

# Melmark

## **Diversity, Equity and Inclusion Plan 2022**

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## Introduction

Since Melmark's founding in 1965, one of the original missions of the organization was the inclusion of individuals with a broad range of disabilities in a high-quality life like their peers. Over the past years, it has become clear that their inclusion is just one part of our broader mission. Our focus on inclusion and equality has remained intertwined with Melmark's mission and includes work at the state and federal policy level to remove barriers to special education and disability services across Pennsylvania, New England, and the Carolinas as well as equal pay for equal work for our workforce. While we realize there is much work to be done, I would like to share some of the important efforts Melmark has taken to lead real change throughout our communities.

In the 1990's, Melmark started to expand who they served as well as how they served them. During this period, Melmark's comprehensive services collaborated with the Philadelphia Department of Human Services to partner in providing care to underserved youth in order for them to return to community settings. There were also multi-pronged efforts focused on embracing our growing, diverse workforce through heritage celebrations and learning opportunities about our rich, worldwide cultural experiences. The College at Work program increased access to educational opportunities for all employees and was a foreshadowing of our comprehensive professional development program in place today. While Melmark's co-founder, Mildred Krentel, was also involved in co-leading the organization through the early years, the mid-90's welcomed my predecessor, Melmark's first female Chief Executive Officer, Dr. Joanne Gillis-Donovan.

Melmark New England was involved in leadership activities that significantly addressed diversity, equity, and inclusion (DEI) from its early history. These activities included improving access for underserved Latino children in Lawrence, Massachusetts, a gate-way city, through the first Massachusetts Division for Autism Contract. It also included advocating in the Massachusetts legislature for public policy that established more equitable access for underserved children through the Children's Medicaid Waiver as well as partnering with Massachusetts Advocates for Children (MAC) to assist and support their efforts to increase services to underserved youth and communities across Massachusetts.

In 2012, Melmark Pennsylvania opened our first Residential Treatment Facility, which continues to provide services to children with increasingly diverse behavioral needs. Through all our activities, we recognize that our job is to remove barriers to ensure equal access to services.

In 2015, Melmark focused on further expanding board diversity (which builds on board expansion and diversity that was addressed in the early 1990s) and was again successful in diversifying its board of directors through gender, age, and racial diversity. The founding of Melmark New England extended Melmark's reach of services to children with autism and increasing behavior challenges and as a result established sophisticated clinical systems throughout the entire organization. It was also at this time that autism was officially added

to the school license in the Pennsylvania program to reflect our expanding, inclusive services.

Over the years, other DEI strategies became part of divisional or organizational practices:

- Pay equity analysis
- Professional career path development; moving individuals up the career ladder by removing financial barriers to education initiatives and tuition reimbursement
- Public policy and legislative advocacy; addressing concerns about salary equity due to workforce demographics and concerns of wage suppression due to race
- Equitable access to services
- Board of Directors diversity
- Tracking diversity across race, age, gender in many key performance indicators
- Career Path initiatives across the workforce
- Professional Development opportunities external to Melmark
- Wage Initiative and analysis of pay increases comparison from direct care to management supervisors
- Translation services for ESL families (Spanish and Mandarin)
- Weekly Newsletter communication translation (Spanish)
- Early Intervention Staff – Bilingual (Spanish)
- Parent Advisory Council (PAC) Town Halls (English and Spanish)
- Employee Town Halls, each meeting closing with Empowered Listening Opportunities
- Expert Speaker Series, addressing DEI issues
- Website (translation toggle)
- Sponsoring high school students from diverse communities to work with individuals with disabilities
- English as a Second Language Courses
- Vendor and supplier diversity
- Support to community stakeholders that address DEI issues (MAC, WIBA, Autism Division earmark to serve underserved communities)

In January of 2020, Melmark started to address serious issues in how the state of Pennsylvania formulated its rates to pay its Home and Community Based Services (HCBS) staff compared to its state counterparts. We began a multi-prong advocacy campaign to address this issue. We had just started when the worldwide COVID-19 pandemic hit.

Then just a few months later the horror of George Floyd happened.

Speaking out against injustice and advocating for inclusion and equality for all have remained intertwined with Melmark's mission since its founding in 1966.

No one should live in fear of injustice or harm because of their race, color, creed, gender, national origin, age, disability, marital or veteran status or any other protected status.

We stand with our mission-first staff, individuals, families and friends in demanding equality, inclusion and stopping violence against diverse people.

We remain united in the peaceful demand for real change.

**COMMITTED TO A SAFE,  
INCLUSIVE COMMUNITY  
FOR ALL.**



We realized our loosely connected DEI initiatives were not enough. We wanted to create a cohesive and clearly articulated DEI plan that was fully documented, ongoing, embedded in the foundation of our strategic plan, and explicitly created monitoring systems of those initiatives. We continued our current initiatives and looked to the next strategic plan to document our strategies and moved for expansion.

In October of 2021, we started again. We commenced this DEI Plan with 17 Senior Leadership and Executive Leadership attending training by the Institute for Diversity Certification™, and requiring these leaders to complete coursework, take, and pass the national certification exam. These leaders also worked as an organizational team to take what they learned, examine all aspects of our organizational practices to find areas where there were potential inequities, and identify ways to remedy them through the creation of an organizational DEI Plan (peer-reviewed by the Institute for Diversity Certification™, Board of Director members Jescah Apamo-Gannon, Ph.D., BCBA-D, LABA and Garrett Kirk, and Stephanie Pinder-Amaker, Ph.D.) that informs the 2022 Melmark Strategic Plan and our ongoing organizational processes.

In Melmark's 2017 Strategic Plan there were a significant number of initiatives that focused on organizational culture. We worked across the organization to recognize the full spectrum of what we needed to understand about the differences in our state divisions in order to advance our business operations. As an organization, we had to value all stakeholders looking beyond gender identity, race, ethnicity, geographic location, service line, tenure, and professional credentials. We moved toward "ONE" Melmark, each of us presenting in our

individual ways how we look, think, feel, believe, communicate, and resolve problems. When we think of one Melmark, we are working towards consistent culture regardless of geographic location, program model, and employee level. ***This requires every employee, program, department, division, and our Melmark community to be committed to the hard process of cultural change in order to improve and move forward as a competent, equitable, and unified organization.***

Each of us recognizes how successful we were simply by our performance during the COVID-19 pandemic. Now, we want to continue our growth as a business, and further develop as a more culturally aware and competent organization that practices cultural humility. We know growing our DEI initiatives is critical to workforce satisfaction, better clinical practice systems, and increased access to Special Education and adult services, which also is consistent with our long-standing mission, vision, and core commitments.

Our growth since 2015 has demonstrated that we are engaged with our stakeholders and are led by senior staff who are adaptive and are able to understand the organizational processes that produce change and increase the capacity for our organization to expand and thrive. This DEI plan is a pillar of our mission, vision, and core commitments. We are excited to be moving forward as it has been part of our core mission and it will continue to strengthen our organization.

Melmark is committed to continue building upon the organization's rich history of providing an inclusive culture to every employee, to every individual we serve, and to every family member who relies on our services. We are committed to listening, learning and speaking up for our diverse community. From our Board of Directors, President and CEO, as well as our State Divisional Leadership, we welcome you to join with us as we all continue to adapt and grow with a deep personal and professional commitment to these initiatives.

With deep gratitude as we join together on these initiatives,

**Rita M. Gardner, M.P.H., LABA, BCBA**  
President and Chief Executive Officer

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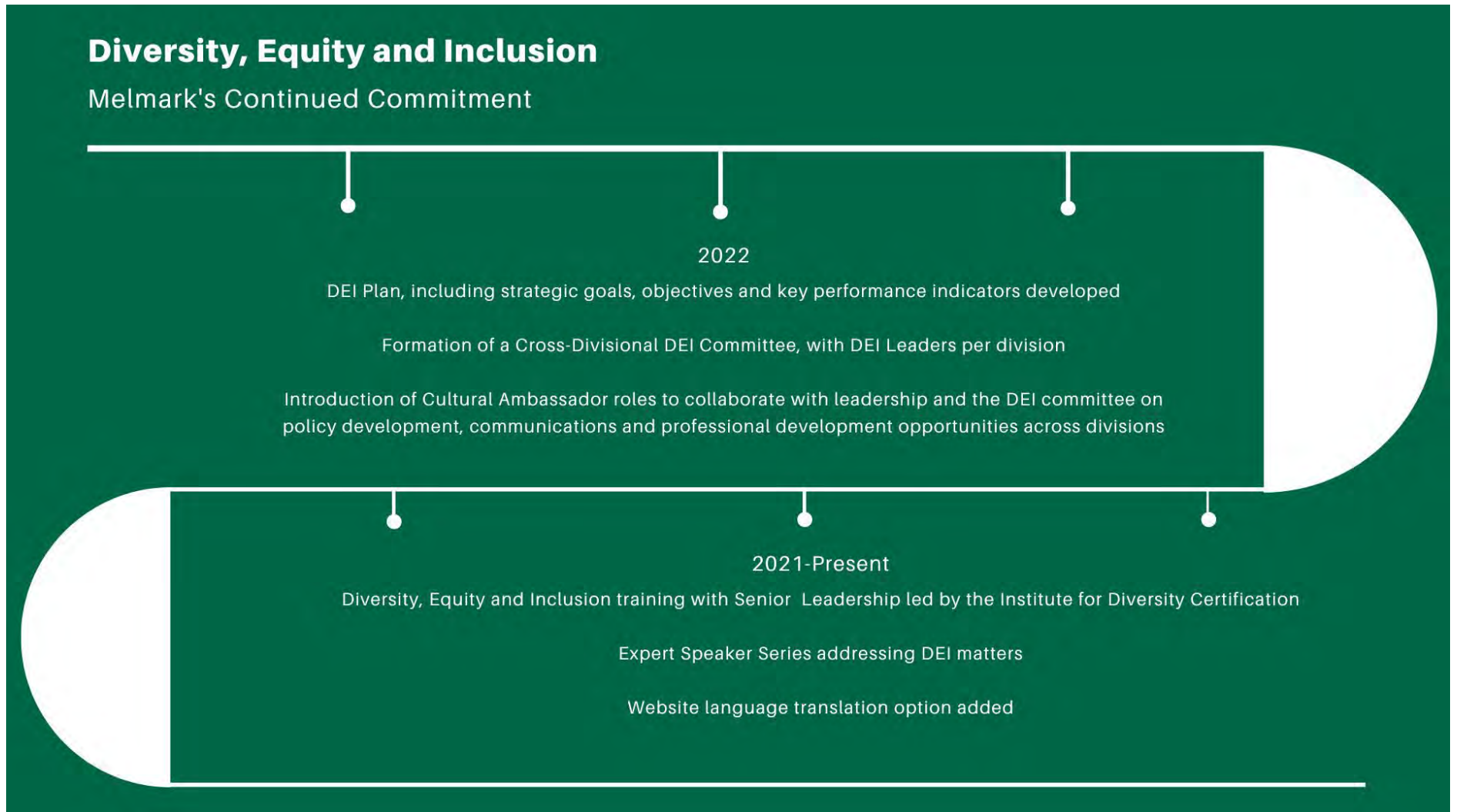
“MELMARK IS ALWAYS  
COMMITTED TO DOING  
THE RIGHT THINGS,  
AT EVERY LEVEL OF THE ORGANIZATION.  
TOGETHER WE CAN  
ACHIEVE GREAT THINGS  
WHEN WE HAVE A SHARED  
VISION, MISSION, AND CULTURE THAT  
MOVES US IN ONE DIRECTION.”

---

Rita Gardner, President and CEO



## Timelines of Melmark's Continuing DEI Efforts



## Diversity, Equity and Inclusion

### Melmark's Continued Commitment

2020

Advocating for equal pay for equal work for Direct Support Professionals in PA

Increasing translation services provided to Melmark families in various formats such as town halls and newsletters, as well as clinical meetings

2019

Development of internship opportunities in partnership with Cristo Rey High School, which serves predominantly underserved students

Notre Dame Interns

2018-Present

Melmark Carolinas founded in response to North and South Carolinians, primarily young males of color, being denied access to Free Appropriate Public Education through homebound instruction

2012-Present

Melmark's first Residential Treatment Facility opened in PA serving a significant number of children from diverse backgrounds and high intensity behavioral needs

2015-Present

Ensuring the diversity of leadership staff through clear professional career path opportunities and plans; enhancing diversity in leadership teams across divisions; building race, gender and expertise diversity on Board of Directors

2010-Present

Collaborate with MA Special Commission Relative to Autism to ensure equal access to autism programs for all children, adults and their families

## Diversity, Equity and Inclusion

### Melmark's Continued Commitment

2009-Present

Review of statewide restraint data including analyzing why students of color in MA have increased restraints

Work with Boston Mayor's Summit on Autism to enhance equal access to education and related services for all students

2007-Present

Participation in policy development across divisions' states

Medicaid Waiver Program for children from diverse MA communities facing socioeconomic and language barriers

Contract for Lawrence Public Schools District to improve services for 250+ children with diverse backgrounds

2006-2009

Relationships with governmental entities for underserved communities to bring equality to service availability

2004-Present

Work with Advocates for Autism of MA to ensure access to all adult services, for diverse individuals

1990's - to present

Collaboration with Pennsylvania Department of Human Services

1966

Melmark's original founding mission was the inclusion of individuals with a broad range of disabilities

## ***Our Guiding Principles***

### **Our Mission**

Melmark is a multi-state human service provider with premier private special education schools, professional development, training, and research centers.

We are committed to enhancing the lives of individuals within diverse communities with autism, intellectual and developmental disabilities and their families by providing exceptional evidence-based and applied behavior analytic services to every individual, every day.

### **Our Vision**

Our vision is to expand and raise the quality of service delivery systems throughout the country by disseminating and replicating the Melmark Model of Program Development and Clinical Treatment.

## **Our Core Commitments**

### **Compassionate Care**

Melmark provides a diverse and inclusive culture of ongoing care, support and respect for the individuals we serve, their families and our staff.

### **Integrity in Everything We Do**

Melmark consistently assesses the fidelity of organizational, staff, and performance management systems to ensure educational and clinical standards are achieved and maintained.

### **Highly Skilled Workforce**

Melmark applies performance-based training and professional growth opportunities to enhance the skill set for a diverse and inclusive workforce.

### **Evidence-based Practices**

Melmark uses scientific evidence and performance data to inform all decision-making.

### **Unified Culture**

Melmark values all stakeholders without exception to disability, age, gender, gender identity, sexual orientation, race, color, ethnicity, religious affiliation, national origin, geographic location, service line, tenure or professional credentials. We are a unified culture to ensure fulfillment of our mission and vision.

### **Best Outcomes**

Melmark affects positive change in the quality of life of the individuals we serve within our diverse and inclusive communities by implementing data-driven trend analyses.

## *Our Unifying Strength*



Mission First. Every Individual, Every Day.®

The name **Melmark** brings us to the core of our mission – enhancing the lives of individuals with a broad range of disabilities in accordance with the founders’ original intent for their daughter, Melissa. When the founders of Melmark New England introduced evidence-based practice to Melmark, our legacy as an organization was strengthened and enhanced.

In order to achieve our mission and vision, Melmark relies on our entire community which includes, primarily, the individuals we serve. **Every Individual** served keeps us focused toward one unified and inclusive vision as we fulfill our mission **Every Day**.

Our compassionate and highly skilled workforce is key to the fulfillment of our **Mission First** culture. Every employee, in every program, department, and division in our organization is committed to moving forward as a competent, unified culture utilizing consistent performance-based outcomes to inform our evidence-based decision-making processes.

Mission First thrives on engagement from a diverse community of supporters including families, board members, volunteers, friends, and philanthropic partners. We value all stakeholders, without exception to disability, gender, race, ethnicity, geographic location, service line, tenure, or professional credentials. Through ongoing leadership and significant experience in developing state-of-the-art programs predicated on an evidence-based model, commitment to Organizational Behavior Management and Performance Management Training Research, Melmark is a clinically sophisticated leader in the field. Together, as one unified culture, we are **Mission First. Every Individual, Every Day** as we expand and raise the quality of service delivery systems throughout the country.

## ***Our Strategic Goals***

1. Melmark's organizational culture embodies diversity, equity, inclusiveness, and exudes passion in the implementation of our Core Commitments
2. Melmark's workforce is diverse, inclusive, highly skilled, credentialed, and actively engaged in ongoing educational and professional development activities with strong retention
3. Melmark uses innovation and technology to drive the quality of our service delivery systems and increase the dissemination and replication of the Melmark Model of Program Development and Clinical Treatment
4. Melmark's high-performance practices ensure adherence to our standards of excellence in all services and daily operations
5. Melmark's stakeholders recognize our mission and leadership in the field of high-quality service delivery, professional development training, and research
6. Melmark's funding streams provide appropriate and balanced financial resources to support and expand service delivery and program performance
7. Melmark enjoys significant and diverse stakeholder and philanthropic support that increases raised dollars annually and ensures constituent engagement with related outcomes

### Our Mission

### Our Goals

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Compassionate Care | Integrity in Everything We Do | Highly Skilled Workforce | Evidence-based Practices | Unified Culture | Best Outcomes

### Our Core Commitments

## Planning Participants

<b>Rita Gardner</b>	President and Chief Executive Officer	All Divisions
<b>Frank Bird</b>	Vice President and Chief Clinical Officer	All Divisions
<b>Thomas Crofcheck</b>	Vice President and Chief Financial Officer	All Divisions
<b>William Ahearn</b>	Vice President for Business Operations and Finance, Melmark New England	All Divisions
<b>Shawn Quigley</b>	Chief Operating Officer	All Divisions
<b>Helena Maguire</b>	Executive Director	Melmark New England
<b>Maggie Haag</b>	Executive Director	Melmark Pennsylvania
<b>Brad Stevenson</b>	Director of Program Administration and Clinical Services	Melmark Carolinas
<b>Rhiana Sherwood</b>	Director of Communications	All Divisions
<b>Mercy Mutindwa</b>	Director of Talent Management and Executive Recruiting	Melmark EnvisionSmart™ Institute
<b>Mary Morris</b>	Senior Director of Human Resources	Melmark New England
<b>Lindsey Dunn</b>	Senior Director of Human Resources	Melmark Pennsylvania
<b>Ellen Kallman</b>	Director of Advancement	Melmark New England
<b>Ellen Mansfield</b>	Director of Advancement	Melmark Pennsylvania
<b>Jill Harper</b>	Senior Director of Professional Development, Clinical Training, and Research	Melmark New England
<b>Jennifer Ruane</b>	Director of Professional Development and Clinical Training	Melmark Pennsylvania
<b>Maria Wizboski</b>	Senior Director of Healthcare	Melmark New England
<b>Danielle Block</b>	Senior Director of Healthcare	Melmark Pennsylvania
<b>Mary Odira</b>	Director of Quality Improvement	Melmark Pennsylvania



## Vetting Process for DEI Certification Process



**Certification indicates robust DEI knowledge, high-performance, and the ability to achieve superior results. Certified Leaders also have CDP® or CDE® credentials**



In the 2016 Strategic Planning meetings, the senior team, led by the President and CEO, from all divisions of Melmark identified diversity, equity, and inclusion as an important and necessary component of a successful organization. The resulting strategic plan contained goals and objectives focused on developing and implementing a diversity training as a first

step. The training was developed and roll out of the training commenced in both MNE and MPA. Unfortunately, in early 2020, the pandemic hit and this initiative stalled.

Amidst the ongoing racial injustice and the fear of the COVID-19 virus amongst our employees, we recognized that this essential, strategic focus needed to be more involved than previously thought. We recognized that our internally developed training was evidenced-based but would not be sufficient; we needed to identify subject matter experts to help us explore our own bias to ensure an effective diversity plan.

The senior team began the necessary due diligence to determine the most appropriate course of action. We knew that if we simply put a program in place or made someone a “Diversity Officer,” it would be hollow, insufficient and not in line with Melmark’s Core Commitments. We had many options such as purchasing a stock training program or bringing in a diversity consultant. Ultimately, it was decided that the most appropriate place to begin was to vet diversity certification programs. Two national organizations were carefully considered. One organization stood out as it was the only diversity program endorsed by the Society for Human Resource Management (SHRM), was highly reviewed and considered a leader in the space of diversity training and certification. Therefore, the ***Institute for Diversity Certification™*** was selected.

It was determined that Senior leadership from all locations would gather in the Clavin Center at Melmark New England for a three day, immersive training experience with two highly qualified trainers from the Institute for Diversity Training™. The Senior Leadership team completed the training from October 26-28, 2021. As a follow up to the training, the team was required to pass a 170-question certification exam and to develop a comprehensive organizational diversity, equity, and inclusion plan. Melmark’s diversity, equity and inclusion plan is embedded in the framework of the 2022 Strategic Plan, as well as including the same goals and strategic objectives.

## DEI Certification Competencies



### Certified Diversity Executive (CDE)® Competencies

#### 1. Personal Awareness & Managing Blind Spots

- Eliminate personal blind spots and develop one's own emotional intelligence; compare activism with advocacy; identify opportunities for empathy, compassion, care, and specialized focus

#### 2. Improving Your Approach to the Bottom Line

- Construct a concise, data-driven approach to demonstrating the business benefits of equity and inclusion; communicate with stakeholders more effectively by distinguishing between Personal Value (What's In It For Me -- WIIFM) and Organizational Value

#### 3. Global Best Practices

- Operate a best-in-class diversity effort by adopting professional methods and/or techniques that have been globally accepted as superior in fostering equity, defining inclusive excellence, and achieving a discrimination- and harassment-free work environment

#### 4. The Elements of Leading a Large-Scale D&I Effort

- Develop a formal framework from which to advance diversity and inclusion work, including the formation of a strategic plan, standards, policies, budget, and an organizational chart

#### 5. Race, Power & Privilege

- Present alternatives to an outdated social and power construct in the workplace; identify the nuances behind the theory of privilege; encourage White males to actively engage in a culture that is becoming increasingly diverse

#### 6. Boardroom Diversity

- Improve policies, management, and decision making at the board level to reflect inclusive leadership; ensure a pipeline of diverse board candidates

#### 7. Supplier Diversity

- Build a diverse vendor base and enhance the organization's cost-saving opportunities with an inclusive supply chain strategy

#### 8. Innovation Through Diversity & Inclusion

- Investigate new and creative approaches to doing business better by promoting diversity of thought and inclusion of divergent perspectives; justify the organization's ability to truly harness innovation, agility, and disruption

**9. Impediments to Inclusion & Cultural Competence**

- Correct practices that may prevent or protract organizational equity; create specific strategies to eliminate institutional impediments to inclusion and cultural competence

**10. Unconscious Bias**

- Identify implicit associations that lead to discrimination, inequality, and exclusion; present effective techniques to help managers and employees overcome stereotypes and biases

**11. Executive Commitment & Sponsorship**

- Secure the right type of support from, and engage, senior-level leaders in equity, diversity and inclusion efforts

**12. Strategic Purpose & Partnerships**

- Assemble strategic and mission-centered teams; build relationships with division leaders, mid-level managers, resource groups and community partners

**13. Connecting Demographic Shifts to Organizational Strategy**

- Research, forecast and interpret how global demographic changes and user trends will impact the organization; advise flexible, long-term strategies to respond to market fluxes

**14. Integrating Cultures Amidst Merger & Acquisition Activity**

- Reconcile cultural expectations and practices amidst a unification of companies, departments, or agencies; consult with leadership about potential problems and opportunities

**15. The Next Generation of Equity, Diversity & Inclusion Work**

- Evaluate how workplace diversity and inclusion efforts have changed over the years, and prepare the organization to adopt forward-thinking practices and strategies

**16. Advanced Data Insight and Analysis**

- Collect timely and relevant data for measurement and evaluation purposes, benchmark the organization's Diversity & Inclusion progress against similarly situated employers, and compile analytic insights to drive organizational culture change and reconstruct inequitable inter-connected systems

**The Examination Process**

The Diversity and Inclusion Certification process consists of:



The exam has 170 questions and can be administered onsite. Participants have the option of going to a testing center or taking the test at home/work using any electronic device such as a PC, laptop, or iPad/Tablet. Test takers will be allotted with 2.5 hours to complete the exam, although the average test time is 60-90 minutes. Each candidate must pass the exam with a clear 80.0%, as IDC does not round.

**Candidate Project Description**

Melmark developed its Candidate project based on two processes:

1. As part of the 2022 Strategic Plan
2. Using the Society for Human Resources Management (SHRM) framework for Strategic Diversity, Equity and Inclusion Management Plan Development Guide
  - a. Business Case for DEI
  - b. Commitment from the Top
  - c. Vision, Mission and Strategy
  - d. DEI Recruitment and Sourcing
  - e. Employee Retention
  - f. Training and Development
  - g. Onboarding
  - h. Communication
  - i. Marketing, Advertising and Branding
  - j. Leveraging Employee Diversity
  - k. Strategic Alliances and Partnerships
  - l. Corporate Social Responsibility
  - m. Consumer Social Validity
  - n. Supplier/Vendor Diversity
  - o. Measurement and Accountability

## Melmark Diversity, Equity, and Inclusion Plan Goals

### THREE PILLARS OF ACTION



#### GOAL 1

Melmark’s organizational culture embodies diversity, equity, inclusiveness, and exudes passion in the implementation of our Core Commitments



#### GOAL 2

Melmark’s workforce is diverse, inclusive, highly skilled, credentialed, and actively engaged in ongoing educational and professional development activities with strong retention



#### GOAL 3

Melmark creates a Marketing, Communication and Branding Plan that is inclusive of Melmark’s DEI initiatives

## DEI Goals and Objectives

Melmark’s DEI Plan is divided into three major pillars of action, defined by the below goals. Measurable objectives and tactics drive each goal. Workgroups and individual owners will develop the necessary tactical details for implementation.

Goal 1: Melmark’s organizational culture embodies diversity, equity, inclusiveness, and exudes passion in the implementation of our Core Commitments		
• Strategic Objectives	• Target Date	• Owner
1. In the 2021 Strategic Plan, Melmark will update its Mission, Vision and Core Commitments to more accurately and explicitly state its organizational commitment to DEI initiatives.	Jun 2022	Pres and CEO
2. All of Melmark’s Executive and Senior Leadership will participate in the Institute for Diversity Certification training and pass the examination	Jun 2022	Pres and CEO
3. Melmark will create a cross-divisional DEI committee that will ensure the implementation, monitoring and reporting of DEI initiatives through Board of Directors Dashboard Key Performance Indicators.	Sep 2022	Pres and CEO/ COO
4. Melmark will appoint a DEI Leader to lead divisional strategies with the Senior Director of HR per division.	Sep 2022	Pres and CEO
5. Cultivate an organizational culture that does not accept any discrimination and which acts immediately to support affected parties		
a. Ensure all Grievance Policies embrace this culture	Jun 2022	Sr Dir HR/MPA/ Sr Dir HR/MNE/MCS
b. Develop and implement a supervisor training for very specific situational responses to help managers identify, teach, intervene and discipline for interrupting bias at all levels of service delivery and stakeholder interaction	Jan 2023	ED/MNE/ Dir Prof Dev/MNE/ Dir Prof Dev/MPA
6. Melmark will create a Cultural Ambassador role per division. Minimum of one, up to one employee per 200 staff per division.	Jun 2023	DEI Leader per division

Goal 1: Melmark’s organizational culture embodies diversity, equity, inclusiveness, and exudes passion in the implementation of our Core Commitments		
• Strategic Objectives	• Target Date	• Owner
7. Organizational diversity, equity, and inclusion plan for all employees related to staff and individuals served:	Aug 2022	Pres and CEO
a. Conduct annual survey of stakeholders (individuals, families) on the DEI Plan and use the feedback to assess, improve and enhance the DEI plan	Nov 2022	VP and CCO
b. Conduct annual survey of stakeholders (staff) on the DEI Plan and use the feedback to assess, improve and enhance the DEI plan	Jan 2023	Sr Dir HR/MPA/ Sr Dir HR/MNE/MCS
c. All employees trained in DEI Plan	Jun 2023	Pres and CEO
d. DEI Plan shared, discussed and feedback received with all individuals and their families	Jun 2023	Pres and CEO
e. Social validity analysis of DEI initiatives from direct care staff perspective	Jun 2023	COO
f. Employees consistently demonstrating behavior consistent with DEI plan as measures by specific KPI	Jun 2025	Pres and CEO
8. Build a diverse vendor base and enhance the organization's cost-saving opportunities with an inclusive supply chain strategy	Ongoing	VP of Bus Ops
9. Intentionally connect people of color and other rising identity populations to power structures of influence such as the Board of Directors, fundraising events and committees, parent councils, DEI Committee, Cultural Ambassador roles, and other leadership committees and task force groups.	Ongoing	Pres and CEO/ Dir Adv/MNE/MCS/ Dir Adv/MPA



**Goal 2: Melmark’s workforce is diverse, inclusive, highly skilled, credentialed, and actively engaged in ongoing educational and professional development activities with strong retention**

• <b>Strategic Objectives</b>	• <b>Target Date</b>	• <b>Owner</b>
1. Employees learn about benefits, policies, etc. through onboarding, HR and employee town halls	Jul 2022	Sr Dir HR/MNE/MCS / Sr Dir HR/MPA
a. Melmark will track who accesses each employee benefit by age, race and gender	Sep 2022	Sr Dir HR/MNE/MCS/ Sr Dir HR/MPA
b. Melmark will track who accesses each employee benefit by voluntarily disclosed DEI categories such as sexual orientation, sexual identity, religious affiliation, disability	Sep 2022	Sr Dir HR/MNE/MCS/ Sr Dir HR/MPA
2. Voluntarily disclosed DEI categories (sexual orientation, sexual identity, religious affiliation, disability) will be included in an annual staff survey	Jan 2023	Sr Dir HR/MNE/MCS/ Sr Dir HR/MPA
3. International staff working at every division	Jan 2023	Dir of Tal Man
4. Examine all human resource and professional development policies and practices to minimize opportunities for bias to affect outcomes	Apr 2023	Sr Dir HR/MPA/ Sr Dir HR/MNE/MCS/ Dir Prof Dev/MNE/ Dir Prof Dev/MPA
5. Increase visibility of minority and other rising identity population assets, resources, expertise and education		
a. Create a shared space for equity-related education, resources and organizational DEI communication and collateral materials	Apr 2023	Dir Prof Dev/MNE/ Dir Prof Dev/MPA

6. HR is consistent with job descriptions (incl. required regulatory information), templates, forms, policies etc. across divisions	Jun 2023	Dir of Tal Man
7. Supervisor and supervisee relationships are strengthened as measured by staff survey on supervisor relationship and work culture	Sep 2023	ED/MNE
8. Establish a mechanism to analyze and improve current <u>employee management</u> systems from onboarding through ongoing employment and separation ensuring most accurate and timely data, is seamless and the least burdensome to program management staff	Dec 2023	Sr Dir HR/MPA
a. In each component of HRIS systems, HR data is further analyzed by age, race and gender	Dec 2023	Sr Dir HR/MPA/ Sr Dir HR/MNE/MCS
b. In each component of HRIS systems, HR data is further analyzed by voluntary DEI data including sexual orientation, sexual identification, religious affiliation, disability	Dec 2023	Sr Dir HR/MPA/ Sr Dir HR/MNE/MCS
9. Evidence-based recruitment and retention plan with implementation and accountability across and within departments	Oct 2022	ED/MNE
a. Evidence-based mentoring program with incentives for mentors tracked by age, race and gender	Dec 2022	ED/MNE
b. Ensure most appropriate compensation, health and retirement benefit are provided within allowable resource allocation at all divisions tracked by age, race and gender	Jun 2023	COO
c. Establish career paths and assess barriers for all levels of employees, including succession planning where appropriate	Sep 2023	ED/MNE
d. Employees participate in activities that promote holistic health and wellness for employees within allowable resource allocation and in an equitable manner	Dec 2023	COO
e. Melmark has increased partnerships with universities, starting at the Associates level, including universities with historically minority ownership	Dec 2024	Sr Dir HR/MPA
10. Ensure organization design and implementation of policies and procedures is consistent across the divisions and inclusive of DEI and Corporate Social Responsibility initiatives	Dec 2025	COO

Goal 3: Melmark creates a Marketing, Communication and Branding plan that is inclusive of Melmark’s DEI initiatives		
• Strategic Objectives	• Target Date	• Owner
1. The organizational dashboard is up-to-date and includes DEI metrics	Sep 2022	Pres and CEO
2. Consistent visibility of leadership	Dec 2022	COO
3. Internal and external stakeholders are engaged in relationships that foster philanthropic support, public advocacy and public awareness. Demonstrated impact of philanthropy on the individuals served is identified and communicated	Jan 2023	Pres and CEO / Dir Adv/MNE/MCS / Dir Adv/MPA
a. All fundraising efforts includes a DEI evaluation	Oct 2022	Pres and CEO / Dir Adv/MNE/MCS / Dir Adv/MPA
b. All donor recognition includes a DEI evaluation	Oct 2022	Pres and CEO / Dir Adv/MNE/MCS / Dir Adv/MPA
c. Gift Acceptance Policy affirms our ability to refuse a gift based on discriminatory practices/behaviors or a gift from a source that acts against our organization values	Oct 2022	Pres and CEO / Dir Adv/MNE/MCS / Dir Adv/MPA
d. Tours and tour talking points and practices embrace diversity, equity and inclusion	Aug 2022	COO/ DEI Leaders per Division
4. Feedback up/down and down/up, including culture of personal accountability and ownership	Jun 2023	COO
5. Leadership collaborates with staff	Jun 2023	COO
6. Melmark will evaluate its conference sponsorships in its marketing plan to ensure that those resources support programs that align with Melmark’s DEI initiatives (Examples: WIBA, BABA, MAC)	Ongoing	Pres and CEO/ Dir of Comms

### Goal 3: Melmark creates a Marketing, Communication and Branding plan that is inclusive of Melmark’s DEI initiatives

• Strategic Objectives	• Target Date	• Owner
7. Melmark will establish a structured communication plan inclusive of DEI and Corporate Social Responsibility initiatives		
a. Plan to include regular sharing of DEI related communication and resources using social media, newsletters and other communication platforms	Oct 2022	Dir of Comms
b. Increase accessibility of communications through translations, video captions, image descriptions, alt-text, etc.	Ongoing	Dir of Comms
8. Disseminate a quarterly report on professional development achievements, publications, and conference presentations	June 2022	Dir of Comms / VP and CCO
a. Broaden staff participation by diversity	Ongoing	Dir of Comms/ VP and CCO
9. A comprehensive marketing and branding plan in place that, among other items, addresses the following considerations:	Dec 2022	Dir of Comms
a. More videos on social media, ensuring diverse representation in all media	Aug 2022	Dir of Comms
b. Increase presence related to research and publications related to Melmark research	Aug 2022	Dir of Comms
i. Increased author diversity	Ongoing	VP and CCO
c. Social Media: How to engage families and staff to tell stories that are division-specific and are diverse, inclusive, respectful and empowering	Aug 2022	Dir of Comms
i. Presentation in multi-languages	Ongoing	Dir of Comms
ii. Create a style guide for ethical storytelling and communications including equitable language	Jan 2023	Dir of Comms
d. Website updates:		Dir of Comms

Goal 3: Melmark creates a Marketing, Communication and Branding plan that is inclusive of Melmark’s DEI initiatives		
• Strategic Objectives	• Target Date	• Owner
i. EnvisionSMART™ Institute	Sep 2022	Dir of Comms
ii. Diversity, Equity and Inclusion (DEI)/Corporate Responsibility	Dec 2022	Pres and CEO
iii. DEI historical timeline	Jul 2022	Dir of Comms
iv. Talent Management, ensuring recruitment team is diverse	Dec 2022	Dir of Tal Man
10. Increase legislative focus by	Dec 2025	Pres and CEO
a. Building relationships with statewide legislators	Ongoing	Pres and CEO / COO / VP and CFO / VP of Bus Ops / ED/MNE / ED/MPA / Dir Prog Admin and Clin Svcs
b. Participation in policy groups	Ongoing	Pres and CEO / COO / VP and CFO / VP of Bus Ops / ED/MNE / ED/MPA / Dir Prog Admin and Clin Svcs / Dir of QI
c. Provide opportunities for Melmark community members to attend rallies to advocate for individuals with autism and intellectual disabilities and the systems that support them for positive changes	Ongoing	ED/MNE / ED/MPA / Dir Prog Admin and Clin Svcs

## Implementation Schedule:

This schedule may be adjusted based on emerging priorities and budget amendments.

Strategic Objectives (sorted by target completion date)	2022	2023	2024	2025	Owner(s)
1.1 In the 2021 Strategic Plan, Melmark will update its Mission, Vision and Core Commitments to more accurately and explicitly state its organizational commitment to DEI initiatives.	Jun-22				Pres and CEO
1.2 All of Melmark's Executive and Senior Leadership will participate in the Institute for Diversity Certification training and pass the examination	Jun-22				Pres and CEO
1.5.a. Cultivate an organizational culture that does not accept any discrimination and which acts immediately to support affected parties: Ensure all Grievance Policies embrace this culture	Jun-22				Sr Dir HR/MPA / Sr Dir HR/MNE/MCS
3.8 Disseminate a quarterly report on professional development achievements, publications, and conference presentations	Jun-22				Dir of Comms / VP and CCO
2.1 Employees learn about benefits, policies, etc. through onboarding, HR and employee town halls	Jul-22				Sr Dir HR/MNE/MCS / Sr Dir HR/MPA
3.9.d.iii. A comprehensive marketing and branding plan in place that, among other items, addresses the following considerations: Website updates: DEI historical timeline	Jul-22				Dir of Comms
1.7.a. Organizational diversity, equity, and inclusion plan for all employees related to staff and individuals served	Aug-22				Pres and CEO
3.3.d. Internal and external stakeholders are engaged in relationships that foster philanthropic support, public advocacy and public awareness. Demonstrated impact of philanthropy on the individuals served is identified and communicated: Tours and tour talking points and practices embrace diversity, equity and inclusion	Aug-22				COO/ DEI Leaders per Division
3.9.a. A comprehensive marketing and branding plan in place that, among other items, addresses the following considerations: More videos on social media, ensuring diverse representation in all media	Aug-22				Dir of Comms
3.9.b. A comprehensive marketing and branding plan in place that, among other items, addresses the following considerations: Increase presence related to research and publications related to Melmark research	Aug-22				Dir of Comms
3.9.c. A comprehensive marketing and branding plan in place that, among other items, addresses the following considerations: Social Media: How to engage families and staff to tell stories that are division-specific and are diverse, inclusive, respectful and empowering	Aug-22				Dir of Comms
1.3 Melmark will create a cross-divisional DEI committee that will ensure the implementation, monitoring and reporting of DEI initiatives through Board of Directors Dashboard Key Performance Indicators.	Sep-22				Pres and CEO / COO
1.4 Melmark will appoint a DEI Leader to lead divisional strategies with the Senior Director of HR per division.	Sep-22				Pres and CEO

<b>Strategic Objectives</b> (sorted by target completion date)	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Owner(s)</b>
2.1.a. Employees learn about benefits, policies, etc. through onboarding, HR and employee town halls: Melmark will track who accesses each employee benefit by age, race and gender	Sep-22				Sr Dir HR/MNE/MCS / Sr Dir HR/MPA
2.1.b. Employees learn about benefits, policies, etc. through onboarding, HR and employee town halls: Melmark will track who accesses each employee benefit by voluntarily disclosed DEI categories such as sexual orientation, sexual identity, religious affiliation, disability	Sep-22				Sr Dir HR/MNE/MCS / Sr Dir HR/MPA
3.1 The organizational dashboard is up-to-date and includes DEI metrics	Sep-22				Pres and CEO
3.9.d.i. A comprehensive marketing and branding plan in place that, among other items, addresses the following considerations: Website updates: EnvisionSMART™ Institute	Sep-22				Dir of Comms
2.9 Evidence-based recruitment and retention plan with implementation and accountability across and within departments	Oct-22				ED/MNE
3.3.a. Internal and external stakeholders are engaged in relationships that foster philanthropic support, public advocacy and public awareness. Demonstrated impact of philanthropy on the individuals served is identified and communicated: All fundraising efforts includes a DEI evaluation	Oct-22				Pres and CEO / Dir Adv/MNE/MCS / Dir Adv/MPA
3.3.b. Internal and external stakeholders are engaged in relationships that foster philanthropic support, public advocacy and public awareness. Demonstrated impact of philanthropy on the individuals served is identified and communicated: All donor recognition includes a DEI evaluation	Oct-22				Pres and CEO / Dir Adv/MNE/MCS / Dir Adv/MPA
3.3.c. Internal and external stakeholders are engaged in relationships that foster philanthropic support, public advocacy and public awareness. Demonstrated impact of philanthropy on the individuals served is identified and communicated: Gift Acceptance Policy affirms our ability to refuse a gift based on discriminatory practices/behaviors or a gift from a source that acts against our organization values	Oct-22				Pres and CEO / Dir Adv/MNE/MCS / Dir Adv/MPA
2.7.a. Melmark will establish a structured communication plan inclusive of DEI and Corporate Social Responsibility initiatives: Plan to include regular sharing of DEI related communication and resources using social media, newsletters and other communication platforms	Oct-22				Dir of Comms
1.7.a. Organizational diversity, equity, and inclusion plan for all employees related to staff and individuals served: Conduct annual survey of stakeholders (individuals, families) on the DEI Plan and use the feedback to assess, improve and enhance the DEI plan	Nov-22				VP and CCO
2.9.a. Evidence-based recruitment and retention plan with implementation and accountability across and within departments: Evidence-based mentoring program with incentives for mentors tracked by age, race and gender	Dec-22				ED/MNE
3.2 Consistent visibility of leadership	Dec-22				COO

Strategic Objectives (sorted by target completion date)	2022	2023	2024	2025	Owner(s)
3.9 A comprehensive marketing and branding plan in place that, among other items, addresses the following considerations:	Dec-22				Dir of Comms
3.9.d.ii. A comprehensive marketing and branding plan in place that, among other items, addresses the following considerations: Website updates: Diversity, Equity and Inclusion (DEI)/Corporate Responsibility	Dec-22				Pres and CEO
3.9.d.iv. A comprehensive marketing and branding plan in place that, among other items, addresses the following considerations: Website updates: Talent Management, ensuring recruitment team is diverse	Dec-22				Dir of Tal Man
1.5.b. Cultivate an organizational culture that does not accept any discrimination and which acts immediately to support affected parties: Develop and implement a supervisor training for very specific situational responses to help managers identify, teach, intervene and discipline for interrupting bias at all levels of service delivery and stakeholder interaction		Jan-23			ED/MNE/ Dir Prof Dev/MNE/ Dir Prof Dev/MPA
1.7.b. Organizational diversity, equity, and inclusion plan for all employees related to staff and individuals served: Conduct annual survey of stakeholders (staff) on the DEI Plan and use the feedback to assess, improve and enhance the DEI plan		Jan-23			Sr Dir HR/MPA / Sr Dir HR/MNE/MCS
2.2 Voluntarily disclosed DEI categories (sexual orientation, sexual identity, religious affiliation, disability) will be included in an annual staff survey		Jan-23			Sr Dir HR/MNE/MCS / Sr Dir HR/MPA
2.3 International staff working at every division		Jan-23			Dir of Tal Man
3.3 Internal and external stakeholders are engaged in relationships that foster philanthropic support, public advocacy and public awareness. Demonstrated impact of philanthropy on the individuals served is identified and communicated		Jan-23			Pres and CEO / Dir Adv/MNE/MCS / Dir Adv/MPA
3.9.c.ii. A comprehensive marketing and branding plan in place that, among other items, addresses the following considerations: Create a style guide for ethical storytelling and communications including equitable language		Jan-23			Dir of Comms
2.4 Examine all human resource and professional development policies and practices to minimize opportunities for bias to affect outcomes		Apr-23			Sr Dir HR/MPA / Sr Dir HR/MNE/MCS / Dir Prof Dev/MNE / Dir Prof Dev/MPA
2.5.a. Increase visibility of minority and other rising identity population assets, resources, expertise and education: Create a shared space for equity-related education, resources and organizational DEI communication and collateral materials		Apr-23			Dir Prof Dev/MNE / Dir Prof Dev/MPA
1.6 Melmark will create a Cultural Ambassador role per division. Minimum of one, up to one employee per 200 staff per division.		Jun-23			DEI Leader per division
1.7.c. Organizational diversity, equity, and inclusion plan for all employees related to staff and individuals served: All employees trained in DEI Plan		Jun-23			Pres and CEO



Strategic Objectives (sorted by target completion date)	2022	2023	2024	2025	Owner(s)
1.7.d. Organizational diversity, equity, and inclusion plan for all employees related to staff and individuals served: DEI Plan shared, discussed and feedback received with all individuals and their families		Jun-23			Pres and CEO
1.7.e. Organizational diversity, equity, and inclusion plan for all employees related to staff and individuals served: Social validity analysis of DEI initiatives from direct care staff perspective		Jun-23			COO
2.6 HR is consistent with job descriptions (incl. required regulatory information), templates, forms, policies etc. across divisions		Jun-23			Dir of Tal Man
2.9.b. Evidence-based recruitment and retention plan with implementation and accountability across and within departments		Jun-23			COO
3.4 Feedback up/down and down/up, including culture of personal accountability and ownership		Jun-23			COO
3.5 Leadership collaborates with staff		Jun-23			COO
2.7 Supervisor and supervisee relationships are strengthened as measured by staff survey on supervisor relationship and work culture		Sep-23			ED/MNE
2.9.c. Evidence-based recruitment and retention plan with implementation and accountability across and within departments: Establish career paths and assess barriers for all levels of employees, including succession planning where appropriate		Sep-23			ED/MNE
2.8 Establish a mechanism to analyze and improve current <u>employee management</u> systems from onboarding through ongoing employment and separation ensuring most accurate and timely data, is seamless and the least burdensome to program management staff		Dec-23			Sr Dir HR/MPA
2.8.a. Establish a mechanism to analyze and improve current <u>employee management</u> systems from onboarding through ongoing employment and separation ensuring most accurate and timely data, is seamless and the least burdensome to program management staff: In each component of HRIS systems, HR data is further analyzed by age, race and gender		Dec-23			Sr Dir HR/MPA / Sr Dir HR/MNE/MCS
2.8.b. Establish a mechanism to analyze and improve current <u>employee management</u> systems from onboarding through ongoing employment and separation ensuring most accurate and timely data, is seamless and the least burdensome to program management staff: In each component of HRIS systems, HR data is further analyzed by voluntary DEI data including sexual orientation, sexual identification, religious affiliation, disability		Dec-23			Sr Dir HR/MPA / Sr Dir HR/MNE/MCS
2.9.d. Evidence-based recruitment and retention plan with implementation and accountability across and within departments: Employees participate in activities that promote holistic health and wellness for employees within allowable resource allocation and in an equitable manner		Dec-23			COO

Strategic Objectives (sorted by target completion date)	2022	2023	2024	2025	Owner(s)
2.9.e. Evidence-based recruitment and retention plan with implementation and accountability across and within departments: Melmark has increased partnerships with universities, starting at the Associates level, including universities with historically minority ownership			Dec-24		Sr Dir HR/MPA
1.7.f. Organizational diversity, equity, and inclusion plan for all employees related to staff and individuals served: Employees consistently demonstrating behavior consistent with DEI plan as measures by specific KPI				Jun-25	Pres and CEO
1.8 Build a diverse vendor base and enhance the organization's cost-saving opportunities with an inclusive supply chain strategy				Ongoing	VP of Bus Ops
1.9 Intentionally connect people of color and other rising identity populations to power structures of influence such as the Board of Directors, fundraising events and committees, parent councils, DEI Committee, Cultural Ambassador roles, and other leadership committees and task force groups.				Ongoing	Pres and CEO/ Dir Adv/MNE/MCS/ Dir Adv/MPA
2.10 Ensure organization design and implementation of policies and procedures is consistent across the divisions and inclusive of DEI and Corporate Social Responsibility initiatives				Dec-25	COO
3.6 Melmark will evaluate its conference sponsorships in its marketing plan to ensure that those resources support programs that align with Melmark's DEI initiatives (Examples: WIBA, BABA, MAC)				Ongoing	Pres and CEO / Dir of Comms
3.7.b. Melmark will establish a structured communication plan inclusive of DEI and Corporate Social Responsibility initiatives: Increase accessibility of communications through translations, video captions, image descriptions, alt-text, etc.				Ongoing	Dir of Comms
3.8.a. Disseminate a quarterly report on professional development achievements, publications, and conference presentations: Broaden staff participation by diversity				Ongoing	Dir of Comms / VP and CCO
3.9.b.i. A comprehensive marketing and branding plan in place that, among other items, addresses the following considerations: Increased author diversity				Ongoing	VP and CCO
3.9.c.i. A comprehensive marketing and branding plan in place that, among other items, addresses the following considerations: Presentation in multi-languages				Ongoing	Dir of Comms
3.10.a. Increase legislative focus by: Building relationships with statewide legislators				Ongoing	Pres and CEO / COO / VP and CFO / VP of Bus Ops / ED/MNE / ED/MPA / Dir Prog Admin and Clin Svcs
3.10.b. Increase legislative focus by: Participation in policy groups				Ongoing	Pres and CEO / COO / VP and CFO / VP of Bus Ops / ED/MNE / ED/MPA / Dir Prog Admin and Clin Svcs / Dir of QI

Strategic Objectives (sorted by target completion date)	2022	2023	2024	2025	Owner(s)
3.10.c. Increase legislative focus by: Provide opportunities for Melmark community members to attend rallies to advocate for individuals with autism and intellectual disabilities and the systems that support them for positive changes				Ongoing	ED/MNE / ED/MPA / Dir Prog Admin and Clin Svcs

OWNER KEY	
Pres and CEO	Rita Gardner
VP and CCO	Frank Bird
VP and CFO	Tom Crofcheck
VP of Bus Ops	Bill Ahearn
COO	Shawn Quigley
ED/MNE	Helena Maguire
ED/MPA	Maggie Haag
Dir Prog Admin and Clin Svcs	Brad Stevenson
Dir of Comms	Lindsay Casavant
Dir Tal Man	Mercy Mutindwa
Sr Dir HR/MNE/MCS	Mary Morris
Sr Dir HR/MPA	Lindsey Dunn
Dir Adv/MNE/MCS	Ellen Kallman
Dir Adv/MPA	Ellen Mansfield
Dir Prof Dev/MNE	Jill Harper
Dir Prof Dev/MPA	Jen Ruane
Sr Dir HC/MNE	Maria Wizboski
Sr Dir HC/MPA	Dani Block
Dir of QI	Mary Odira

**“DIVERSITY IS A FACT,  
INCLUSION IS A PRACTICE,  
EQUITY IS A GOAL.”**

Dereca Blackmon

## Melmark Organizational Performance Measurement Systems (OPMS)

Melmark is committed to Performance Management measures at every level of the organization. We believe that adherence to the evaluation of our own performance data offers us the opportunity to improve our organization and allows us to uphold a standard of care and organizational culture that is unparalleled. We believe in the management philosophy *“If you can’t measure it, you can’t improve it.”* – Peter Drucker. At times, it is hard to acknowledge areas of failure or trends that are not moving us forward but creating strategic initiatives to address performance data is critical to ensure that we meet the mission and vision of the organization.

Melmark is committed first and foremost to those we serve, therefore our number one priority is to establish the use of our financial resources to the needs of our individuals, and their loved ones. Given that our employees are the framework for everything we do, we are committed to providing the top salaries, credentials, professional development and training in the industry to our employees. Our goal is to have a diverse, equitable, and inclusive culture that produces a highly skilled workforce that ensures best outcomes for those we serve.

Melmark creates this organizational framework through the use of Organizational Behavior Management (OBM). We are science-based practitioners who believe the application of Behavior Analysis at the organizational level allows the individuals we serve the best opportunity for lives that reflect individual control, choice, freedom, meaningful relationships, and contributions to the community.

### Theoretical and Conceptual Background of OBM

Organizational Behavior Management (OBM) is a sub-discipline of Applied Behavior Analysis (ABA), which is the application of the science of behavior. ABA emphasizes the use of operant and respondent procedures to produce behavior change. Behavior Analysis as a science has very explicit goals. Prediction and control of behavior, with an emphasis on control, are the objectives of behavior analysis (Hayes & Brownstein, 1986). OBM has commonalities with the field of Industrial– Organizational Psychology, all relating to the behavior of people in the workplace. There are many differences between the two fields as well. Industrial– Organizational Psychology is based on theory and has a focus on topics such as personnel selection and placement. OBM is guided by a single theory of human behavior and has historically emphasized identification and modification of the

environmental variables that affect directly observable or verifiable employee performance (Bucklin, Alvero, Dickinson, Austin, & Jackson, 2000).

### Performance Management

The management of an individual employee or a group of employees through the application of behavioral principles is called Performance Management (PM). The PM process usually involves the analysis of antecedents and consequences supporting the behaviors of individuals or groups within the organization and manipulating these variables to either decrease unproductive or increase productive performance (Austin, 2000; Daniels & Daniels, 2004; Daniels & Rosen, 1982, Diener et al., 2009). Common interventions used in PM include goal setting, feedback, job aids, token systems, lottery systems, etc. (Diener et al., 2009).

### Behavioral Systems Analysis

The Behavioral Systems Analysis (BSA) method involves outlining how the components of the system interact, including how each individual contributes to the overall functioning of the system (McGee, 2007). The value of BSA is that it allows us to analyze the organization outside the basic three-term contingency of antecedents, behaviors, and consequences to identify variables that can significantly impact individual and organizational performance. By analyzing the entire organization as a system, one can identify areas of improvement that will produce the largest positive impact on the organization and focus on planning and managing the variables that support desired performance (Diener et al., 2009).

### Behavior-Based Safety

Behavior-based safety focuses on the analysis and alteration of work environments to reduce injuries and promote safe behavior among leaders and employees. This family of evidence-based interventions, which have traditionally focused on safety communication, feedback, and reinforcement processes, can be applied to complement and enhance traditional safety controls. The first priority in safety is always to eliminate occupational hazards from the work environment (<http://www.cdc.gov/niosh/topics/engcontrols/>). The next priorities are substitution and engineering controls. Behavioral processes would be best categorized as administrative controls that can be used to promote the safety priority and protective behaviors at all levels of an organization (<http://obmnetwork.com/what-is-obm/>).

### Key Performance Indicators

In order to meet the goals stated above, Melmark has established a Performance Management System that measures Key Performance Indicators (KPIs). Our KPIs are the

critical indicators of organizational performance. They allow us to focus on our strategic initiatives and performance improvement. They create a databased methodology to inform, refine and import organizational processes.

Using our KPIs, we make informed data driven decisions quickly and regularly. By defining clear operational processes, we are able to make objective data driven decisions for our organizational goals.

We put together consistent standardized systems of care that we articulate, measure, and present performance transparently because this system of performance measurement constantly pushes us to raise our level of performance. We constantly make systematic adjustments to organizational practices that will improve our outcomes. We do not rely on the latest fad or strategy; we rely on peer-reviewed evidence of what are the most effective ways to do the best we can for the communities and stakeholders we serve.

Melmark's KPIs are established as the critical (key indicators) of progress toward our strategic plan initiatives and organizational progress. Our KPIs are used to inform decision making around strategic initiatives and process improvement. Our KPIs have targets and their regular monitoring ensures that we remain focused on our strategic initiatives; with interventions put in place should an indicator be lagging in performance.

These strategic and operational measures track progress on our strategic plan and our day-to-day operational performance, per program, department, and state division.

Operational Definitions:

How the data is collected (committee structure)

## Melmark Committee Structure



Individuals served performance reported on state divisional Leadership matrix

- Organizational Division Health and Safety
- Board of Directors

\* *Performance issues related to the individuals served* is embedded through all committee meetings and is the overall mission of Melmark. For example, at the Health and Safety Meeting trends are reviewed related to infections, incidents, restraints, etc. At the Organizational Senior Leadership meetings, matters related to individuals served and their families are discussed as related to overarching needs of the organization. At Strategic Planning, goals, objectives, and tactics are tracked and implemented related to individual programs. At Finance, funding and fiscal health related to the individuals are reviewed. All of these in turn are included in the dashboard reporting which the Board of Directors reviews. Stakeholder satisfaction is surveyed annually, made publicly available to parents, legal guardians, employees, and reported to the Board of Directors.



Combined Senior Organizational Leadership → Board of Directors CEO Reporting

*\*The Combined Senior Organizational Leadership Team meets on a monthly basis. Overarching organizational issues are reported on including organizational, legal, workforce, stay and wait interviews, workmen's compensation, family and individual, funding, regulatory, health and safety, and clinical updates. As of 2022, all dashboards will include DEI measures. These matters are reported to the Board of Directors through CEO reporting. As part of the 2022 Strategic Plan, employee satisfaction and culture surveys will be done annually to inform DEI initiatives.*

Divisional Leadership → Combined Senior Organizational Leadership

*\*The Divisional Leadership teams meet on a monthly basis. Departmental leaders report and share division-wide updates and metrics in the areas of organizational, workforce, professional development, admission and discharge, health and safety, financial, fundraising, communication, and other clinical updates. Matters that have cross-divisional impact are then brought to the attention of the Combined Senior Organizational Leadership team.*

Organizational Division Health and Safety, including Divisional Behavioral Safety (Workman's Comp, Medical Incidents, Restraint)

- Organizational Medical Review Committee
- Board of Directors Health and Safety

*\*The Organizational Health and Safety Committee meets on a monthly basis to review health and safety data reported up through divisional health and safety committees. The Committee tracks trends, patterns and severity of incident data and makes recommendations accordingly with the goal of continually improving the quality of care and safety of the environment. As of 2022, all dashboards will include DEI measures. The health and safety dashboard data is reported to the Board of Directors.*

Cross-Divisional Strategic Planning → Board of Directors Strategic Planning

*\*The Senior Divisional Strategic Planning team meets on a monthly basis. Owners of strategic objectives report and discuss barriers and progress. Each owner is responsible for implementation of their objective working collaboratively with all impacted stakeholders. Progress is tracked utilizing a software system called AchieveIt. Progress on the Strategic Plan is reported to the Board of Directors. The DEI Plan will be fully embedded within the 2022 Strategic Plan, individual initiatives and reporting measures.*

DEI Planning → Board of Directors and Strategic Planning

*\*The DEI Planning Team will begin meeting on a monthly basis in 2022 following the approval of the 2022 Strategic and DEI Plans. Owners of DEI objectives report and discuss barriers and progress. DEI key performance indicators will be reviewed. Reports from the Cultural Ambassador program will be reviewed and action plans implemented accordingly. Information from this meeting will be shared with the Cross-Divisional Strategic Planning Team.*

Senior Organizational Finance → Board of Directors Finance and Audit

*\*Senior Organizational Finance team meets on a monthly basis to review liquidity status, investment portfolio progress, funding updates, divisional program financial status, financial statements, advancement funds, worker's compensation, vendor selection, and any other fiscal matters impacting the organization. Financial data is reported to the board through dashboard reports as well as financial statements, investment reports, and audit materials.*

Where is the data reported (committee meeting and matrix)

Organizational Dashboard: Our organizational dashboards allow Melmark to set goals and then track progress towards those goals regularly. Monitoring of performance and focus on improving lagging KPI's means ongoing systematic reviews that lead to performance improvement strategies. KPI data helps inform better decision making at every level of the organization, the individuals we serve and their outcomes, employee performance, program performance, departmental performance, state division performance that rolls up into our organizational dashboards. As of 2022, all dashboards will include DEI measures.

How are KPI trends addressed: Depending on the trend, some require minor modification, some require major changes to organizational processes, and we implement process mapping to evaluate. An example would be efficiency in filling vacancies in service lines, a key business indicator for revenue. A process map would be created and evaluated for gaps and improvements set in place such as looking at time of referral to acceptance and admission. Process mapping is a technique used to visually map out workflows and processes.

Publication of organizational Dashboards:

Board Meeting

Cross-Divisional Organizational Committee Meetings

Divisional Departmental Meetings

“Management is  
doing things right;  
leadership is doing  
the right things.”

Peter Drucker



Mission First. Every Individual, Every Day.®



## Key Performance Indicators

**Melmark's Key Performance Indicators and corresponding definitions will be updated as a part of the DEI Plan objectives.**

Mission	Key Performance Indicators
<p>Melmark is a multi-state human service provider with premier private special education schools, professional development, training, and research centers.</p> <p>We are committed to enhancing the lives of individuals within diverse communities with autism, intellectual and developmental disabilities and their families by providing exceptional evidence-based and applied behavior analytic services to every individual, every day.</p>	<ul style="list-style-type: none"> <li>• Average Student Progress on Individualized Education Plans (IEPs)</li> <li>• Average Adult Progress on Individual Support Plans (ISPs)</li> <li>• Reduction in 1:1 Services</li> <li>• Restrictive Programming</li> <li>• Number of all restraints</li> <li>• Average duration of all restraints</li> <li>• Number of prone restraints</li> <li>• Number of supine restraints</li> <li>• Number of student injuries as a result of restraints</li> <li>• Number of staff injuries as a result of restraints</li> <li>• Average number of restraints for those students who were restrained</li> <li>• Reduction in the use of psychopharmacology in individuals served</li> </ul> <p style="text-align: center;"><b><i>All of the above categories will be tracked including age, race and gender</i></b></p> <ul style="list-style-type: none"> <li>• Stakeholder satisfaction (parents/guardians, external funders, individuals served, staff)</li> </ul>
Vision	Key Performance Indicators
<p>Our vision is to expand and raise the quality of service delivery systems throughout the country by disseminating and replicating the Melmark Model of Program Development and Clinical Treatment.</p>	<ul style="list-style-type: none"> <li>• Employer of choice (percentage of tenured staff - 3+ years)</li> <li>• Total number of conference presentations (workshops, symposia, posters)</li> <li>• Total number of regions with professional presentations and outreach</li> <li>• Total number of service locations</li> <li>• Total number of peer-reviewed journal articles</li> </ul> <p style="text-align: center;"><b><i>All of the above categories will be tracked including age, race and gender</i></b></p> <ul style="list-style-type: none"> <li>• Total number of developed proprietary external products</li> </ul>

Strategic Goals	Key Performance Indicators
<p>1. Melmark’s organizational culture embodies diversity, equity, inclusiveness and exudes passion in the implementation of our Core Commitments</p>	<ul style="list-style-type: none"> <li>• Confirmed Cases of Abuse and/or Neglect – <b>including age, race gender</b></li> <li>• Percentage of positive responses on employee stay surveys</li> <li>• Stakeholder satisfaction</li> </ul>
<p>2. Melmark’s workforce is diverse, highly skilled, credentialed, and actively engaged in ongoing educational and professional development activities with strong retention</p>	<ul style="list-style-type: none"> <li>• Vacancies</li> <li style="text-align: center;"><b>All categories below will be tracked including age, race and gender</b></li> <li>• Total Employees (FTEs)</li> <li>• Total New Hires (FTEs)</li> <li>• Retention</li> <li>• Turnover</li> <li>• Voluntary Terminations</li> <li>• Involuntary Terminations</li> <li>• % Staff Engaged in Educational Programs</li> <li>• % of Staff Associate’s Degrees</li> <li>• % Staff Bachelor’s Degrees</li> <li>• % Staff Masters and Doctoral Degrees</li> <li>• Staff Credentialed in a Professional Field</li> <li>• Workers compensation costs: Total Injuries / Light Duty / Lost Time</li> <li>• Average Annual Pay per major job category</li> <li>• Management make-up per tier –Payroll Benefits (Health Insurance; Tuition Reimbursement, Loan Repayment; Retirement)</li> </ul>
<p>3. Melmark uses innovation and technology to drive the quality of our service delivery systems and increase the dissemination and replication of the Melmark Model of Program Development and Clinical Treatment</p>	<ul style="list-style-type: none"> <li>• Number of software products that are proprietary</li> <li>• Formal external affiliations with other agencies</li> </ul>

<p>4. Melmark’s high-performance practices ensure adherence to our standards of excellence in all services and daily operations</p>	<ul style="list-style-type: none"> <li>• Percentage of total departments managed by formal performance metrics</li> <li>• Collaboration between departments (per items on the Employee Stay survey)</li> <li>• Percentage of successful licensing surveys</li> <li>• Maintenance Requests (days until closed out)</li> <li>• IT Requests (days until closed out)</li> <li>• Major medication errors</li> <li>• ER Visits leading to hospitalizations</li> <li>• Falls leading to injuries</li> <li>• Serious injuries/medical incidents</li> <li>• Infection incidents</li> <li>• Infections reportable to DOH/CDC</li> </ul>
<p>5. Melmark’s stakeholders recognize our mission and leadership in the field of high-quality service delivery, professional development training, and research</p>	<ul style="list-style-type: none"> <li>• Number of referrals per state location per quarter</li> <li>• Percentage of placements offered versus accepted</li> <li>• Number of discharges</li> <li>• Retention</li> <li>• Census</li> <li>• Turnover</li> </ul> <p style="text-align: center;"><b><i>All categories above will be tracked including age, race and gender</i></b></p> <ul style="list-style-type: none"> <li>• Number of individuals volunteering or employed in community partnerships</li> <li>• Percentage of employment offers extended and accepted</li> </ul>

Strategic Goals	Key Performance Indicators
<p>6. Melmark’s funding streams provide appropriate and balanced financial resources to support and expand service delivery and program performance</p>	<ul style="list-style-type: none"> <li>• Administrative Ratio (General Admin Expenses / Total Expenses)</li> <li>• Days in Accounts Receivables</li> <li>• Days of Operating Cash on Hand</li> <li>• Program Revenue as a Percentage of Expenses</li> <li>• Bad debt ratio</li> <li>• Program Ratio (Program Expenses / Total Expenses)</li> <li>• Debt Service Coverage Ratio</li> <li>• Liquidity Covenant</li> <li>• Number of diversified revenue sources</li> <li>• Percentage of programs that are budget-neutral</li> </ul>
<p>7. Melmark enjoys significant and diverse stakeholder and philanthropic support that increases fundsraised annually and ensures constituent engagement with related outcomes</p>	<ul style="list-style-type: none"> <li>• Number of prospects identified, number of proposals/requests submitted, number of new donors, donor retention rate, ROI</li> <li>• Unrestricted giving</li> <li>• Restricted Giving</li> <li>• Special Events</li> <li>• Foundation and government Grants</li> <li>• Capital – Unrestricted</li> <li>• Capital – Restricted</li> <li>• Total Giving</li> <li>• Outreach to a diversity of donors and foundations whose DEI initiatives align with Melmark’s</li> </ul>



## Key Performance Indicators Definitions

*\*Data will have an analytics capability that will allow leadership to shift from overview data to a more detailed and granular view within the same dataset, extrapolating race, gender, and age.*

KEY PERFORMANCE INDICATOR (KPI)	Operational Definitions
<b>A. FINANCE</b>	
A.1. Days of Operating Cash on Hand	<b>Days of Operating Cash on Hand</b> - (Operating cash / the average daily cash outlays) - Measures the number of days that average expenses (excluding non-cash items such as depreciation and bad debt) that can be met with operating cash on hand. The higher the number, the stronger Melmark's cash position.
A.2. Days of Accounts Receivable Outstanding	<b>Days of Accounts Receivables</b> (Accounts Receivable / average daily program revenue) - Measures the average length of time to collect revenue for services rendered.
A.3. Program Revenue as a Percentage of Expenses	<b>Program Revenue as a Percentage of Expenses</b> (Program revenue / total expenses) - measures the operating margin of the program with only the revenue provided by the responsible funding source. Percentage in excess of 100% reflects the operating margin of the program, and the percentage less than 100% reflects the percentage that costs are being reimbursed by the funding source responsible for the individual's program services.
A.4. Administrative Overhead Charged to Program	<b>Administrative Overhead Charged to Program</b> (General administrative overhead expenses / total expenses) - Measures the percentage of total expenditures being spent for general and administrative expenses relative to total program expenses.
A.5. Bad Debt Ratio	<b>Bad Debt Ratio</b> (Total Bad Debt Allowance / Total Accounts Receivable) - Measures the percentage of outstanding bad debt in Accounts Receivable

A.6. Program Ratio (Consolidated Only)	<b>Program Ratio</b> (Program Expenses / Total Expenses) - measures the relationship between program expenses incurred to total expenses. The variance from 100% are the funds spent on fundraising and general and administrative expenses, derived from available annual audit reports.
A.7. Debt Service Coverage Ratio (Consolidated only)	<b>Debt Service Coverage Ratio</b> (Change in Unrestricted Net Assets and interest expense and non-cash expenses / current, one year, debt obligations) - Measures cash flow available to pay current debt obligations. The ratio is expressed as a multiple of that current debt. The 1.25 ratio is the current bond covenant requirement.
A.8. Liquidity, including MCF (Consolidated Only)	<b>Liquidity</b> (Unrestricted cash and investments) - Our bond covenants require a minimum of \$5.0 million in unrestricted cash and investments.

<b>B. HUMAN RESOURCES</b>	
B.1. Vacancies	<b>Vacancies</b> (number of unfilled positions / total number of employees *100) - shows the percentage of employees identified to fill the position and there has been no accepted offer of employment from an applicant.
B.2. Total Employees (FTEs)	<b>Total Employees</b> (total number of FTEs employed at Melmark) - shows the number of full-time employees at Melmark
B.3. Total New Hires (FTEs)	<b>Total New Hires</b> (total number of FTEs hired in the reporting period at Melmark) - shows the number of new hires at Melmark
B.4. Retention	<b>Retention</b> (Number of employees who remained employed / total number of employees * 100) - shows the percentage of employees who have remained employed during the measurement period
B.5. Turnover	<b>Turnover</b> (Number of employee separations / total average number of employees * 100) - shows the percentage of employees that must be replaced due to resignations and separations

<p>B.6. Voluntary Terminations</p>	<p><b>Voluntary Terminations</b> (Number of employee separations of employees who left voluntarily / total average number of employees * 100) - shows the percentage of staff who left employment with Melmark voluntarily</p>
<p>B.7. Involuntary Terminations</p>	<p><b>Involuntary Terminations</b> (Number of employee separations of employees who left involuntarily for a work rule violation / total average number of employees * 100) - shows the percentage of staff who left employment involuntarily</p>
<p>B.8. Workers Compensation: Total Claims</p>	<p><b>Total Injuries</b> - shows the sum of all reported injuries during a measurement period</p>
<p>B.9. Workers Compensation: Light Duty</p>	<p><b>Light Duty</b> - shows the number of employees who have sustained an on-the-job injury and are released to their position in a modified capacity.</p>
<p>B.10. Workers Compensation: Lost Time</p>	<p><b>Lost Time</b> - shows the number of employees who were unable to work for a period of time due to their on-the-job injury</p>
<p>B.11. % Staff Engaged in Educational Programs Frequency: Quarterly</p>	<p><b>% Staff Engaged in Educational Programs</b> (The total number of staff actively enrolled in Melmark sponsored or approved educational programs and staff pursuing a professional license or certification / Total number of employees * 100) - shows the percentage of employees who are actively pursuing a degree or professional license or certification</p>
<p>B.12. % Staff Bachelor's Degrees Frequency: Quarterly</p>	<p><b>% Staff Bachelor's Degrees</b> (The number of staff with bachelor's degrees / Total number of employees *100) - represents the percentage of employees who possess a Bachelor's degree as their highest level of education</p>
<p>B.13. % Staff Masters and Doctoral Degrees Frequency: Quarterly</p>	<p><b>% Staff Masters and Doctoral Degrees</b> (The number of staff with masters and doctoral degrees / Total number of employees *100) - represents the percentage of employees who possess a Masters or Ph.D. degree as their highest level of education</p>

<p>B.14. Staff Not Credentialed in a Professional Field</p>	<p><b>% Staff Not Credentialed in a Professional Field</b> (Total number of staff that are not fully licensed or credentialed for the positions they hold / Total number of funded positions that require certification and/or credentials * 100) - represents the percentage of staff who need to obtain certification/licensure to fully complete the duties required of their job. This would include BCBA, BCBA-D, Teaching Certification, RN, Licensed Psychologist, SLP, OT, PT.</p>
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<p><b>C. CLINICAL SERVICES – CHILDREN’S EDUCATION AND/OR CLINICAL SERVICES</b></p>	
<p>C.1. % Students Progressing on IEPs</p>	<p><b>% Students Progressing on IEPs</b> (Number of students reported as progressing on overall IEP progress reports that quarter / Total number of students in quarter who had a progress report) - shows the percentage of students who made progress for a full year</p>
<p>C.2. % Reduction in 1:1 Services</p>	<p><b>% Reduction in 1:1 Services</b> (Total number of students with some reduction in 1:1 hours / the total number of students with 1:1 services, then average the number of students receiving 1:1 services) - shows the average percent reduction in the 1:1 services for students receiving 1:1 services (<i>does not include 1:1 services for medical necessity</i>)</p>
<p>C.3. Restraints: Number of all restraints</p>	<p><b>% of all restraints</b> (Total number of restraints for all students / total number of students * 100) - shows the percentage of students who have had a restraint</p>
<p>C.4. Restraints: Average duration of all restraints</p>	<p><b>Average duration of all restraints</b> (Sum of the duration of all restraints / total number of restraints) - shows the average duration of all restraints</p>
<p>C.5. Restraints: Number of prone restraints (MNE) or supine restraints (MPA and MCS)</p>	<p><b>Number of prone or supine restraints (Total number of prone or supine restraints)</b></p>
<p>C.6. Restraints: Number of student injuries from restraints</p>	<p><b>Number of student injuries from restraints</b></p>
<p>C.7. Restraints: Number of staff injuries from restraints</p>	<p><b>Number of staff injuries from restraints</b></p>

C.8. Restrictive Programming: Children's Day Students	<b>Restrictive Programming: Children's Day Students</b> (Total number of children's day school students with restrictive programming)
C.9. Restrictive Programming: # Children's Residential Students	<b>Restrictive Programming: Children's Residential Students</b> (Total number of children's residential students with restrictive programming)
C.10. Restrictive Programming: % of students requiring restrictive programming	<b>Restrictive Programming: % students requiring restrictive programming</b> (Total number of students requiring restrictive programming / Total number of students * 100) - shows the percentage of students who require restrictive programming

<b>D. CLINICAL SERVICES – ADULT DAY OR CLINICAL SERVICES</b>	
D.1. % Adults Progressing on ISPs	<b>% Adults Progressing on ISPs</b> (Number of adults reported as progressing on overall ISPs that quarter / Total number of adults in quarter who had an ISP) - shows the percentage of adults who made progress for a full year
D.2. % Reduction in 1:1 Services	<b>% Reduction in 1:1 Services</b> (Total number of adults with some reduction in 1:1 hours / the total number of adults with 1:1 services, then average the number of adults receiving 1:1 services) - shows the average percent reduction in the 1:1 services for adults receiving 1:1 services (NOTE: N/A for MNE)
D.3. Restraints: Number of all restraints	<b>% of all restraints</b> (Total number of restraints for all adults / total number of adults * 100) - shows the percentage of adults who have had a restraint
D.4. Restraints: Average duration of all restraints	<b>Average duration of all restraints</b> (Sum of the duration of all restraints / total number of restraints) - shows the average duration of all restraints
D.5. Restraints: Number of prone restraints (MNE) or supine restraints (MPA)	<b>Number of prone or supine restraints</b> (Total number of prone or supine restraints)
D.6. Restraints: Number of adult injuries from restraints	<b>Number of adult injuries from restraints</b>

D.7. Restraints: Number of staff injuries from restraints	<b>Number of staff injuries from restraints</b>
D.8. Restrictive Programming: Number of Day Adults	<b>Restrictive Programming: Number of Day Adults</b> (Total number of day adults with restrictive programming)
D.9. Restrictive Programming: Number of Residential Adults	<b>Restrictive Programming: Number of Residential Adults</b> (Total number of residential adults with restrictive programming)
D.10. Restrictive Programming: % of students requiring restrictive programming	<b>Restrictive Programming: % students requiring restrictive programming</b> (Total number of students requiring restrictive programming / Total number of students * 100) - shows the percentage of students (children's day school) who require restrictive programming

<b>E. MAINTENANCE AND OPERATIONS</b>	
E.1. State Regulatory Surveys Frequency: Annual	<b>State Regulatory Surveys</b> (Total number of deficiencies per survey for all surveys / Total number of surveys) - shows the average number of deficiencies for regulatory surveys
E.2. Maintenance Requests (days until closed out)	<b>Maintenance Requests</b> (Total number of days until maintenance requests are closed out / Total number of maintenance requests) - shows the average number of days maintenance requests are closed
E.3. IT Requests (days until closed out)	<b>IT Requests</b> (Total number of days until IT requests are closed out / Total number of IT requests) - shows the average number of days IT requests are closed

<b>F. HEALTH AND SAFETY</b>	
F.1. Major Medication Errors Frequency: Monthly	<b>Major Medication Errors</b> (Total number of medication errors that are confirmed for neglect or resulted in ER visits and/or hospitalizations / Total number of individuals served * 100) - shows the percentage of medication errors for all individuals served
F.2. ER visits leading to hospital (medical or psychiatric) admissions Frequency: Monthly	<b>Emergency room visits that lead to hospital (medical or psychiatric) admissions</b> (Total number of ER visits leading to hospital admissions / Total number of individuals served * 100) - shows the percentage of ER visits leading to hospital admissions for all individuals served

<p>F.3. Falls Leading to Injuries Frequency: Monthly</p>	<p><b>Falls Leading to Injuries</b> (Total number of falls leading to fractures, ER visits or hospital admissions / Total number of individuals served * 100) - shows the percentage of all falls leading to injuries for all individuals served</p>
<p>F.4. Serious Injuries/Medical Incidents Frequency: Monthly</p>	<p><b>Serious Injuries/Medical Incidents</b> (Number of serious injuries or medical events requiring treatment at an ER / Total number of individuals served * 100) - shows the percentage of serious injuries or medical event requiring treatment at an ER for all individuals served. Examples of serious injuries are fractures, concussions, cardiac events that do not require hospital admissions.</p>
<p>F.5. Infection Incidents Frequency: Monthly</p>	<p><b>Infection Incidents</b> (Total number of any infection or communicable disease process / Total number of individuals served * 100) - shows the percentage of infection or communicable disease processes for all individuals served</p>
<p>F.6. Infections Reportable to DOH/CDC Frequency: Monthly</p>	<p><b>Infections Reportable to the Department of Health (DOH) or Centers for Disease Control and Prevention (CDC)</b> (Number of any infection or communicable disease process / Total number of individuals served * 100) - shows the percentage of infections or communicable disease process reportable to the DOH or CDC for all individuals served</p>
<p>F.7. Confirmed Cases of Abuse and/or Neglect Frequency: Monthly</p>	<p><b>Confirmed Cases of Abuse and/or Neglect</b> (Total number of cases of physical, sexual, verbal or psychological abuse and any confirmed case of neglect excluding individual to individual abuse / Total number of individuals served * 100) - shows the percentage of any confirmed case of physical, sexual, verbal, or psychological abuse and any confirmed case of neglect excluding individual to individual abuse for all individuals served</p>

<p><b>G. ADVANCEMENT</b></p>	
<p>G.1. Unrestricted Giving, exclusive of special events/grants</p>	<p><b>Unrestricted Giving</b> (Total \$ raised for unrestricted purposes). Includes all annual appeal donations, memorial, tribute, matching gifts, and unsolicited donations that are not restricted to a specific program or initiative.</p>
<p>G.2. Restricted Giving, exclusive of special events/grants</p>	<p><b>Restricted Giving</b> (Total \$ raised for restricted purposes). Includes all donations to staff bonus appeals and other donations that are restricted to a specific program or initiative (i.e. Adult Services, specific residences, vocational programs).</p>

G.3. Special Events	<b>Special Events</b> (Total \$ raised from Special Events). Includes all sponsorships and donations to special events, restricted and unrestricted (i.e. golf tournaments, Gala, Trivia Night, and other third party events in each state division).
G.4. Foundation Grants	<b>Foundation Grants</b> (Total \$ raised from grants). Includes all grants (corporate, private, and family), unrestricted and restricted and EITC donations (Pennsylvania only).
G.5. Gifts Received or Capital - Unrestricted	<b>Gifts Received – Endowment and Capital Unrestricted</b> (Total \$ raised for unrestricted purposes not including pledges)
G.6. Gifts Received or Capital - Unrestricted	<b>Gifts Received – Endowment and Capital Restricted</b> (Total \$ raised for restricted purposes not including pledges)
G.7. Total Giving	<b>Total Giving</b> (Unrestricted Giving + Restricted Giving + Special Events + Foundation Grants + PTK Gifts Received - Unrestricted and Restricted)



## Organizational Dashboard - Proposed

 Consolidated							Board Meeting FY through Month of reporting
KEY PERFORMANCE INDICATOR (KPI)	2017-18	2018-19	2019-20	2020-21 YTD	2021-22 YTD	GOAL	Current Status
<b>A. FINANCE</b>							
1. Days of Operating Cash on Hand							↓
2. Days of Accounts Receivable Outstanding							↑
3. Program Revenue as a Percentage of Expenses							↓
4. General and Administrative Overhead Percentage							↑
5. Bad Debt Ratio							↓
6. Program Ratio							↓
7. Debt Service Coverage Ratio							↓
8. Liquidity Covenant <i>in millions</i>							↓
9. Business Vendor Diversity							↓
<b>B. HUMAN RESOURCES - <i>all categories below vacancies to include age, race and gender tracking</i></b>							
1. Vacancies							↓
2. Total Employees (FTEs) - Example							↓
a. Age: 40 and under							↓
b. Age: 40 and over							↓
c. Race: Hispanic/Latino							↓
d. Race: Black or African American							↓
e. Race: White							↓
f. Race: Native Hawaiian or Pacific Islander							↓
g. Race: Asian							↓
h. Race: American Indian or Alaska Native							↓
i. Race: Two or More							↓
j. Gender: Female							↓
l. Gender: Male							↓
m. Gender: Other							↓
3. Total New Hires (FTEs)							↓
4. Retention							↑
5. Turnover							↓
6. Voluntary Terminations							↓
7. Involuntary Terminations							↑
8. Workers Compensation: Total Claims							↓
9. Workers Compensation: Light Duty							↓
10. Workers Compensation: Lost Time							↓
11. % Staff Engaged in Educational Programs							↑
12. % Staff Bachelor's Degrees							↑
13. % Staff Masters and Doctoral Degrees							↑
14. % Staff Not Credentialed in a Professional Field							↓
<b>C. CLINICAL SERVICES - CHILDREN'S EDUCATION AND/OR CLINICAL SERVICES - <i>all categories to include age, race and gender tracking</i></b>							
1. % Students Progressing on IEPs							↓
2. % Reduction in 1:1 Services							↑
3. Restraints: Number of all restraints							↓
4. Restraints: Average duration of all restraints							⇒
5. Restraints: Number of prone restraints - applicable to MNE and MCS							↑
6. Restraints: Number of supine restraints							↓
7. Restraints: Number of student injuries from restraints							↓
8. Restraints: Number of staff injuries from restraints							↓
9. Restrictive Programming: Number of Children's Day Students							↑
10. Restrictive Programming: Number of Children's Residential Students							⇒
11. Restrictive Programming: Percentage of students requiring restrictive programming							↓
Comment section for any dashboard item in yellow or red status.							
<b>Current Status Column Color Codes</b>							
<div style="display: flex; justify-content: space-between;"> <div style="width: 30px; height: 10px; background-color: #90EE90; border: 1px solid black;"></div> <span>Green - Performance data is trending in appropriate manner to KPI</span> </div>							
<div style="display: flex; justify-content: space-between;"> <div style="width: 30px; height: 10px; background-color: #FFFF00; border: 1px solid black;"></div> <span>Yellow - Performance is lagging, needs increased oversight</span> </div>							
<div style="display: flex; justify-content: space-between;"> <div style="width: 30px; height: 10px; background-color: #FF0000; border: 1px solid black;"></div> <span>Red - Performance is concerning and requires intervention</span> </div>							

## Marketing/Communication *Draft* Plan

Melmark Marketing/Communications Plan														
	Q3 2021			Q4 2021				Q1 2022			Q2 2022		Q3 2022	
Category	June	July	August	September	October	November	December	January	February	March	April	May	June	July
Events		WIBA Conference, Nashville	New England Ethics Conference Sponsorship- 8/6 NE: Melmark Olympics	NE Gala, onsite, Sept. 25 Website Launch- All 3 Campuses	PA PACEC Sponsorship- HR hosting table, 10/2 NE fore Golf Tournament 10/4 PA Schoemaker Tournament 10/11 PA Gala, Philadelphia Country Club 10/23 NC Golf, Oct. 12th	NE Top 100 Women in Business- Nov. 5th, Ranking Announcement	December 9 Coffee with the CEO, 9am and 4pm, All Campuses. Invitation Only	NE: ABAI International						WIBA Conference, Nashville
		Golf and Gala Event Promotion for all 3 campuses	Golf and Gala Event Promotion for all 3 campuses	Golf and Gala Event Promotion for all 3 campuses	Golf and Gala Event Promotion for all 3 campuses	Golf and Gala Event Promotion for all 3 campuses								
							Strategic Planning							
							Diversity Training							
					Annual Notre Dame High School Activity							Annual University Relationships		
Relevant Holiday Observances and other milestones, Social Posts		4th of July Social Media posts and Moments mention for all 3 campuses		September 11th, All 3 Campuses Direct Care Professionals Week- All 3 Campuses	Halloween and Harvest Fest Celebrations, All 3 Campuses	November 1: Draft Thanksgiving Message from Executive Leadership Team Thanksgiving Social Post, Wed. Nov. 24	Holiday Messages from Leadership Team General Holiday Wishes Post, Mid-December	New Year Posts- All 3 Campuses MLK Day- January 17, All 3 Campuses	Black History Month- All 3 Campuses	Brain Injury Awareness Month,	Autism Awareness Month- All 3 Campuses April 10- Siblings Day, Possible Story ideas	Memorial Day Post- All 3 Campuses	Juneteenth Awareness Posts- All 3 Campuses	
						NE Top 100 Women in Business- Nov. 5th, Social Post								
							Fall-Winter Appeal							
		Impact Report	Gala and Golf Materials: Run of Show, Program Books, Press Releases	Gala and Golf Materials: Run of Show, Program Books, Press Releases				Fall-Winter Appeal Melmark Messenger	Melmark Messenger			Spring Appeal		Impact Report
Annual Scheduled Advancement Materials														
Weekly Melmark Moments, Seasonal Information	Quarterly Individual and Staff Success Story			Parent Satisfaction Survey	Quarterly Individual and Staff Success Story	Parent Satisfaction Survey Results	Parent Satisfaction Survey Action Plans	Quarterly Individual and Staff Success Story			Annual DEI Stakeholder Survey	Quarterly Individual and Staff Success Stories	Annual DEI Stakeholder Survey Results	Annual DEI Stakeholder Survey Action Plan
				Flu Season is coming up- Flu Shots	Flu Season is coming up- Flu Shots									
	Visitation Guidance	Visitation Guidance	Visitation Guidance	Visitation Guidance	Visitation Guidance	Visitation Guidance	Visitation Guidance	Visitation Guidance	Visitation Guidance	Visitation Guidance	Visitation Guidance	Visitation Guidance	Visitation Guidance	Visitation Guidance
	Weekly Photos, Day and Res Programs	Weekly Photos, Day and Res Programs	Weekly Photos, Day and Res Programs	Weekly Photos, Day and Res Programs	Weekly Photos, Day and Res Programs	Weekly Photos, Day and Res Programs	Weekly Photos, Day and Res Programs	Weekly Photos, Day and Res Programs	Weekly Photos, Day and Res Programs	Weekly Photos, Day and Res Programs	Weekly Photos, Day and Res Programs	Weekly Photos, Day and Res Programs	Weekly Photos, Day and Res Programs	Weekly Photos, Day and Res Programs

<b>Paid Advertising, Memberships, Partnerships</b>
Council of Administrators of Special Education (CASE)
Pennsylvania Mainline Chamber of Commerce
Psychology Today Directory Ad
Boston Globe/ Commonwealth Institute Women in Business
Boston Chamber of Commerce
Merrimack Valley Chamber of Commerce
Association for Science in Autism Treatment (ASAT)
Council of Autism Service Providers (CASP)
Berkshire Association for Behavior Analysis and Therapy (BABAT)
Women in Behavior Analysis (WIBA)
Association for Behavior Analysis International (ABAI)
Black Applied Behavior Analysts (BABA)
Massachusetts Advocates for Children (MAC)
Lawrence Partnership Program
Diverse Sponsorships
Notre Dame University Relationship Ads
Pennsylvania Advocacy and Resources for Autism and Intellectual Disability (PAR)
Massachusetts Association of Approved Special Education Schools (MAAPS)
University Job Fairs
University Partnerships
Recruiting at: <ul style="list-style-type: none"> <li>• Historically black universities/colleges</li> <li>• Universities/colleges serving students from low socio-economic status</li> <li>• Veterans</li> <li>• Disability</li> </ul>
SWOMBA (MA)

“

**"You want to challenge, invite, encourage every mission element of your system, every person within your organization to look through the lens of diversity, equity and inclusion in their work to see themselves, to ask themselves, 'what is my responsibility in my role, where I sit within this organization for promoting diversity, equity and inclusion?' "**

**Stephanie Pinder-Amaker, Ph.D.**

## Diversity, Equity, and Inclusion (DEI) Committee

**Purpose:** This establishes Melmark's Diversity, Equity, and Inclusion Committee. It will oversee current and planned initiatives bringing them into a cohesive DEI Plan, which the components are also embedded in the strategic plan, and providing an organizational framework, oversight and monitoring of DEI strategic initiatives through organization Key Performance Indicators (KPIs).

**Vision:** The DEI Committee will represent the diversity of Melmark's community to continue to support and ensure a diverse, equitable and inclusive culture for employees, individuals served, and other stakeholder groups.

**Mission:** The DEI Committee will look at Melmark's DEI strategy initiatives and evaluate those practices across divisions within Organizational Performance Management Systems (OPMS) informed by organizational KPIs. The DEI committee will regularly provide performance data to the Board of Directors and provide guidance on strategy modifications should initiatives not perform as expected. The committee will also provide guidance to Human Resources and Operations around Organizational Policy and Performance to ensure that these policies are informed by current DEI best practices.

**Objectives:** The DEI Committee will ensure the 2022 Strategic Plan reflects the importance of DEI with goals, strategies, and KPI. *See Melmark 2022 DEI Plan and Melmark 2022 Strategic Plan.*

**Committee Governance:**

- The Committee composition and performance will be reviewed as part of the Strategic Plan
- Committee revisions will be reviewed and approved by the DEI Committee and Senior Leadership

## Diversity, Equity, and Inclusion (DEI) Leader per Division

Melmark New England/Melmark Carolinas: DEI Leader  
Melmark Pennsylvania: DEI Leader

### DEI Committee Members

Diversity Leader per division

Cultural Ambassadors: Minimum of one per division, up to one per 200 staff per division

CEO

COO

Executive Director per division

Senior Director of Human Resources per division

Senior Director/Director of Professional Development per division

Director of Communications

#### **DEI Leaders Roles and Responsibilities:**

- Develop an agenda for the DEI Committee
- Schedule meetings monthly
- Facilitate Committee meetings
- Serve as Committee spokespersons to the Committee and Senior Leadership
- Ensure consistent and timely meeting documentation, updating of KPI data and board reporting

#### **DEI Committee Member Roles and Responsibilities:**

- Regular meeting attendance (as determined by the Diversity Leader)
- Timely response to request for information or assistance
- Subject matter expertise in support of the DEI Committee efforts
- Research or written guidance regarding staff trainings, policy, and program updates
- Support for committee activities (events or other subcommittee activities)
- Communication to their respective teams and divisions about the objectives and upcoming activities of the DEI Committee
- Meeting discussions shall be inclusive and collegial
- Recommendations shall be based on a majority of opinion

## DEI Committee Agenda



Mission First. Every Individual, Every Day.

### AGENDA

Meeting Title	Diversity, Equity, and Inclusion Committee Meeting Matrix
Date and Times	Monthly
Location	
Dial-in for teleconference/ Log-in for GoToMeeting or Mitel	

### Objective(s)

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### Participants


**Mission Moment(s)**

<p>Compassionate Care</p> <ul style="list-style-type: none"> <li>Melmark provides a diverse and inclusive culture of ongoing care, support and respect for the individuals we serve, their families and our staff.</li> </ul> <p>Integrity in Everything We Do</p> <ul style="list-style-type: none"> <li>Melmark consistently assesses the fidelity of organizational and staff systems to ensure educational and clinical standards are achieved and maintained.</li> </ul> <p>Highly Skilled Workforce</p> <ul style="list-style-type: none"> <li>Melmark applies performance-based training and professional growth opportunities to enhance the skill set for a diverse and inclusive workforce.</li> </ul> <p>Evidence-based Practices</p> <ul style="list-style-type: none"> <li>Melmark uses scientific evidence and performance data to inform all decision-making.</li> </ul> <p>Best Outcomes</p> <ul style="list-style-type: none"> <li>Melmark affects positive change in the quality of life of the individuals we serve within our diverse and inclusive communities by implementing data-driven trend analyses.</li> </ul>
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<i>Topics</i>	<i>Leader</i>	<i>Duration</i>	<i>I/D/A*</i>	<i>Next Steps</i>	<i>Due Date</i>	<i>Notes</i>
<b>DEI Plan Goal and Objectives Barriers and Progress</b>						
<ul style="list-style-type: none"> <li>Goal 1                             <ul style="list-style-type: none"> <li>Melmark’s organizational culture embodies diversity, equity, inclusiveness, and exudes passion in the implementation of our Core Commitments</li> </ul> </li> </ul>						
<ul style="list-style-type: none"> <li>Goal 2                             <ul style="list-style-type: none"> <li>Melmark’s workforce is diverse, inclusive, highly skilled, credentialed, and actively engaged in ongoing educational and professional development activities with strong retention</li> </ul> </li> </ul>						
<ul style="list-style-type: none"> <li>Goal 3                             <ul style="list-style-type: none"> <li>Melmark creates a Marketing, Communication and Branding plan that is inclusive of Melmark’s DEI initiatives</li> </ul> </li> </ul>						
<b>Workforce Updates</b>						
<ul style="list-style-type: none"> <li>Review of KPI’s</li> </ul>						
<ul style="list-style-type: none"> <li></li> </ul>						



<i>Topics</i>	<i>Leader</i>	<i>Duration</i>	<i>I/D/A*</i>	<i>Next Steps</i>	<i>Due Date</i>	<i>Notes</i>
<b>Individuals/Family Updates</b>						
•						
•						
<b>Marketing and Communications Plan Updates</b>						
•						
•						
<b>Policy Updates</b>						
•						
•						
<b>Other</b>						
• Stakeholder Satisfaction Surveys						
•						

\* I = Information, D = Discussion, A = Action

**Preparation for Meeting** (e.g., P&P read or drafting)

**Parking Lot** (for future Staff and Family Town Hall Meetings)

**Parking Lot** (for future discussion)

**Next Steps** (to be completed at meeting)

## DEI Committee Reporting

*Below is an example of KPI reporting to the DEI Committee in the area of workforce Total Employees (FTEs) by age, race, and gender.*

	Total Employees (FTEs)																					
	Male							Female							Other							Total by age
	L	W	B	H	A	I	T	L	W	B	H	A	I	T	L	W	B	H	A	I	T	
Under 40																						
Over 40																						
Totals- Race																						
Totals- Gender																						

**Key**

- L = Hispanic/Latino
- W = White
- B = Black or African American
- H = Native Hawaiian or Pacific Island
- A = Asian
- I = American Indian or Alaska Native
- T = Two or More Races

## Cultural Ambassador Job Description

### JOB DESCRIPTION

<b>Job Title:</b>	Cultural Ambassador (Stipend Position)
<b>Department:</b>	Human Resources
<b>Reports to:</b>	Diversity Committee
<b>Supervises:</b>	N/A
<b>FLSA Status:</b>	Non-Exempt
<b>Effective Date:</b>	DRAFT
<b>Revised:</b>	N/A
<b>Approved by:</b>	President and CEO

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#### General Responsibilities

The Cultural Ambassador is responsible for assisting with ensuring to identify if there are any barriers to diversity, equity, and inclusion that may interfere with Melmark's workplace professional standards, attendance, interpersonal interactions, and ADL care. This position will help identify communication barriers due to ethnicity, gender, and other differences that may create hardship to the implementation of the policies and procedures, adherence to work rules, and standards of professionalism. The professionals in this role will be an ambassador for Melmark's diversity/equity/inclusion training, ensuring each member of our highly skilled workforce feels accepted and appreciated.

All staff are expected to adhere to Melmark's Code of Conduct and Standards of Professionalism included in the policy and procedure manual.

#### Essential Functions

1. Communicate and facilitate a can-do attitude from our diverse population in furthering the organization's strategic goals and work processes.
2. Effectively work with supervisors in communicating with employees from similar cultural background on policy implementation and reasoning.
3. Participate in the policy committee to provide feedback on existing and new policy development.
4. Attend diversity, equity and inclusion training and provide feedback.
5. Provide input during selection phase of employee gift items and during planning of employee events.
6. Review communication materials as necessary to ensure messages are clearly communicated and widely understood among all cultures represented.
7. Make recommendations for recruiting plans to ensure diversity of new employees.
8. Act as additional conduit to ensure the flow of information and communication between all levels of staff.
9. This is a volunteer position; therefore, a stipend will be paid for attendance at meetings.
10. All other reasonable duties as assigned by Supervisor(s).

#### Basic Qualifications

**Education/Training:** High school diploma or Graduate Equivalency required.

**Certifications/Licensure:** Must meet all job requirements and maintain all certifications of assigned full time position at Melmark and remain in good standing.

**Skill(s):** Must demonstrate strong reading, written and oral language skills. Must possess exceptional listening and communication skills. Strong interpersonal skills are required.

**Experience:** Prefer at least one (1) year experience working at Melmark

**Interrelationships:** Works cooperatively with all employees of Melmark.

## DEI Policy Review List

*All Melmark Policies will be reviewed to be inclusive of DEI objectives. Listed below are the first policies that will be reviewed. This is a cross-divisional sampling. Once a policy is updated in one division, the corresponding policy in all policies will be updated accordingly.*

<b>*Division</b>	<b>Policy Number</b>	<b>Policy Title</b>	<b>Reviewer</b>	<b>Comments</b>	<b>Date</b>
MPA	FIN.1.03	Contracts and Bidding			
MPA	HR.2.05	Employment			
MNE	HR-40	Promotions and Transfers within the organization			
MNE	HR-33	Recruitment, Hiring, Promotions and Transfers of Employees			
MNE	HR-41	Equal Employment Opportunity			
MPA	AP.2.01	Admissions			
MNE	HR-27	Tuition Reimbursement Procedures for Graduate – Post Graduate Training Programs			
MPA	HR.1.06	Tuition Assistance Plans			
MPA	HR.1.08	Tuition Loan Repayment			
MNE	HR-49	Personnel Professional Development for the BACB			
MPA	HR.7.06	Personal Professional Development for Licensure and Certification			
MPA	HR.5.01	Pay Practices			
MPA	HR.3.13	Time Management			
MNE	HR-048	Performance Management			

		Process and Annual Evaluations			
MPA	HR.6.02	Grievance Policy			
MPA	AP.3.05	Non-Discrimination in Services			
MPA	HR.6.04	Employee Morale, Health and Welfare			
MNE	HR-23	Sexual and Discriminatory Harassment			
MPA	HR.3.14	Workplace Harassment Prevention			
MPA	AP.1.03	Corporate Compliance			
MPA	AP.1.09	Code of Conduct			
MNE	HR-39	Staff Clothing, Appearance and Clothing Reimbursement			
MPA	AP.2.03	Discharge Planning			
MPA	AP.3.02	Individual Rights			
MNE	AP-74	Bullying Prevention and Intervention			
MNE	AP-58	Communicative Competencies			

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## Peer Review Process

Melmark's DEI Plan has been peer reviewed by the following internal and external professionals:

1. Melmark's Senior Leaders and DEI Planning participants:
  - Rita Gardner, President and CEO
  - Frank Bird, Vice President and Chief Clinical Officer
  - Thomas Crofcheck, Vice President and Chief Financial Officer
  - William Ahearn, Vice President for Business Operations
  - Shawn Quigley, Chief Operating Officer
  - Helena Maguire, Executive Director, Melmark New England
  - Maggie Haag, Executive Director, Melmark Pennsylvania
  - Bradley Stevenson, Director of Program Administration and Clinical Services
  - Mercy Mutindwa, Director of Talent Management and Executive Recruiting
  - Rhiana Sherwood, Director of Communications
  - Mary Odira, Director of Quality Improvement, Melmark Pennsylvania
  - Mary Morris, Senior Director of Human Resources, Melmark New England
  - Lindsey Dunn, Senior Director of Human Resources, Melmark Pennsylvania
  - Ellen Kallman, Director of Advancement, Melmark New England
  - Ellen Mansfield, Director of Advancement, Melmark Pennsylvania
  - Jill Harper, Senior Director of Professional Development, Clinical Training and Research, Melmark New England
  - Jennifer Ruane, Director of Professional Development and Clinical Training, Melmark Pennsylvania
  - Maria Wizboski, Senior Director of Healthcare, Melmark New England
  - Danielle Block, Senior Director of Healthcare, Melmark Pennsylvania
2. Melmark Board Members:
  - Jescah Apamo-Gannon, Ph.D., BCBA-D, LABA
  - Garrett Kirk
3. External:
  - Stephanie Pinder-Amaker, Ph.D.
  - The Institute for Diversity Certification

**“None of us alone can  
save the nation or world,  
but each of us can make a  
positive difference if  
we commit ourselves  
to do so.”**

Dr. Cornel West