. Traditional Agency Services

“Be patient with yourself, you don’t have to know everything right away. It’s ok to take it slow.”

Self-direction is different from traditional agency services because you are the legal employer of your workers. This means you choose and train your workers, set your workers’ schedules, manage your workers, and changes workers if necessary. These important decisions are made by you—not an agency, your Care Coordinator, or “the system.”



Quick Summary: Is Self-Direction Right for Me

How do I know if self-direction is for me?

- Anyone can self-direct with the right supports
- Decide whether you want take on increased responsibilities
- Think about whether you would need or want help from a designated representative.

Choosing to self-direct comes with certain rights and responsibilities, including:

- Choosing and managing scheduling your workers
- Training your workers
- Replacing your workers if necessary
- Working with your FMS provider to ensure your worker are paid correctly
- Having an emergency backup plan in place
- Following program rules

SIGNING-UP FOR SELF-DIRECTION

Medicaid Waivers with Self-Direction

Self-direction is available in the following Home and Community-Based Services (HCBS) Waivers:

- Frail Elderly (FE) Waiver
- Intellectual/Developmental Disability (I/DD) Waiver
- Physical Disability (PD) Waiver
- Traumatic Brain Injury (TBI) Waiver
- Technology Assisted (TA) Waiver
- Autism Waiver

There is a two-step process to start waiver services. First you need to determine your functional eligibility and then your financial eligibility. For more information on determining your eligibility, see the [Kansas HCBS Access Guide](#) available on the Kansas Department for Aging and Disability Services website.

Each waiver offers different services that you self-direct.

Frail Elderly (FE) Waiver

- **Comprehensive Support:** Provides one-on-one help with daily tasks. Does not include medical care. The main job is to provide support and ensure safety. This can include recreational activities including reading mail or books together.
- **Enhanced Care Services:** Helps you at night while you sleep. This may include helping you use the bathroom, turn you in bed, give you drinks, and remind you to take medicine. The worker sleeps in your home and wakes up when needed. If there's an emergency, the worker is available to call a doctor, hospital, or family member.
- **Personal Care Services:** Helps you with everyday tasks. These may include daily activities like getting dressed and eating, health tasks, home tasks like cleaning and cooking, help with exercise and fun activities, or getting to the doctor.

Intellectual/Developmental Disability (I/DD) Waiver

- **Enhanced Care Services:** Helps you at night while you sleep. This may include helping you use the bathroom, turn you in bed, give you drinks, and remind you to take medicine. The worker sleeps in your home and wakes up when needed. If there's an emergency, the worker is available to call a doctor, hospital, or family member.
- **Overnight Respite Care:** Gives a break to family members who take care of you without getting paid. This care happens at night and includes the time you are sleeping.

- Personal Care Services: Helps you with everyday tasks. These may include daily activities like getting dressed and eating, health tasks, home tasks like cleaning and cooking, help with exercise and fun activities, or getting to the doctor.

Physical Disability (PD) Waiver

- Assistive Services: Changes or improves your home or gives you special equipment. This makes it easier for you to do things by yourself. Special equipment may be medical tools, van lifts, or communication device.
- Enhanced Care Services: Helps you at night while you sleep. This may include helping you use the bathroom, turn you in bed, give you drinks, and remind you to take medicine. The worker sleeps in your home and wakes up when needed. If there's an emergency, the worker is available to call a doctor, hospital, or family member.
- Personal Care Services: Helps you with everyday tasks. These may include daily activities like getting dressed and eating, health tasks, home tasks like cleaning and cooking, help with exercise and fun activities, or getting to the doctor.

Traumatic Brain Injury (TBI) Waiver

- Enhanced Care Services: Helps you at night while you sleep. This may include helping you use the bathroom, turn you in bed, give you drinks, and remind you to take medicine. The worker sleeps in your home and wakes up when needed. If there's an emergency, the worker is available to call a doctor, hospital, or family member.
- Personal Care Services: Helps you with everyday tasks. These may include daily activities like getting dressed and eating, health tasks, home tasks like cleaning and cooking, help with exercise and fun activities, or getting to the doctor.

Technology Assisted (TA) Waiver

- Personal Care Services: Helps you with everyday tasks. These may include daily activities like getting dressed and eating, health tasks, home tasks like cleaning and cooking, help with exercise and fun activities, or getting to the doctor.

Autism Waiver

- Respite Care: Provides temporary direct care and supervision for the child. The primary purpose is relief to caregivers of a child with an autism spectrum disorder. The service is designed to help meet the needs of the primary caregiver as well as the child. Typical activities of daily living are considered a part of the service when providing respite care, and include support in the home, after school, or at night.

Signing-Up to Self-Direct

Once you are enrolled in an eligible waiver, you can talk to your Care Coordinator about self-direction. Your Care Coordinator is assigned to you by your Managed Care Organization (MCO).

Tell your MCO Care Coordinator you want to self-direct. Your MCO Care Coordinator will give you a list of Financial Management Services (FMS) providers to choose from. Your FMS provider will help you with the administrative duties of being an employer. See the [Roles and Responsibilities](#) section for more information about the FMS provider.

**CONTACT YOUR MCO
CARE COORDINATOR TO
GET STARTED WITH
SELF-DIRECTION.**

Tell your Care Coordinator the FMS provider you have chosen. The FMS provider will contact you with all the paperwork you will need to enroll.



Quick Summary: Signing-Up for Self-Direction

Waivers with Self-Direction:

- Frail Elderly (FE)
- Intellectual/Developmental Disability (I/DD)
- Physical Disability (PD)
- Traumatic Brain Injury (TBI)
- Technology Assisted (TA)
- Autism

Each waiver offers different self-directed services like personal care, enhanced care at night, and respite care. Your MCO Care Coordinator can explain which services are available through your waiver.

Getting Started:

1. Check if you qualify (functional and financial eligibility)
2. Talk to your MCO Care Coordinator about self-direction
3. Choose an FMS provider from the list your MCO Care Coordinator gives you
4. Complete paperwork with your FMS provider

WHO CAN HELP ME SELF-DIRECT

When you self-direct, you are in charge, but you are not alone! Self-direction includes many different supports designed to help you.



Roles and Responsibilities

Below are the responsibilities for all the different roles in self-direction.

You

- Work with your Managed Care Organization (MCO) Care Coordinator to decide what services to self-direct
- Pick a Financial Management Services (FMS) provider
- Choose, hire, train, and supervise your workers
- Set your workers' schedules
- Work with your FMS provider to complete all the paperwork to hire your workers
- Have backup workers ready
- Check your workers' hours make sure their time worked is sent to your FMS provider
- Make sure you're getting the help you need from your workers
- Change workers, if necessary

Your MCO Care Coordinator and FMS provider will help you understand all your responsibilities when you self-direct. You can read the participant responsibilities listed in the Kansas Waivers in [Appendix 3: Your Responsibilities When You Self-Direct](#).

Designated Representative

Representatives are optional. If you need or want help self-directing, you can pick someone to be your representative.

- A designated representative is usually a trusted family member or friend
- A designated representative is an unpaid role
- Your designated representative cannot be someone you pay to provide support to you
- Your designated representative can help with any of your tasks described above
- Your designated representatives should make decisions based on your needs and wants



Managed Care Organization (MCO) Care Coordinator

- Tells you about self-direction
- Helps you decide if self-direction is right for you
- Add self-direction to your Person-Centered Services Plan
- Gives you a list of Financial Management Services (FMS) providers to pick from
- Adds your FMS provider information to your Person-Centered Services Plan
- Works with you to update your Person-Centered Services Plan when needed
- Helps you find other services when needed
- Helps you complete all required paperwork
- Checks in with you regularly to how things are going



Financial Management Services (FMS) Provider

Your FMS provider helps you be an employer. They handle the complicated parts of having workers so you can focus on managing your services and workers. Your FMS provider helps with administrative tasks:

- Handle paperwork for hiring and paying your workers
- Conducts background checks
- Makes sure your worker meets state requirements
- Take care of taxes and payroll for your workers
- Make sure all hiring and payment rules are followed
- Keep records of all the money your MCO spends on your services

“Be patient with yourself, you don’t have to know everything right away. It’s ok to take it slow.”

Your FMS provider also provides Information and Assistance (I&A) as you self-direct. They help you be an employer including:

- Explain self-direction in more detail
- Tell you clearly and in detail about your responsibilities as an employer
- Give you information to help you manage your services
- Teach you about how to hire, manage, and supervise your workers
- Help you understand how to be a good employer
- Help you solve problems that come up with your workers



Centers for Independent Living (CILs)

CILs are private nonprofit agencies run by people with disabilities. CILs help people with disabilities of all ages and all income levels. They believe everyone should have equal chances and be able to make their own choices. If you need extra help self-directing, CILs can help you for free. You can find your local CIL on [the Kansas Association of Centers for Independent Living \(KACIL\) website](http://www.kacil.net) [www.kacil.net].



Quick Summary: Who Can Help Me Self-Direct

Key Support People:

- You: Make decisions about your care and manage your workers
- MCO Care Coordinator: Helps you get started and stay on track
- FMS Provider: Handles paperwork, payments, and employer support
- Centers for Independent Living: Offer free help and guidance
- Designated Representative (optional): A trusted person who can help you make decisions

Remember: While you're in charge of your care, there's always someone to help when you need it.

WORKING WITH YOUR FINANCIAL MANAGEMENT SERVICES (FMS) PROVIDER

Your FMS provider helps you be a good employer. They handle the complicated administrative parts of having workers so you can focus on getting the care you need.

What Your FMS Provider Does

Your FMS provider takes care of the paperwork and money parts of having workers. They will process all the forms needed to hire someone. They will run background checks on workers. They will make sure your workers get paid on time and handle all the taxes. They will also keep track of how much money is spent on your services.



Your FMS provider will also teach you about being an employer. They will explain how self-direction works and what you need to do as a boss. They can help you figure out how to hire good workers and manage them well. If you have problems with your workers, they can help you solve them.

How to Choose an FMS Provider

Your MCO Care Coordinator will give you a list of FMS providers to choose from. Take time to find the right one for you. You can ask your local Center for Independent Living about which providers they recommend. You can also talk to other people who self-direct about their experiences.

When you talk to FMS providers, ask them questions about how they will help you. Find out how quickly they respond when you have questions. Ask them about their experience helping people in Kansas. Make sure you understand how they will pay your workers and help you use their systems.

Sample questions to ask FMS providers:

- How will you support me as an employer?
- Who will assist me with administrative tasks?
- How will I reach that person when I have a question?

**YOU CHOOSE THE FMS
PROVIDER THAT YOU
WANT TO WORK WITH.**

- Who will provide information and assistance to support my role as an employer? How will I reach that person when I have a question?
- Do you have a customer service helpline? What are the hours of the helpline? How quickly on average do you respond to customer inquiries?
- How will you let me know about any program changes?
- How will you communicate with my workers?
- How quickly will my workers be paid?
- What happens if my workers are not paid on time?
- How will you support me and my workers with Electronic Visit Verification (EVV)?
- How long have you worked as an FMS provider in Kansas?
- Why should I choose to work with you? What makes you stand out from other FMS providers in Kansas?

“Our FMS is amazing. They help a lot. They are a great resource. They were so knowledgeable. They were able to answer all my questions.”



Quick Summary: Working with Your FMS Provider

What FMS Providers Do:

- Handle paperwork and payments
- Run background checks on your workers
- Pay your workers and do taxes
- Track your service money
- Support you as an employer

Choosing Your FMS Provider:

- Get list from Care Coordinator
- Ask others who they like working with
- Talk to providers about their services

Ask About:

- Who to call with questions
- When workers get paid
- How they handle paperwork
- What makes them different

Remember: Take your time picking your FMS provider. They will be your partner in making self-direction work well.

Finding and Hiring Workers

Before looking for workers, think about who you might want to hire. You can hire family members, friends, or other people in your community. If you don't know anyone who can help, you can advertise the job. This section explains who you can hire, how to write job descriptions, and steps for interviewing safely. Your FMS provider will help with background checks and paperwork.

Who You Can Hire

You can hire someone you already know, such as a family member, friend, neighbor, or member of your community. For most self-directed services, you can hire a family member or other person living in your house as your worker. But there are some important rules to know:

If someone lives in your home, they cannot help you at night through Enhanced Care Service (also called Sleep Cycle Support). You'll need to find someone who lives somewhere else for that kind of help.

Respite Care workers cannot live in your home.

If you have a child who needs care, you might be able to get paid to provide certain disability-related services. This is true for both parents and foster parents.

Remember, your Care Coordinator or FMS provider can answer questions about hiring family members. They want to help you find the right people to support you.

If you are not hiring someone you already know, you can advertise the job in the newspaper, community boards, or social media. Your FMS provider can help you create and post your worker ad.

"I kissed a lot of frogs before I got a great worker. Now I am not as lonely. I have someone nice who comes in to help and keep me company. She is non-judgmental and helps with what I need. She makes me feel like I am not strange or different. It helps my self-esteem."

Important! Any person you want to hire must pass a background check. If the person committed certain crimes, you might not be able to hire them. (You can learn more about the crimes not allowed in the [Kansas Criminal Record Check Statutes](#).) Your FMS provider will do the background check and can answer any questions about it.

Finding People to Interview

Before you start looking for workers, think about what you need. Write down the tasks you need help with and when you need help. Think about what kind of person would be good at helping you. This will help you find the right person.

Writing a Worker Ad

Write an ad that tells people exactly what you need help with. List the work hours, what the person will do each day, and what skills they need. This helps find workers who are right for the job.

Follow this step-by-step guide:

1. Say hello and give your first name or initials. This helps people connect with you.
2. Share your interests and age bracket. For example: "I am a 20-year-old artist."
3. Describe the type of worker you want. For example: "kind, flexible, trustworthy."
4. Pick a job title like caregiver, direct support professional, or worker.
5. Describe your disability. For example: "I am autistic" or "I use a wheelchair."
6. Explain the support you need. For example: "I need help with errands and meals."
7. End with asking interested people to contact you.
8. Use colors, photos, or images to get people's attention.

"We have a paraprofessional from my son's school who works with him at home. We mostly rely on word of mouth to find people. I've asked awesome waitresses about working for my son."



Sample Worker Ad

Hello! My name is Zack. I'm in my 30s and love going to the movies. I am looking for a bright, cheerful, and patient support person. I work at a coffee shop. I have Down Syndrome, and I need support with day-to-day tasks around my home, including running errands, preparing meals, exercising, and maintaining my home. I am looking for a support person to help me accomplish my goals, including learning to cook, being physically active, and maintaining my home. If you are interested, please call me at 555-555-5555.

Advertising Your Worker Ad

- Tell people about your job opening.
- Here are ideas of where to post your ad:
 - Community bulletin boards
 - Online neighborhood groups
 - Social media
 - Local colleges
 - Job search websites
- Ask people you know to tell others
- Anywhere else you can think of in your community!

“I hired someone from my doctor’s office as a worker for my mom. Also, the school counselor at the high school is a worker. Treat staff like family. Treat them like you want to be treated.”

Keeping Your Information Safe

Only share what you're comfortable with strangers knowing.

Using your name

- Use just your first name or initials.

Sharing contact info

- Make a free email or get a cheap phone number for the ad.
- You can block anyone unsafe.
- You can use a free phone call application on a smartphone that generates a random number.

Sharing your address

- Give the name of your neighborhood, city, or county.
- Meet applicants in public first before giving your address.

Sharing health information

- Only share what workers need to know to do the job.
- For example, if the worker will help with seizures or diabetes care.

Writing a Job Description

The job description explains what the worker will do. This helps workers know what to expect.

Include:

1. A job title (for example aide, attendant, or direct support worker)
2. Describe the main goal of the job and who they will support
3. List requirements including:
 - Must be 18 years of age or older
 - Must be able to legally work in the United States
 - Must pass criminal background checks

4. List the job duties - the tasks you need help with
5. Explain the typical work schedule

Sample Job Description

Title: Direct Support Worker for Morgan

Service: Community Support- Work for Morgan, not an agency

Hours: 10 hours per week

Work schedule: Saturday and Sunday 5pm-10pm

Responsibilities

- Treat Morgan with dignity and respect.
- Support Morgan's individual rights and assist to mitigate any barriers to her participation in daily activities.
- Work the assigned schedule
- Be dependable and arrive on time
- Do support tasks without needing reminders

Duties

- Assist with personal care and hygiene tasks.
- Assist with meal preparation.
- Assist with home organization and cleaning.
- Assist with financial management.

Physical Requirements

To meet the essential functions of this job, workers must be able to:

- Lift 50 pounds.
- Perform repetitive physical activities, such as walking, kneeling, pushing, pulling, rolling, and stooping.
- Stand for extended periods.

Evolving Support Needs

Additional duties may be assigned as needed. This description may be updated over time to meet evolving support needs.

Interviewing

When interviewing applicants, only ask things about the job's requirements. Do not ask personal questions that are not about the job. It is against the law to not hire someone because of their:

- Race
- Color
- Religion
- Age
- Gender
- Sexual orientation
- National origin
- Disability
- Genetic predisposition
- Ancestry

Below are examples of topics and how to ask your questions during an interview.

Topic	Ask	Do Not Ask
Age	✓ Are you at least 18 years old?	✗ Do not ask how old the person is.
Criminal background	✓ Have you ever been convicted of a crime related to this job?	✗ Do not ask if the person has ever been arrested.
Religion	✓ Are you comfortable attending church or religious activities with me?	✗ Do not ask about their religion.
National origin	✓ Are you legally able to work in the United States?	✗ Do not ask what country the person is from.
Ethnic background	✓ Is there anything I should know about your week in regards to scheduling shifts, for example days you might not be able to work?	✗ Do not ask about their race, ethnicity, or culture.

Topic	Ask	Do Not Ask
	<ul style="list-style-type: none"> ✓ You can ask if the person has limited availability related to your schedule. 	
Military status	<ul style="list-style-type: none"> ✓ Do you have experience supporting people with disabilities? ✓ You can ask if the person has experience related to your job. 	<ul style="list-style-type: none"> ✗ Do not ask what branch of the military they were in, their discharge, or if they were deployed. ✗ Do not ask for details about their experiences.
Marital status	<ul style="list-style-type: none"> ✓ Is there anyone or anything in your life that you can think of that would keep you from coming to work as scheduled? 	<ul style="list-style-type: none"> ✗ Do not ask if the person is married, engaged, or separated.
Children	<ul style="list-style-type: none"> ✓ You can tell people that you do not allow any workers to bring their children to work. 	<ul style="list-style-type: none"> ✗ Do not ask if the person has or plans to have children.

Interview Safety Tips

- Never share personal information like your address, Social Security number, or banking information.
- Do a phone or video interview first.
- Decide if you feel comfortable meeting in person.
- Meet in a public place if you meet in person. CILs and FMS providers might have space for interviews.
- Bring a friend or family member.

Sample Interview Questions

When you talk to someone who might work for you, ask about their experience helping people. Find out when they can work and how they will get to your home. Ask them what they would do in different situations. For example, "What would you do if I fell?" or "How would you handle it if you were running late?"

Consider using some of these interview questions when you meet an applicant:

- Tell me about yourself.
- What interests do you have (or) what is important to you in your life?
- What are your hobbies?
- Tell me about your work experience.
- Do you have experience supporting someone with a disability?
- Are you willing to travel to _____ (city or area) to work?
- How many hours per week are you looking for?
- Are there any days you cannot work?
- When are you available to start work?
- This position is paid \$____/hour via direct deposit. Taxes are withheld. Does that work for you?

Choosing the Right Person

Think about your interview. Did the person seem like a good fit? You can use the following checklist to help choose a worker.

Question	Yes	No
Did you like the person?		
Did you feel safe?		
Did the person talk to you?		
Did the person show up on time?		
Did you like the answers to your questions?		
Did you like the information the references gave you?		
Can the person work when you need them to work?		
Did the person pass their background checks?		
Do you think they can help you?		
Do you think they can do all the tasks you need help with?		

Checking References

- You can ask applicants for references - people who can recommend them.
- Call references and ask if they recommend the applicant.
- Ask any other questions about their work history.

Hiring Your Workers

Once you have decided the person you would like to hire, you will need to:

- Call the person to offer them the job. Remind them that they will need to pass a background check.
- If they say yes, pick a time to do the new hire paperwork.
- Ask your FMS provider for the new hire paperwork packet and to run the background check.
- Complete the new hire paperwork with your worker.
- Submit the paperwork to your FMS provider.
- Get an official start date for the worker from your FMS provider.
- Call your worker to tell them they are officially hired.
- Set up a training schedule.
- Tell your worker the first day you would like them to work



Quick Summary: Finding and Hiring Workers

Finding and Hiring Workers

- Think about hiring family, friends, or advertising
- Write clear job descriptions
- Interview safely and check references
- Complete required paperwork from your FMS provider

Key reminders:

- You decide who works for you
- Be clear about your needs and wants
- Prioritize safety during interviewing and hiring
- Your FMS provider can help if you have questions!

BEING A GOOD EMPLOYER

Training Workers

You know best what support you need. Teach your workers:

- About your disability and needs
- Your schedule and routines
- Their job duties
- Their work schedule
- Where supplies are in your home
- How to safely help you
- How to respect your choices
- What to do in an emergency
- How to contact you if they cannot work

“The agency would send someone out, but they don’t know anything about you or your care. It’s nice to have someone that knows you and your needs. You get to train them on how your person needs the care.”

Training helps workers support you better. Your FMS provider can help you make a training checklist.

Managing Workers

Creating tasks

Give your workers tasks to understand your routine. For example:

- Help me shower and dress in the morning
- Clean my bathroom each Tuesday
- Remind me to take medicine before bed

Tell your workers how you want things done. For example:

- Be on time for your shift
- No cell phone use when driving
- Finish washing dishes each day

Scheduling

- Plan what days and times you need help. Ask when workers prefer to work.
- Decide if you want one worker all day or different people.
- Be flexible about times that work for workers.
- Discuss holiday schedules ahead of time.
- Use a calendar to organize. Keep talking to workers about your needs and their needs.

“Have a list of things you want done. When a worker starts, give them the list and work out when they would like to do them. Have the worker who is leaving train the new worker.”

Coaching Workers

Good feedback helps workers do better. When workers do good work, tell them right away and be clear about what they did well. Thank them often for their good work.

When work needs to get better, make sure what you want is fair. For example, your worker makes your bed neatly, but you want it perfect like in a magazine. While it's fair to ask that your bed is neat, it is not fair to expect it look like a magazine.

If what you want is fair, show your worker the right way to do it. Follow up later to see if they improved. Remember to notice good work and help fix problems in a nice way.

Reasons for coaching:

- Worker is often late.
- Worker is not showing up for work.
- Worker is not completing tasks at all.
- Worker is not completing tasks how you want.

Difficult Conversations

- Pick a quiet, private time and place with no interruptions.
- Listen carefully without interrupting. Let everyone share their thoughts.
- Explain what isn't working.
- Explain why it isn't working.
- Explain the change you want.
- Document the conversation with signatures from everyone who is there.
- Ask someone you trust for help if you can't fix a disagreement.
- Your FMS provider can also help you problem-solve.

“Nip problems in the bud right away. Be upfront from the beginning.”

Keeping Workers

- Be flexible with the schedule when you can. This helps your workers manage other responsibilities.
- Listen to your workers ideas and problems. Make sure they feel heard.
- Your FMS provider can also help you problem-solve issues with your workers.

Changing Workers

You may need to change workers if:

- Their life changes and they have to quit

- They are not a good fit for the job despite correction attempts
- Coaching doesn't fix problems

If you need to fire a worker:

- Pick a private place to talk without interruptions.
- Explain the decision calmly. Avoid arguing.
- Ask for keys back if they have them.
- Be professional and private.
- Consult with your FMS provider about the change.
- Consider having a second person present if the worker has shown tendencies to become confrontational in the past.

"I terminated a worker after she negatively referred to my son on her social media posts. During the termination, I stayed calm and kind no matter what happened."

Tips for Managing Workers

Below are tips for managing your workers from people who self-direct:

- Treat them with respect. When you have good workers, let them know that!
- Not all workers are alike. You have to learn each person. It's not a cookie-cutter world. Everyone is a little different, and you have to adapt.
- When talking to workers, be aware of your tone and how you approach your worker. Be polite.
- Admit when you're wrong and make amends when you're wrong.
- Somebody has to be the leader, but it has to be a team. Think about what a family would do. Just like in families, we recognize that there will be problems. I like to create an atmosphere where we can communicate to work out those problems.
- We celebrate workers' birthdays and celebrate Christmas with them. Some become part of our family. That's the atmosphere we strive for. We bond with them.
- My workers and I have a calendar with all our stuff in there. That way we can work around everyone's schedules. It is not just me being the priority, but them too.
- Things work better when people feel part of a team. I make sure to foster that feeling.
- Somebody has to be the leader, but it has to be a team. Think about what a family would do. Just like in families, we recognize that there will be problems. I like to create an atmosphere where we can communicate to work out those problems.

Creating a Back-Up Plan

A backup plan helps if something goes wrong. It can include:

- Names and numbers of people who can help

- Information for doctors or other providers
- Instructions to remember what to do

Your plan will have a list of people to call for help in an emergency, like if your worker doesn't show up for their shift.

Here are some examples:

If this happens:	Do this:
The power goes out.	<ol style="list-style-type: none"> 1. Call the energy company at 555-555-5555. 2. You will need your address. 3. Get the emergency kit from the coat closet.
There is a fire.	<ol style="list-style-type: none"> 1. Get out of the house! Follow the evacuation plan that was practiced and is hanging on the refrigerator. 2. Once you are safely out of the house, call 911. 3. Once you have called 911, call your mom at 555-555-5555.
Your worker doesn't show-up for their shift.	<ol style="list-style-type: none"> 1. Text your backup worker at 555-555-5555. 2. If they are not available, call your FMS provider at 555-555-5555.

Your MCO Care Coordinator will help you create a backup plan, and you and your FMS provider can decide where to keep it.

Staying Safe

Fraud

Fraud means purposely breaking program rules. Examples of fraud are:

- Your worker makes you approve, or asks you to approve a time record with more hours than they worked
- Your worker changes the number of hours on the time record after you approve it

Fraud is not the same thing as making a mistake. While mistakes happen, that is different from knowingly breaking the rules.

Reporting fraud

Call your FMS provider or MCO Care Coordinator right away if you see or suspect fraud.

What if I am part of the fraud?

Call your FMS provider or MCO Care Coordinator if you think you were part of fraud.

Preventing fraud

- Follow the guidelines to participate in electronic visit verification (EVV)
- Never share your passwords
- Talk to your workers during training about the importance of accurate time-tracking

Mistakes happen. It is only fraud if it is on purpose.

Abuse

Abuse is when someone hurts you emotionally or physically. For example:

- Hitting
- Unwanted touching
- Threats
- Disrespect

If you *think* you or someone else has been abused, report it. If you are unsure, talk to someone in your circle of support such as a MCO Care Coordinator, FMS provider, friend, or family member.

Neglect

Neglect means someone doesn't help you when they're supposed to. For example, not helping with care tasks, food, doctor appointments.

Report Abuse or Neglect

Call your FMS provider or MCO Care Coordinator if you feel unsafe or uncomfortable.

You can also call the Kansas Protection Report Center: 1-800-922-5330. Every call is taken seriously. Someone will answer phone call at any time, day or night, every day of the year.

Call 911 if there is an emergency.

Struggling with Self-Direction

Self-direction is not working for me. What can I do?

- Choose a designated representative to help you self-direct
- Talk to your FMS provider and MCO Care Coordinator for ideas
- Go back to using agency services



You can always talk to your MCO Care Coordinator about trying self-direction again later.



Quick Summary: Being a Good Employer

Training:

- Show workers what you need and how you want things done
- Make clear lists of tasks
- Tell workers what you expect

Day-to-Day:

- Let workers know when they do well
- Talk about problems right away
- Keep in touch with your workers
- Have a plan for emergencies

Staying Safe:

- Check that work hours are reported correctly
- Tell someone if you feel unsafe
- Keep important phone numbers handy
- Ask for help if you're having trouble

Remember: Being a good boss takes time. Your FMS provider can help you learn!

Appendix 1: GLOSSARY OF TERMS

Conflict of Interest: A conflict of interest occurs when there is a chance that your interests might not be at the center of the decision-making process. It is when something else might sway a decision.

Conflict of Interest Mitigation: When someone helps to reduce the chance that your interests won't be at the center of the decision-making process by coming up with ideas to make it not happen.

Durable Power of Attorney: Durable means the Power of Attorney paperwork that you filled out is being used, because you can no longer make decisions for yourself. In order for the document to be in effect, two doctors have to sign.

Electronic Visit Verification (EVV): A system that records when your worker starts and ends their shift, usually using a phone or computer.

Employer: You are the employer when you self-direct! You are in charge of hiring and managing your workers.

Employee/Worker: The person you hire to help you with your care needs. This person is also often known as a direct support worker, direct service worker, or DSW.

Financial Management Services (FMS) Provider: A company that helps you with the money part of hiring workers. They do things like pay your workers and handle taxes. They will also help teach you about your role as an employer.

Managed Care Organization (MCO): A company that works with the state to help manage your health care services.

MCO Care Coordinator: A person who helps you plan your care and find the services you need.

Medicaid Waiver: A program that helps you get care at home instead of in a nursing home or hospital.

Person-Centered Service Plan: A written plan that says what kind of help you need and want based on your goals and preferences.

Power of Attorney: A person that you decide you want to make decisions for you, if and when you are no longer able to. You and that person will fill out the paperwork and it will be kept on file until the day you need it to be used, because you can't make decisions.

Guardian: A court-appointed person to make decisions with you. A guardian has the legal power to make decisions on your behalf.

Representative: Someone you choose to help you make decisions about your self-directed care if you need or want help.

Self-Direction: A way for you to be in charge of your own care. You get to choose who helps you, when they help, and how they help.

APPENDIX 2: Laws and Statutory Regulations

[Kansas State Waivers List](http://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/index.html?f%5B0%5D=waiver_state_facet%3A976#content) [www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/index.html?f%5B0%5D=waiver_state_facet%3A976#content]: List of all the State Waivers in Kansas. You can review all the waivers to see which one(s) will be most helpful for you.

[Kansas Statue 39-2009](https://www.kdads.ks.gov/home/showpublisheddocument/1594/638521659630930000)

[https://www.kdads.ks.gov/home/showpublisheddocument/1594/638521659630930000]: Persons employed by a provider; disqualification for criminal history or other acts; criminal history record checks.

[Kansas Statue 39-7,100](https://www.ksrevisor.org/statutes/chapters/ch39/039_007_0100.html)

[https://www.ksrevisor.org/statutes/chapters/ch39/039_007_0100.html]: Home and community-based services program; definitions; program requirements; demonstration projects.

[Kansas Statute 65-5101](https://www.ksrevisor.org/statutes/chapters/ch65/065_051_0001.html)

[https://www.ksrevisor.org/statutes/chapters/ch65/065_051_0001.html]: Kansas Statute 65-5101 is a statute in the Kansas Public Health chapter that defines Attendant Care Services.

[Kansas Statue 65-6201](https://www.ksrevisor.org/statutes/chapters/ch65/065_062_0001.html)

[https://www.ksrevisor.org/statutes/chapters/ch65/065_062_0001.html]: Individuals in need of in-home care; definitions.

[Olmstead](https://archive.ada.gov/olmstead/olmstead_about.htm) [https://archive.ada.gov/olmstead/olmstead_about.htm]: This is a review of the Olmstead Decision that made it a requirement that people live in their own homes, not nursing homes.

APPENDIX 3: Participant Responsibilities from the Home and Community-Based Services Waiver

The participant responsibilities listed in the Kansas Home and Community-Based Services (HCBS) Medicaid Waiver include:

1. Act as the employer for the Direct Support Workers (DSW), or designate a representative to manage or help manage Direct Support Workers (DSWs).
2. Negotiate a [Financial Management Services] FMS Service Agreement with the chosen FMS provider that clearly identifies the roles and responsibilities of the participant and the FMS provider.
3. Establish the wage of the DSW(s).
4. Select Direct Support Worker(s)
5. Refer the DSW to the FMS provider for completion of required human resources and payroll documentation. In cooperation with the FMS provider, all employment verification and payroll forms must be completed.
6. Negotiate an Employment Service Agreement with the DSW that clearly identifies the responsibilities of all parties, including work schedule.
7. Provide or arrange for appropriate orientation and training of DSW(s).
8. Determine schedules of DSW(s).
9. Determine tasks to be performed by DSW(s) and where and when they are to be performed in accordance with the services approved within the and authorized Person-Centered Service Plan or others as identified and/or are appropriate.
10. Manage and supervise the day-to-day HCBS activities of DSW(s).
11. Verify time worked by DSW(s) was delivered according to the Person-Centered Service Plan; and approve and validate time worked electronically or by exception paper timesheets.
12. Assure utilization of [Electronic Visit Verification] EVV system to record DSW time worked and all other required documents to the FMS provider for processing and payment in accordance with established FMS, State, and Federal requirements. The EVV/timesheet will be reflective of actual hours worked in accordance with an approved Person-Centered Service Plan.
13. Process for reporting work-related injuries incurred by the DSW(s) to the FMS provider.

14. Develop an emergency worker back-up plan in in case a substitute DSW is ever needed on short notice or as a back-up (short- term replacement worker).
15. Assure all appropriate service documentation is recorded as required by the State of Kansas HCBS Waiver program policies, procedures, or by Medicaid Provider Agreement.
16. Inform the FMS provider of any changes in the status of DSW(s), such as changes of address or telephone number, in a timely fashion.
17. Inform the FMS provider of the dismissal of a DSW within 3 working days.
18. Inform the FMS provider of any changes in the status of the participant or participant's representative, such as the participant's address, telephone number or hospitalizations within 3 working days.
19. Participate in required quality assurance visits with [Managed Care Organizations] MCOs, and State Quality Assurance Staff, or other Federal and State authorized reviewers/auditors.

Remember! You do not have to handle these responsibilities on your own. See the section, Who Can Help Me Self-Direct for more information about the people who can help. You always have the choice to pick a designated representative to help you with your participant responsibilities.

Appendix 4: Additional Resources

General Resources

[Colleges and Universities in Kansas](#)

[www.wikipedia.org/wiki/List_of_colleges_and_universities_in_Kansas]: This website lists all colleges and universities in Kansas. You may decide to contact a department to advertise for a worker.

[Disability Rights Center of Kansas](http://www.drckansas.org) [www.drckansas.org]: The Disability Rights Center of Kansas (DRC) fights for equality, law, and justice for people with disabilities. DRC has attorneys and advocates who provide free advocacy and legal services for Kansans with disabilities.

[Interhab](http://www.interhab.org) [www.interhab.org]: InterHab has become the predominant voice in Kansas for persons with IDD, their families, and the providers of services and supports needed to live independently and inclusively.

[Kansas Association of Centers for Independent Living](http://www.kacil.net) [www.kacil.net]: This website includes information about all of the Centers for Independent Living (CILs) in Kansas.

[KanCare Resources](http://www.kancare.ks.gov/members/help-resources/kancare-ombudsman/resources) [www.kancare.ks.gov/members/help-resources/kancare-ombudsman/resources]: This website provides KanCare resources including fact sheets, applications, forms, and community resources.

[Kansas Commission on Disability Concerns Disability Service Maps](#)

[www.drckansas.org/resource-center/58576-kcdc-disability-service-maps-2021-5-25-21.pdf]: This resource includes information about all the Disability Resource Centers in Kansas.

[Kansas Department of Aging and Disability Services](http://www.kdads.ks.gov) [www.kdads.ks.gov]: This website provides information on services for aging and disabled people in Kansas.

[Kansas Department of Aging and Disability Services: Commission on Disability Concerns](#)

[www.kcdcinfo.ks.gov]: This website is where people can go if they have questions or concerns about their home and community-based services (HCBS).

[Kansas Department of Aging and Disability Services: Home and Community-Based Services](#)

[www.kdads.ks.gov/services-programs/long-term-services-supports/home-and-community-based-services-hcbs-programs]: This website is for more information on home and community-based services (HCBS) in Kansas.

[Kansas Department of Vocational Rehabilitation](#)

[www.dcf.ks.gov/services/RS/Pages/Employment-Services.aspx]: Vocational Rehabilitation (VR) services empower Kansans with disabilities to become gainfully employed and self-sufficient.

[Kansas Legal Services](http://www.kansaslegalservices.org) [www.kansaslegalservices.org]: Devoted to helping low-income Kansans meet their basic needs by providing important legal and mediation services.

[Kansas Protection Report Center](http://www.dcf.ks.gov/Pages/Report-Abuse-or-Neglect.aspx) [www.dcf.ks.gov/Pages/Report-Abuse-or-Neglect.aspx]: The place to report suspected abuse of a child or adult. In-state, toll-free number: 1-800-922-5330

[Self Advocate Coalition of Kansas](http://www.sackonline.org) [www.sackonline.org]: The Self Advocate Coalition of Kansas (SACK) is a statewide advocacy group made up of adults with intellectual and/or developmental disabilities. SACK promotes empowerment and independence for adults with developmental disabilities.

[The Arc Kansas](https://thearc.org/chapter/kansas) [<https://thearc.org/chapter/kansas>]: This resource includes information about all the local chapters of The Arc in Kansas.

Assistive Technology

[Assistive Technology for Kansans](https://atk.ku.edu) [<https://atk.ku.edu>]: The Assistive Technology for Kansans (ATK) at the University of Kansas connects people with assistive technology.

Deaf and Hard of Hearing

[Kansas Commission for the Deaf & Hard of Hearing](http://www.kdhe.ks.gov/912/Kansas-Commission-for-the-Deaf-Hard-of-H) [www.kdhe.ks.gov/912/Kansas-Commission-for-the-Deaf-Hard-of-H]: The Kansas Commission for the Deaf and Hard of Hearing (KCDHH) is a state agency authorized to develop and implement a program of information and referral, advocacy, public education, and direct services. Based in Topeka, KCDHH works with other organizations throughout Kansas to ensure coordination and availability of services for people who are deaf and hard of hearing.

[Kansas School for the Deaf](http://www.ksdeaf.org) [www.ksdeaf.org]: Kansas School for the Deaf wants to ensure all students achieve their full potential in a language-rich environment. Every student who is Deaf or Hard of Hearing in Kansas will achieve personal success and become a responsible and productive citizen.

Epilepsy

[Epilepsy Foundation of Missouri and Kansas](https://efmk.org) [https://efmk.org]: The mission of the Epilepsy Foundation of Missouri and Kansas is to lead the fight to overcome the challenges of living with epilepsy and to accelerate therapies to stop seizures, find cures, and save lives.

Housing

[Topeka Housing Authority](http://www.tha.gov) [www.tha.gov]: Information on accessible, affordable housing.

Mental Health

[The Association of Community Mental Health Centers of Kansas Inc.](https://acmhck.org) [https://acmhck.org]: The Association of Community Mental Health Centers of Kansas Inc. advances the interest of community mental health centers and the individuals they serve. The Association provides legislative representation, offers leadership and professional education, highlights model practices and programs, and identifies resources for addressing the challenges faced by local mental health authorities.

Organizations for Developmental Disabilities

[Autism Society](https://autismsociety.org) [https://autismsociety.org]: Autism Society of America connects people to the resources they need through education, advocacy, resources, and community programming.

[CPRF](http://www.cprf.org) [www.cprf.org]: CPRF empowers Kansans with disabilities to thrive in their homes, jobs, and communities.

[Down Syndrome Innovations](https://kcdsi.org) [https://kcdsi.org]: Down Syndrome Innovations helps people with Down syndrome live to their fullest potential.

[The Brain Injury Association of Kansas and Greater Kansas City](https://biaks.org) [https://biaks.org]: The Brain Injury Association of Kansas and Greater Kansas City provides ongoing brain injury advocacy, education, and resources to support people living with brain injury to live their lives to the fullest.

Transportation

[Lawrence Transportation](https://lawrencetransit.org/accessibility) [https://lawrencetransit.org/accessibility]: Information about accessible transportation in Kansas.

Visually Impaired

[Envision](http://www.envisionus.com) [www.envisionus.com]: Envision provides personalized solutions for people who are blind or have low vision.

[Kansas Deaf-Blind Resources](http://www.kansasdeafblind.org/resources/adult-services) [www.kansasdeafblind.org/resources/adult-services]: This website provides a list of services for Blind or Visually Impaired People

[The Kansas State School for the Blind](https://kssb.net) [https://kssb.net]: The Kansas State School for the Blind is a leader in developing vision services programs and practices in Kansas.

Related Materials

[A Step-By-Step Guide to Training and Managing Personal Assistants: Consumer Guide](https://rtcil.org/pa-guide-consumer)

[https://rtcil.org/pa-guide-consumer]: This guide provides step-by-step instructions on how to hire, train, and manage personal assistants.

[Appointment of Authorized Representative Form](https://es.uhc.com/communityplan/assets/plandocuments/memberinformation/KS_Authorized_Representative_Designation_Form.pdf)

[https://es.uhc.com/communityplan/assets/plandocuments/memberinformation/KS_Authorized_Representative_Designation_Form.pdf]: This form lets a UnitedHealthcare Community Plan member choose someone to help or act on their behalf.

[Caring Across Cultures](http://www.incontrolwisconsin.org/cac) [www.incontrolwisconsin.org/cac]: Caring Across Cultures focuses on helping people with disabilities and the direct care workers who assist them build stronger, meaningful relationships. Identifying and understanding the cultural differences between two people is a critical step in the relationship-building process.

[Supported Decision-Making](http://www.idecidekansas.org) [www.idecidekansas.org]: This website has information about Supported Decision-Making (SDM).

[The Employers' Guide: Client-Employed Provider Program](https://sharedsystems.dhsoha.state.or.us/DHSForms/Served/se9046.pdf)

[https://sharedsystems.dhsoha.state.or.us/DHSForms/Served/se9046.pdf]: This guide includes a hiring check-off list, interview questions, and other information about hiring a worker along with sample forms.