

NORTHERN ILLINOIS UNIVERSITY

Guidelines for Health Administrators and other  
Health Professionals in Working with People with  
Disabilities

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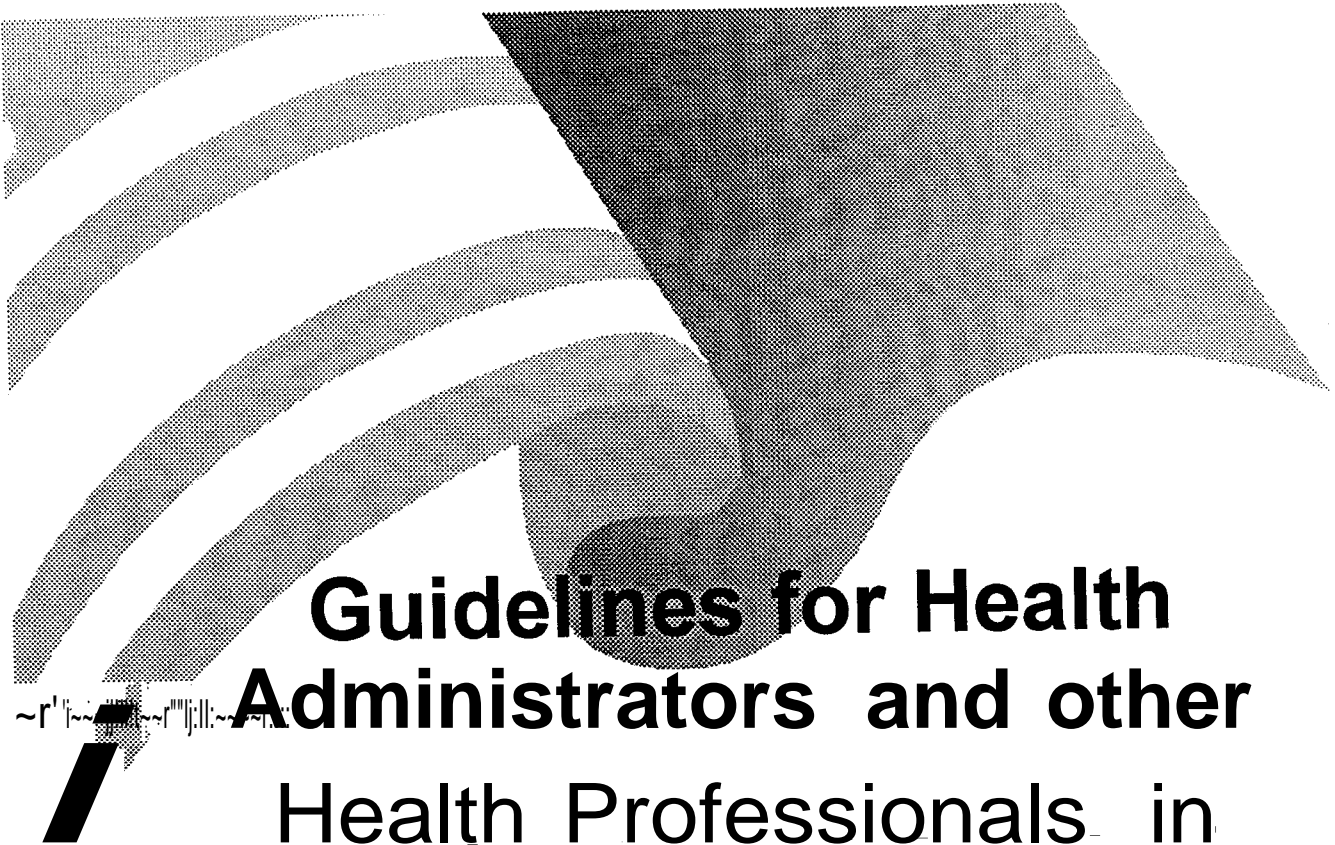
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ABSTRACT:

The focus of this manual is to provide guidelines for health administrators and other health professionals in working with patients and other possible hospital employees with disabilities. This includes an overview of the American Disabilities Act of 1990, dealing with health professionals and hospital employees. This manual provides a detailed outline of the ADA and how to incorporate the act with how hospitals are operated. This component is virtually non-existent in most hospitals. The manual provides some suggestions on how to deal with people with various cognitive, health disabilities, such as visual, hearing, behavioral, motor, and other various disabilities that affect people. This guide lines manual also gives another perspective on working employees with disabilities and what to expect from them in spite of their disabilities.



**Guidelines for Health  
Administrators and other  
Health Professionals in  
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**Erin A. Almquist**

## AdvANTAGES of hAViNG EMPloYEEES WiTh disAbiliTiEs

In the hospital setting or any other professional setting, employees with disabilities have brought many advantages and benefits to the employers and the business. Many businesses have already taken full advantage of having employees with disabilities and have proven to be successful. Such companies as AT & T, mM, and DuPont have hired people with disabilities, not because of their disabilities but because of what they were able to do for their business. Why should you as an administrator or CEO be hiring employees with disabilities? There are surveys and research that show evidence of many reasons why businesses or hospitals should hire people with disabilities. The major reasons are from the Mainstream (March-April 1996) that reviews 11 studies that were related to the employment of persons with disabilities.

Results have shown in the surveys done in the past years:

- \_ Work performance is usually good to excellent as supervisors say.
- \_ The absenteeism rate is lower for employees with disabilities than coworkers without disabilities. DuPont found visually impaired workers to be nearly average in attendance and on time arrival
- \_ Accident rates are lower for employees with disabilities than coworkers without disabilities. DuPont found visually impaired workers to be better than average in safety
- \_ Insurance costs has shown no increase in hiring people with disabilities.

\_Turnover has been lower than workers without disabilities. Marriott Corporation has hired over 8,000 people with disabilities and has found a lower turnover rate than among their nondisabled employees.

\_Accommodations which are usually perceived as costly are not as costly to companies. The University of Massachusetts Medical Center has hired nearly 400 employees with disabilities and one assistant ( who is also disabled).

Accommodations cost less than \$700 annually. Less than one quarter of employees with disabilities need accommodations and nearly 70% of accommodations cost less than \$500 per disabled employee.

Evidence has shown that "more than 4 out of 5 Americans believe that disabled workers are equally or more productive than average workers. However, only just over half of those with a regular job rate their employers' policies for the employment of disabled people positively" (Harris Poll, 1991). One big advantage that individuals in the business or hospitals can benefit from having employees with disabilities is learning from them. One can learn experience with being around others with disabilities and how to react to people with disabilities. One can change the attitude towards people with disabilities and help break stereotypes of people with disabilities. This experience can help everyone including the person with disability to broaden the learning experience and awareness of people with disabilities. A person with disability often has a determination and good attitude which could motivate other coworkers and encourage others to have a positive experiences with fellows with disabilities.

Many people with disabilities feel that the biggest barrier that need to be overcome in the business world and hospitals are stereotypes of weak or feeble disabled people. There are too much stereotyping and myths or wrong information people are getting and therefore getting the wrong perspective on people with disabilities. The biggest challenge a person with disability faces when looking for a job is the stereotype barrier and trying to break through it. The only way the barrier is broken is for the hospitals or businesses to increase awareness or understanding of the abilities of people with disabilities and eliminate the common myths that hospitals or businesses have about people with disabilities.

### **WHAT is THE ADA AND THE DEFINITION of disability?**

According to The Americans with Disabilities Act of 1990, section 3(2) defines disability as:

- \* a physical or mental impairment that substantially limits one or more major life activities of such individual;
- \* a past record of such an impairment
- \* being regarded as having such an impairment.

The ADA key phrases in the definition of disability are important to keep in mind in developing an understanding of the ADA.. For example, physical impairment is defined by the ADA as "any physiological disorder, or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory(including speech organs),



cardiovascular, reproductive, digestive, genito-urinary, hemic and lymphatic, skin, and endocrine." Likewise, mental impairment is defined as "any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities." One thing about contagious diseases is that they are considered as impairments, although an employer does not have to hire or keep anyone whose disease has a possible direct threat to health or safety if no reasonable accommodation could reduce or eliminate the threat.. "Substantially limits" means according to the ADA, that "an individual must be unable to perform, or be significantly limited in the ability to perform, an activity compared to an average person in the general population." What are major life activities, one may wonder? Major life activities are "activities that an average person can perform with little or no difficulty," such as walking, hearing, breathing, standing, lifting, learning, working, seeing, caring for oneself, and performing manual tasks according to the ADA.. "Recording of an impairment" includes people who may have a history of a past disability such as cancer or mental illness or may have been misdiagnosed in the past..

The ADA has five titles that describe various aspects of providing services and support to people with disabilities. The five titles are briefly described below.

#### Title 1: Employment

Businesses must provide reasonable accommodations to protect the rights of individuals with disabilities in all aspects of employment. Possible

accommodations may include restructuring jobs, altering the layout or format of the workstation, or modifying equipment. Employment aspects includes the application process, hiring, wages, benefits, and all other aspects of employment. Medical examinations are highly regulated.

#### Title II: Public Services

Public services, which include state and local government instrumentalities, the National Railroad Passenger Corporation, and other commuter authorities, cannot deny services to people with disabilities participation in programs or activities which are available to people without disabilities. Also, public transportation systems, such as public transit buses, must be accessible to individuals with disabilities.

#### Title III: Public Accommodations and Services Operated by Private Entities

All new construction and modifications must be accessible to individuals with disabilities. For existing facilities, barriers to services must be removed if readily achievable. Public accommodations include facilities such as restaurants, hotels, grocery stores, retail stores, etc. as well as privately owned transportation systems.

#### Title IV: Telecommunications

Telecommunications companies offering telephone service to the general public must have telephone relay service to individuals who use

telecommunication devices for the deaf (TDDs) or similar devices.

Although TDD is the preferred acronym for the device, some deaf people use the acronym of TTY that has been used for generations to name the device.

#### Title V: Miscellaneous Provisions

Includes a provision prohibiting either a coercing or threatening or retaliating against the disabled or those attempting to aid people with disabilities in asserting their rights under the ADA.

For our purposes, Titles I and II take on more significance. Title I of the ADA took effect for companies with 25 or more employees on July 26, 1992 and also took effect for companies of 15 or more employees on July 26, 1994. It covers all employers, including state and federal agencies, except for private clubs and religious organizations. In Title I all aspects of employment are covered which will be more interesting for a health administrator in dealing with employees with disabilities. Title I includes definitions (such as the definition of disability), discrimination, defenses, illegal use of drugs and alcohol, posting notices, regulations, enforcements, and the effective date. Title II discusses public service which includes prohibition against discrimination and other generally applicable provisions, actions applicable to public transportation provided by public entities considered discriminatory and the effective dates.

## Specific Disabilities

Disabilities does not always mean an individual is blind or deaf or in a wheelchair. There is more types of disabilities than many individuals think there is and there are many types that many wouldn't even think it was included such as a bad back.

The impact of certain disabilities can be shown through some evidence from the US Census Bureau and the March 1991 Current Population Survey. It is estimated that there are approximately 14,648,000 Americans between 16 and 64 that have a work disability. Of those, 29 % (4,247,920) are employed full or part-time, while 71 % (10,400,080) are unemployed. The National Center for Health Statistics estimates the prevalence of various types of impairments in the US population of all ages (see Table 1).

Many people have misunderstandings about various disabilities. Yet others do not understand the definitions of numerous disabilities and many think some disabilities have other disabilities. For example, some might think people who are deaf are blind also or have some vision loss or people might think that people who are blind are deaf also so they talk louder to them. So for this purpose to make things more clear and understandable, some specific disabilities will be discussed briefly.

**TABLE I**

<u>Impairment</u>	<u>Number per 100 people</u>
Hearing Impairment	10
Visual Impairment	3
Speech Impairment	1
Arthritis	3
Epilepsy	1
Missing full or partial extremities	1
Partial complete paralysis	1
Diabetes	3
Hypertension	11
Heart Disease	8
Kidney trouble	2
Back Injury	7

## Visual Impairments

Visual impairment has a variety of vision ability, and includes people who wear glasses, have reduced vision ability, and are legally blind. Fourteen million Americans have visual impairments, defined as an inability to read regular-sized print, even with glasses. Only 80,000 Americans are totally blind, while 800,000 people are legally blind.

Reference to blindness or blind people describes people who are totally blind or have very limited sight. Reference to vision impairments or visually impaired describes people with serious vision impairments who are able to see shapes, faces, and household furnishings, but not written words or specific details. We can not assume that people who are blind or visually impaired cannot execute certain types of jobs because they can be computer programmers, auto mechanics, secretaries, and many various occupations because any job can be done with the correct accommodations.

Some of the significant accommodations that are critical to the employment of visually impaired and blind employees are the job adjustment and the education of co-workers. Visually impaired or blind people need time and assistance in becoming adjusted to the work place which needs to be described in detail.

## Learning Disabilities

The term "learning disabilities" can mean a wide range of problems caused by a disorder in one or more of the basic processes involved with understanding or using language: spoken, written, or expressed in mathematical symbols. The condition results in one or more problems in: academic skills, oral communication, ability to organize, mental coordination, or oral comprehension. Dyslexia, a term often used in the category of learning disability, is the inability

to read; dyscalculia is the inability to do math; and dysgraphia is the inability to write. These are only a few of the other learning disabilities people can have and are not to be confused with mental illness or impairment. It is believed that one out of ten Americans have a learning disorder.

### Mental Retardation

Over six million Americans are mentally retarded and affects 15 times the number of people who are blind; also 10 times as many people as polio did before immunizations became effective. There are degrees of retardation as follows:

Mild: IQ = 51-70. 90% of all retarded people fit in this category; most can perform all types of work without others recognizing their retardation.

Moderate: IQ = 36-50. Fewer than 400,000 people fit into this category; 6% of all retarded people; some work in sheltered working environment and others can work in a competitive workplace environment.

Severe: IQ = 21-35. Fewer than 250,000 fit under this category; about 3.5% of all retarded people; workers in this category have successfully worked in sheltered workplaces and placed in a special area by a company under a trained supervisor, to do simple, repetitive work.

Profound: IQ = Below 20; Fewer than 99,000 Americans are profoundly retarded; about 1.5% of all retarded people; will only be able to work under structured workshops.

### Mental and Emotional Disorders

Mental and emotional disorders are harder to detect than other disabilities that people can have.

Some people who are in the working world choose not to tell anyone about their disorder because they may feel it will make the employer treat them differently.

Mental disorders affect about one in five adults, including:

- bipolar disorder
- depression
- panic disorders
- schizophrenia
- obsessive-compulsive disorder

### People in wheelchair

People who use wheelchairs do so as a result of many conditions including cerebral palsy, multiple sclerosis, spina bifida, and arthritis. Although, the leading cause of needing a wheelchair is a spinal cord injury resulting from a car accident, a gunshot wound, or a fall. About 80% of all paraplegics and quadriplegics are males who first became paralyzed between the ages of 15 and 30. Slightly over one half of all spinal cord injuries are incomplete, meaning that there is some feeling or other functions are still there. In addition, with the obvious limited movement, people with wheelchairs often have limitations in dexterity. Some paraplegic persons may not require the use of a wheelchair but a cane, walker, or crutches. And some people with wheelchair may not have to use it all the time. There are a various of limitations and flexibility with using wheelchairs among individuals.



### Other Health Impairments

While there are many documented health impairments, these impairments, because of their incidence, therefore will be briefly described.

Some health impairments are fatal and debilitating such as multiple sclerosis and AIDS. Multiple sclerosis (MS) is the degeneration of the myelin sheath in the central nervous system that surrounds all nerve bundles which causes this condition. It is also accompanied by a hardening of tissue in the brain (p. 36, Lessen). Acquired Immune Deficiency Syndrome (AIDS) is a blood-borne viral disease that has an incubation period that ranges from six months to ten years. AIDS is contacted through sexual intercourse, transfer of blood during the exchange of drug needles, the mother in the womb, or a blood transfer. It is expected of all people who have AIDS will die because there is no cure available at this point.

One of the health impairments that is widely known but is the most misunderstood disability is epilepsy. Epilepsy is not a disease but a problem in communication among the brain's nerve cells. There is no known cause of this condition. Discrimination arises because of the fact that people with epilepsy might have a seizure in the workplace during work and the myth of injuring others and oneself while having a seizure.

Other health impairments include arthritis, spina bifida, spinal cord injuries, asthma, diabetes, and sickle cell anemia. Arthritis is a chronic disease involving the joints and connective tissues, arthritis includes both the juvenile and rheumatoid forms. Residual effects vary from individual to individual (p. 33, Lessen). Spina bifida is a congenital birth defect in which the vertebrae that surround the spinal cord fail to develop fully and leave an opening or defect in the spinal canal (p.34, Lessen). Spinal cord injuries are caused by many different traumas to the

spinal cord, referring to conditions interrupting the nerves and pathways from and going to various sections of the body to and from the brain (p. 34-35, Lessen). Asthma is a condition of the respiratory system that is chronic and is characterized by episodic difficulty with breathing, especially exhaling (p.35, Lessen). Diabetes is a chronic, metabolic disorder affecting the body's ability to produce and/or use insulin, and its onset can be juvenile or adult, affects the kidneys, vision, the heart, and produce numbness in the extremities (p.36, Lessen). Sickle cell anemia is a hereditary disorder when the red blood cell is distorted and can not pass through blood vessels very easily, This condition can worsen by stress (p.36, Lessen).

There are some health impairments that people overlook that are covered by the ADA if it is affecting the individual on the job. Individuals who have gone through alcoholism and drug addiction who are now suffering from the result of these two diseases that might affect the job on the site. This does not include people who are currently taking drugs or is continuing a drinking problem.

### Deaf and Hard of Hearing

There are two basic types of hearing loss, conductive and sensorineural. A conductive loss takes place in the outer or middle ear and is usually able to hear with some amplification. Sensorineural losses, happens in the inner ear and the neural pathways to the brain is usually blocked or more difficult to hear. As with other disabilities, hearing loss affects individuals differently, depending on the type of hearing loss, intensity of hearing loss, education opportunities, and other factors. Being born deaf usually causes the most problems because some may not be able to speak, but those who are able to speak might have distorted sounds that are produced because they have never heard their own voice. Many may not be able to write or read

as well as hearing people. Those individuals who might have become deaf or hard of hearing after they were born will have better speaking abilities because they once did hear their voice. Many will use various ways of communication such as sign language, note writing, lip-reading but it is better to ask the individual who has the hearing loss to specify the preferable method of communication.

### **WHAT IS NOT COVERED BY THE ADA?**

We have talked about what the ADA covers and now we will look at what the ADA will not cover such as the following because they are not considered to be disabilities. These conditions are not considered disabilities because they do not affect the job.

- Homosexuality
- Bisexuality
- Compulsive gambling
- Tranvestism
- Transsexualism
- Gender identity disorders not resulting from physical impairments
- Other sexual behavior disorders
- Kleptomania
- temporary impairment from injuries or illness
- current users of illegal drugs

Physical characteristics such as eye or hair color are not included under ADA protection.

Neither are temporary conditions such as broken limbs, colds, flu, personality traits (quick

temper), or any disorders resulting from illegal drug use are all not covered by the ADA (see previous section).

### **DETERMINING if A PERSON WITH disability is QUALIFIED FOR A possible job**

The ADA prohibits discrimination against otherwise qualified disabled persons who can perform the essential functions of a job, with or without reasonable accommodations. It is unlawful under the ADA to discriminate against a qualified person with disability by considering that disability when acting with regard to the individual's employment. Although the ADA prohibits an employer from discriminating against qualified individuals with disabilities, an employer does not have to hire, promote, or retain anyone who is not qualified to perform the essential functions of the job with or without reasonable accommodations. Employers should determine the essential functions of each position and differ these essential functions from marginal functions. The employer needs to judge the person with disability by their job qualifications when recruiting, hiring, making promotions, or assigning jobs. We as employers, need to look at it from a different perspective when we are determining if a person is qualified for a possible job because we need to think about the situation differently. We have think about the process of interviewing people with disabilities and about if the person will be able with or without accommodations be able to do the job within the job description. All essential functions of each position should be contained in the job description. We have to look at the qualifications of the individual with disabilities equally with other people and their qualification and determine if the person with disability has more qualifications then will he/she be able to do the job with or without reasonable accommodations.

Qualification as defined by the ADA, indicates that person has the education, training, licenses, background and/or the experience for the job. These must be looked at , depending on what the job requires with regard to reasonable accommodations.

## HIRING PROCESS" WHAT TO EXPECT INVOLVING people WITH disabilities

The ADA prohibits an employer from asking certain questions about an applicant's physical or mental condition during the interview process. The ADA includes this prevention to constrain employers from screening out disabled applicants because of fears that they will not perform sufficiently, that they will not be accepted by their co-workers or that they will submit costly insurance claims. Accordingly, under the ADA, questions such as the following **cannot** be asked in an interview or on an employment application:

- Have you ever been treated for a medical condition?
- Have you ever seen a psychiatrist?
- Have you ever received disability or worker's compensation benefits?
- How much alcohol do you consume?
- How did you become deafblind?
- Are you taking prescribed medication or drugs?

Some questions that **can** be asked during an interview can include:

- Can you make deliveries around the city?
- Can you get to work everyday at 9:00 am?
- Can you operate a computer or a copy machine?
- Can you make 25 home visits during the week?

- Can you operate a forklift and be able to lift 35 boxes in an hour?
- Can you keep the clothes stacks full and keep the clothes folded away?

The ADA does permit employers to ask applicants whether or not they can perform specific job-related tasks. If an applicant has a disability that is noticeable to the interviewer or that would seem to make an impact on the applicant's ability to perform a job-related task, the ADA permits the employer to ask the applicant how he or she would perform the task.

### **INTERVIEWING TECHNIQUES**

Some techniques are different for interviewing some individuals with specific disabilities, depending on the specific type of disability. For example, with an individual who is blind, the employer might find walking with the applicant, ask if the applicant desires assistance in traveling across the room. Do not give assistance without asking first. If assistance is wanted, let the applicant take your arm. Identify any obstacles in the person's path and guide their arm to the back of any chair in which the applicant will sit, while at the same time telling the applicant whether the chair has arms or not. If the person has a dog guide, do **not** pet it. The dog is there to work and it is on duty while it guides the individual. Talk to the person in a normal voice as the person is blind, not deaf. Do not worry about using terms such as "you see my point?", and other terms using "see" or such as "he was blind to the obvious point..."

There are many other helpful tips that can be obtained through many agencies that relate with people with disabilities. In an interview with people in wheelchairs, things should be done in the same manner as other job applicants. Shake hands, even if the

applicant appears to have problems with the arm or hand. Again, do not assist without asking first. Sit down before talking with the applicant and try to avoid conversations when the applicant is sitting and you are standing up. Do not ask the cause of the problem and do go over the duties of the job. Most importantly, RELAX and talk normally.

In the interview with an individual who is deaf will be a different experience because there is a third person, an interpreter who will translate the words that is being said into sign language and vice-versa. One important thing an employer has to remember is not to talk to the interpreter but to the applicant, keeping eye contact. The interpreter is supposed to be "invisible" and just there to make the communication easier between the employer and the applicant, therefore do not ask questions to the interpreter. Speak naturally, shouting or talking louder will not help ease the communication. The applicant's speech, if used, might be not be understood at first and will take some time to get used to. A significant thing not to do is put anything in the mouth or cover the mouth at any time during the interview. Especially when the person speech reads, he/she will not be able to read lips of those who cover their face: the lips need to be readable. If the employer does not understand what the applicant said, he/she does not have to be embarrassed to ask the applicant to repeat This information may be important to the employer and the applicant will already be used to having to repeat things.

## **IN mE WORKplACE**

Now a health administrator hires a person with a disability, what should he/she do?

Most importantly, treat the person as any other employee would be treated. The

expectations from the person with disability should be at the same level as it would be from any other employee.

Helping co-workers understand by becoming a role model himself will help set steps in how to deal with the person with disability. The health administrator might want to talk with those who he/she supervises to help them understand their apprehensions. Maybe they have had positive experiences, professional or personal, that have helped them to accept people with disabilities. Videos, audiotapes, books, pamphlets or guest speakers from various agencies that serve people with disabilities are some methods on how to educate co-workers and help them feel more comfortable about working with people with disabilities.

Awareness training or educational programs could be offered and help others overcome myths or fears about any disability. The best way to make a employee or co-worker feel comfortable is to have them work along with the person with disability and let him/her teach or make the co-worker feel more comfortable. Keep communication open with the person with disability. Remember, a person is more than his or her disability or the person is only a **person with** disability. For example, an individual who is deaf is a normal person only he/she may not be able to hear, but is capable of doing anything except hear. Same thing goes for an individual who is blind is a normal person except he/she can not see. Work and learn different techniques of communication. For instance, a person with hearing loss might have a different method of communication such as sign language and note writing to get their message across.



Understanding disability cultures is also important because many times it is a part of the people with disabilities' lives. In many cases, it might mean belong to numerous organizations of others who have that disability such as National Association of the Deaf, National Federation of the Blind. Understanding disabilities also mean learning about partial separation such as attending a church for people who are deaf or being involved in the Special Olympics. Each of these groups has a culture of its own that others may not be able to understand and no matter how much one can try to "belong", this may be true of the employee with disability. There are deaf cultures, and blind cultures and various other cultures of other groups of people with disabilities.

Improving relations among people in the workplace can include limiting unnecessary "helpfulness". What does that mean? Most employees are helpful to each other, if employees have never worked with a person with a disability in the past, they may stumble all over themselves and the co-worker trying to be helpful. Health administrators may need to remind supervisors and employees that the new person was hired because he or she has the skill to do the job to prevent any unwanted help. Most people with disabilities will ask for help when it is needed. It is important to encourage the person with disability to improve or continue developing their talents or skills through additional training and challenge themselves to grow. Administrators should make sure that sufficient training is available for all employees, assuring that training material are accessible and that appropriate time is given for people to learn the job.

The ADA does not say anything about lowering quality or quantity standards for any employee with disabilities. Therefore the performance standards should be the same as other employees, but not be downgraded because necessary accommodations are needed to perform the

tasks for his/her position, which will be commented on in the next section. Workers with disabilities need feedback on their performance just like other employees, positive compliments, and corrective comments when needed. Involve the employee when trying to solve a situation before it becomes worse. Focus on the output of their job and make feedback comments based on that not the disability.

#### **WHAT IS A REASONABLE ACCOMMODATION?**

Reasonable accommodation under Section 101(9) of the ADA, may include:

A) making standing facilities used by employees readily accessible to and utilizable by individuals with disabilities, and

B) job restructuring, part-time or modified work schedules, reassignment to a vacant position, obtainment or modification of equipment or devices, appropriate adjustment or modification of examinations, training materials or policies, the condition of qualified readers or interpreters, and other similar accommodations for individuals with disabilities.

Reasonable accommodations "...do not include personal items needed off the job as well as at work, such as a hearing aid or wheelchair."(p.6, Northern Illinois University)

#### **EXAMPLES of REASONABLE ACCOMMODATIONS**

Specific accommodations are needed for specific disabilities and will be discussed with a few disabilities that are mentioned. Individuals that are deaf will need telecommunication devices that makes it possible for them to use the telephone. Interpreters and more light sources will be needed for individuals who are deaf. Accommodation devices for persons who are deaf or have hearing loss are being developed at a rapid rate in this generation. Flash light signals, which are a significant device in the workplace, are attached with fire/smoke alarms, telephones, and

doorbells. More and more films are being closed-captioned for people who are deaf. For those people who are not deaf, but hard of hearing might find some devices useful such as a portable telephone amplifier and a high-intensity telephone ringer.

People with visual or reading disabilities or people with limited vision will need talking calculators to use. There are various technical devices that may be used to accommodate an employee who is blind. Devices for individuals who are blind can include portable, pocket-size speech synthesizer that attaches to various computers, computer voice commands that work with most popular word processing programs, telephones that stores 100 names and 200 numbers and will automatically dial the number(s) when a spoken command and the name of person to be called is done, and for those with limited vision there are large print display processors added to desktop computers to allow magnification and illuminated magnifiers.

With people who have learning disabilities some accommodations can include, for reading problems, using verbal instructions, encouraging the employee to use tape recorders when attending meetings, and allowing extra time for reading written materials. For listening problems, providing quiet environment if possible, demonstrate new tasks or duties, encourage notetaking, and providing written instructions. For writing problems, have someone proofread written materials that they have written, obtain computer software word processing programs that have spell checking, grammar checking, dictionaries, and thesauruses that can help write for the job. the health administrator needs to find out how the person best receives and delivers information. (p.13, Northern Illinois University) People in wheelchair will need some accommodations that need to be provided such as having at least one accessible restroom that is usable by persons in wheelchairs, having an automatic door shutter so those in wheelchairs need not twist around to

close door after going through, a handicapped parking space, accessible entrances, and more devices are being developed. Devices that are needed depends on how limited the person in the wheelchair is. It would be best to ask the person himself what he/she would need to do the job.

#### **SUPPORT SERVICES**

Health administrators need not feel alone facing the ADA or hiring employees that have disabilities because there are many agencies and organizations that are able to help answer any questions or support in terms of funds. The hospital has the primary responsibility for accepting and working effectively with people with disabilities within their department or area. There are some outside support services such as some disability organizations. A vocational rehabilitation agency which every state should have are supported by the state and federal taxes. Some states have two agencies, one specializing in working with people who are blind. These agencies assist people with disabilities in becoming employed or maintain their employment if they come disabled. These agencies are also a very valuable resource of information and recruiting resources for qualified and trained people who are looking for a job. The agencies are usually under Vocational Rehabilitation in the state agencies section. Vocational rehabilitation agencies sometimes offer to perform job analysis and help in determining reasonable accommodation when it is in doubt. These agencies are a good resource for information about technical assistance programs and tax credits a business or company can use to balance the possible additional costs of having an employee with a disability.

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