

# Agenda

Meeting of the  
Service Access & Management, Inc.  
Board of Directors  
Thursday, March 18, 2021  
Beginning at  
8:30 AM

## I. Presentations:

- a) 2019-2020 Financial Audit: Jill Gilbert and Kelly Godfrey, RKL Accounting Firm
- b) [Value-Based Payment Model](#): Jill Beveridge, SAM Director of Mental Health Service Line

## II. Approval of Minutes: John

- a) [February 18, 2021](#)

## III. Strategic Discussion

- a) Committee Reports
  - i. Governance: John
    - o [Minutes 03/03/2021](#)
    - o [Pay Bands](#)
    - o Policies
      - [Privacy & Confidentiality of Company Information](#)
      - [Financial Matters between SAM Inc. and Individual Board Members](#)
      - [Purchasing Guidelines](#)
      - [Standing Committees of the SAM, Inc. Board of Directors](#)
      - [Strategic Planning and Quality Improvement](#)

## IV. New Business & Other Motions for Approval

- a) Accept 2019-2020 Financial Audit
- b) [Approve Pay Bands](#)
- c) Approve Policies
  - i. [Privacy & Confidentiality of Company Information](#)
  - ii. [Financial Matters between SAM Inc. and Individual Board Members](#)
  - iii. [Purchasing Guidelines](#)
  - iv. [Standing Committees of the SAM, Inc. Board of Directors](#)
  - v. [Strategic Planning and Quality Improvement](#)

## V. Executive Session If Necessary (no staff)

**Next Board Meeting: [Thursday, April 15, 2021 – Zoom](#)**

**MINUTES OF A REGULAR MEETING  
OF THE  
DIRECTORS OF  
SERVICE ACCESS AND MANAGEMENT, INC.**

**THE FOLLOWING** preamble and resolutions were adopted at a regularly scheduled meeting of the Board of Directors of Service Access and Management, Inc. (the "Company"), held virtually via Zoom, being called to order at 8:30 AM on the 18<sup>th</sup> day of February 2021, in accordance with the Bylaws of the Company and Section 1727 (b) of the Pennsylvania Business Corporation Law of 1988.

**THE FOLLOWING** members of the Board of Directors were present: Marie Beauchamp, Anthony Cartolaro, Jr., Jeffrey Darlington, Damaris Espinal, George Ioannidis, Elaine Schaeffer, Larry Shaub, John Vafeas, and Mary Rita Weller; the following member of the Board of Directors was absent: Michael Malinoski.

**THE FOLLOWING** Company officers and/or employees were present: Nan Haver, Mary Ann Kowalonek, Lori Hartman and Letty Soto.

**NOW**, upon consideration of relevant sources of information and after discussion, the following resolutions are adopted, pursuant to seconded motions and at least majority votes in support thereof:

**RESOLVED**, the minutes of a meeting of the Board of Directors which took place on the 17<sup>th</sup> day of December 2020, be and hereby are approved and adopted; and;

**RESOLVED**, that all of the actions of the officers and directors of the Company to date, of which the Board of Directors has knowledge be and hereby are ratified and approved and adopted; and;

**RESOLVED**, that pursuant the recommendation of the Business Committee, Board shall accept the Company's Annual Corporate Compliance Report for 2020; and that the officers of the Company be and hereby are authorized and directed to take all actions necessary and desirable to complete the same; and

**RESOLVED**, that the Board shall approve the Employees' 401K Financial report for Fiscal Year ending June 30, 2020; and that the officers of the Company be and hereby are authorized and directed to take all actions necessary and desirable to complete the same; and

**THE FOREGOING DOCUMENT** accurately sets forth the corporate actions taken by the Board of Directors of the Company at a regularly scheduled meeting on the day and year first above written.

Respectfully Submitted:

  
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Lori A. Hartman, Secretary



**Board of Directors  
Governance Committee Meeting  
March 3, 2021**

In attendance: Larry Shaub, Nan Haver, Mary Ann Kowalonek, Marie Beauchamp, Elaine Schaeffer, John Vafeas, Damaris Espinal, and Letty Soto

Guests: Kristin Clark, SAM's HR Officer; Mary Mosquedo, Vice President of Lockton

(1) Compensation of Employees

a. Compensation Study

- Mary Mosquedo, explained the [compensation study](#) and [pay bands](#) that were created by Lockton.
- After discussion, the committee agrees to recommend of the pay bands to the full Board at the March 18 Board meeting.

(2) Board Governance:

a. [Potential Board Member](#)

- Nan shared the resume of Ariel Parker, Social Worker at the Reading School District. Nan and John will meet with Ariel on Friday, March 5<sup>th</sup>. Committee members are invited to join the Zoom call.

(3) Policy Review

a. The following policies were reviewed and approved by the committee:

- [Privacy and Confidentiality of Company Information](#)
- [Financial Matters between SAM Inc. and Individual Board Members](#)
- [Purchasing Guidelines](#)
- [Standing Committees of the SAM Inc. Board of Directors](#)
- [Strategic Planning and Quality Improvement](#)

(4) Next Meeting

- a. April 7, 2021 at 8:30 a.m. via Zoom.

Respectfully submitted by,  
*Letty Soto*  
*Administrative Officer*



# Salary Administration Guidelines

*Service Access & Management, Inc.*

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December 2020



# Table of Contents

Introduction ..... 3

Responsibilities (will vary) ..... 4

Communication..... 5

Equal opportunity in employment and salary decisions..... 5

Program fundamentals..... 6

Terms and definitions ..... 7

Compensation law ..... 8

New or revised job titles..... 9

Periodic review ..... 9

Job analysis ..... 9

Job documentation..... 10

Approval process..... 10

Administration ..... 10

Job audits ..... 11

Job evaluation process..... 12

Salary surveys..... 12

Market value determination..... 13

Salary structure design..... 13

Salary grades ..... 13

Salary ranges ..... 14

Geographic zones..... 15

New hire guidelines..... 16

Salary adjustments (will vary) ..... 17

Procedures (will vary)..... 19

Special pay practices ..... 20



## *Introduction*

It is Service Access & Management, Inc.'s policy to pay salaries competitive with those in comparable businesses and in the communities where we do business, giving recognition to individual efforts and contribution to the success of the organization. This policy pertains to all company non-represented employees; employees covered by collective bargaining agreements are compensated per provisions of the pertinent agreement. This policy is supported by the following specific principles:

- Compensate employees on the basis of position value within the organization and individual demonstrated performance;
- Classify all positions in a series of relationships that reflect the relative requirements, responsibilities, contributions, and labor market realities of each;
- Establish and maintain compensation schedules that have ample latitude for recognizing and rewarding individual performance and contribution;
- Establish and maintain compensation levels that make attraction and retention of competent employees possible;
- Ensure discriminatory compensation practices do not exist, and that salaries recognize job responsibilities without regard to age, gender, race, religious affiliation, veteran status, sexual preference, or physical or mental disability;
- Comply with all state and federal laws regarding compensation matters;
- Promote communication of compensation policies and practices to employees to enhance understanding and acceptance; and
- Ensure compensation of employees is administered as consistently as possible throughout the organization.

The guidelines outlined provide a framework to help managers make sound compensation decisions consistent with Service Access & Management, Inc.'s objectives and philosophies. Directors, Managers and Supervisors are encouraged to discuss any questions or concerns with a member of the Human Resources Team to ensure their practices reflect the company's pay philosophy and objectives.

Service Access & Management, Inc.'s success depends upon our ability to recruit and retain talented employees, motivate employees to continually deliver essential services that contribute to the well-being and quality life of the citizens, and meet citizen's needs in a cost-effective manner.

## *Responsibilities (will vary)*

It is Service Access & Management, Inc.'s policy to pay salaries competitive with those in comparable businesses and in the communities where we do business, giving recognition to individual efforts and contribution to the success of the organization. This policy pertains to all company non-represented employees; employees covered by collective bargaining agreements are compensated per provisions of the pertinent agreement. This policy is supported by the following specific principles:

### **BOARD OF DIRECTORS**

- Reviews and approves the pay bands that have been established based on market study data.

### **EXECUTIVE MANAGEMENT (CEO & PRESIDENT, CFO/VICE PRESIDENT, COO)**

- On Formulates and establishes the basic philosophy, objectives, and policy for the operation of a sound compensation program. All changes to the basic salary administration program must be approved in advance by the Executive Management team. Any bonus, incentive, or other financial award plans or programs in excess of \$100 per employee or \$300 per program, must be approved in advance by the Executive Management member responsible for that department or agency.

### **SERVICE LINE DIRECTORS, DEPARTMENT DIRECTORS, MANAGERS & SUPERVISORS**

- Are responsible for the direct implementation of the program, policies, and guidelines provided. Individual supervisory staff initiate and submit their recommendations for compensation actions to appropriate budget oversight personnel. Upon approval of actions, managers provide communication to employees on compensation actions and the reasoning for such actions.

### **HUMAN RESOURCES TEAM - (HR OFFICER, HR DIRECTORS AND HR STRATEGIC PARTNERS)**

- The Human Resources Officer is responsible for developing and maintaining the compensation program in order to satisfy the basic philosophy and objectives established by Executive Management. The Human Resources Team, in conjunction with Executive Management and Directors/Managers/Supervisors and consistent with funding realities, will prepare and recommend changes in compensation procedures, salary structures, and implementation guidelines to provide line management with the tools and techniques necessary for an effective program.



## *Communication*

Directors, Managers and Supervisors are responsible for communicating our compensation plan to employees. At a minimum, supervisory staff should cover the following with each employee:

- The employee's job title, salary grade and salary range;
- The employee's performance rating and criteria used to determine an employee's salary increase;
- The amount, percentage, and effective date of any salary increase prior to the date the increase appears in the employee's paycheck; and
- In the event of a promotion or transfer, the new job title, salary grade assignment, salary range, and FLSA exemption status of the new job.

Directors, Managers and Supervisors are also responsible for communicating to employees Service Access & Management, Inc.'s compensation philosophy and policies. Service Access & Management, Inc. encourages employees to bring questions, suggestions or concerns to their direct supervisors/managers. It is the responsibility of management to be responsive and honest when approached by an employee with a concern about payment of wages or the compensation program.

## *Equal opportunity in employment and salary decisions*

Service Access & Management, Inc. is committed to providing equal employment opportunity for all employees. Service Access & Management, Inc.'s Human Resource Policies are administered regardless of race, color, religion, national origin, age, sex, disability or veteran status.

Executive Management, Directors, Managers, Supervisors and Human Resources Team Members are responsible for making employment decisions (e.g. hiring, job assignment, salary, transfer, promotion, performance evaluation) in a fair and equitable manner. It is the responsibility of each applicable leaders and the Human Resources Team Member (HR Officer, Directors, and HR Strategic Partners) to ensure all business is conducted in accordance with the company's stated policy and commitment to equal employment opportunity.



## *Program fundamentals*

Service Access & Management, Inc.'s compensation program provides a framework to assist Managers in making salary recommendations. The plan's foundation consists of the following elements:

- In the event of a promotion or transfer, the new job title, salary grade assignment, salary range, and FLSA exemption status of the new job.
- Job families
- Job descriptions and job codes
- Job titles
- Job analysis
- Job evaluation
- Market value determination
- Salary structure
- Salary grades and ranges
- Pay processes



## *Terms and definitions*

Service Access & Management, Inc.'s compensation program provides a framework to assist SAM Leadership at all levels, in making salary recommendations. The plan's foundation consists of the following elements:

### JOB FAMILIES

A group of jobs having the same nature of work requiring different levels of skill, effort, responsibility or working conditions (e.g. Admin I-IV; Accounting Clerk I-IV; Director vs. Manager).

### JOB DESCRIPTIONS

A summary of the most important features of a job, including the general nature of the work performed (duties and responsibilities) and the level (e.g., skill, effort, responsibility and working conditions) of the work performed. It typically includes job specifications that detail employee characteristics required for competent performance of the job. A job description should describe and focus on the job itself and not on any specific individual who may fill the job.

Service Access & Management, Inc.'s job descriptions will incorporate principal elements of the job into a single description to allow universal use throughout the company. Minor differences between the ways in which employees perform the work will not warrant a new job or be included in the job description.

The job description is a core element in the compensation program. The description is used to benchmark jobs. Benchmark jobs are jobs commonly found and defined in the market and used to make pay comparisons, either within the company or to comparable jobs outside the company.

### JOB CODES

Job codes are listed on and correspond to each job description. Job codes identify each discrete job and are randomly assigned.

### JOB TITLES

Job titles are the descriptive names for a total collection of tasks, duties and responsibilities assigned to one or more individuals whose positions have the same general nature of work (Team Lead, Supervisor, Manager) performed at the same level (Junior, Senior, Specialist I-IV). Company job titles should not be inflated, thus ensuring the nature and level of work is easily understood. Additionally, job titles assigned will be non-discriminating.



## *Compensation law*

### FAIR LABOR STANDARDS ACT (FLSA)

The Wage and Hour Division of the Department of Labor requires that employees covered by the law (non-exempt) receive an overtime wage of not less than 1.5 times current rate of pay for hours physically worked in excess of 40 hours per week. FLSA does not require overtime premium for hours worked in excess of 8 hours per day or for weekends and/or holidays.

Service Access & Management, Inc. jobs are classified into two categories exempt and non-exempt based on primary duties. Only employees performing exempt level work will be classified into exempt jobs. No employee shall be classified into any exempt job for avoidance of overtime. Managers are responsible for ensuring employees are properly classified into job descriptions based on primary duties and qualifications.

Exempt employees are exempt from overtime pay provisions of the FLSA wage and hour law. Exemptions from the payment of overtime apply to people in bona fide executive, administrative, professional, computer, or outside-sales positions. Exempt employees are paid on a salary basis for performance of services regardless of the number of hours worked with a salary of at least \$455 per week.

FLSA's exemptions are based on the employee's job duties, not job title, job description, level of education or contract. To qualify for exempt status, the employee must meet all of the requirements of one of the exemption tests (executive, administrative, learned professional, creative professional, computer professional, and outside sales) to be eligible for exemption under the FLSA.

Directors, Managers and Supervisors should contact the Human Resources Officer for clarification and guidance pertaining to the FLSA or any concerns regarding proper employee classification.

### EQUAL PAY ACT (EPA)

The Equal Pay Act requires that male and female employees receive equal pay for equal work. Jobs are considered to involve equal work if they require substantially the same skill, effort, and responsibility and are performed under similar working conditions. It is not a violation of the EPA if unequal pay results from:

- A bona fide seniority system;
- A merit system (based on valid performance measurement system);
- A system that measures earnings by quantity or quality of production (piece-rate); or
- Factors other than gender.

Questions concerning the above should be directed to the Human Resources Department for clarification.



## *New or revised job titles*

Requests for new, revised or inactive job titles shall be directed to the Human Resources Officer via the HR Strategic Partners and include written justification. In addition, a “job analysis questionnaire” is required for new job title or job family requests. No job offers, promotions, or other employment status changes based on new or revised titles can be made prior to the approval and completion of a job description and establishment of title and salary grade.

## *Periodic review*

The Human Resources Department shall be responsible for the periodic review of job titles, job descriptions and evaluations and for consistent application of job title guidelines.

## *Job analysis*

A job analysis is the systematic, formal study of the job. It identifies the essential job functions and hiring requirements.

A job analysis is the beginning to building a base pay structure. The job analysis develops job worth hierarchy, documents work methods and processes used in training, provides job-related standards for performance appraisals, identifies job families, identifies qualifications for job postings, advertising, and candidate selection, provides a basis for legal and regulatory compliance, and identifies company design elements.

The Human Resources Department is responsible for obtaining documentation that describes the responsibilities, key tasks and qualifications needed to perform a job successfully. Sources used to collect job information may include the use of Human Resources and/or consultants, interviews and/or questionnaires in order to obtain relevant information about the essential functions of the job, and the examination of secondary information to include organization charts, industry materials, salary surveys, and government publications. Employees interviewed may include the incumbent, former incumbents, the immediate supervisor, second-level supervisor, and others with the ability to provide technical information.

Employees will be placed within existing job titles if the job analysis suggests that an existing title captures the majority of the employee’s job responsibilities.



## *Job documentation*

A job description is prepared once the job analysis has been completed. All jobs sharing similar content will be grouped together under one title and one job description. Job descriptions should include relevant data collected from the analysis, existing documentation and other valid sources. The job content should be broad so minor changes in either content or organizational structure does not cause the job description to become inaccurate and therefore invalid.

## *Approval process*

The Human Resources Department has the final approval on job descriptions. A job description is considered approved once Human Resources Department has contacted the applicable Director, Manager or Supervisor verifying the finalization of the document. The Director, Manager or Supervisor may request a hard copy or electronic copy from the Human Resources Department. The Human Resources Department is responsible for the posting of approved job descriptions.

## *Administration*

Directors, Managers and Supervisors should be familiar with the job descriptions of employees under their review and ensure that employees are not assigned work that is substantially outside of the employee's job description. If employees are assigned work on a regular basis that is substantially above the requirements identified in their job description, the company is at increased risk of noncompliance with legislation requiring "equal pay for equal work". If exempt employees are assigned work on a regular basis that is substantially below the requirements identified in their job description, the company is at increased risk of noncompliance with legislation requiring overtime pay for nonexempt employees due to misclassification of employees.

Directors, Managers and Supervisors must also ensure that employees have the appropriate qualifications before assigning an employee to a job. These requirements are specified in the applicable job description. Assigning employees to a job for which they do not have the relevant skills places the employee at increased risk of failure and increases the risk to the company that the job is evaluated inappropriately. To avoid potential legal difficulties, the job qualifications identified in applicable job descriptions must be followed.

Directors, Managers and Supervisors are not authorized to modify or "waive" requirements listed on company job descriptions.



## *Job audits*

It is the responsibility of the Human Resources Department to audit business areas to ensure proper classification and evaluation of jobs, compensation cost control and compliance with the provisions of the Fair Labor Standards Act (FLSA) and other applicable laws and regulations. Job audits will be performed as follows.

- A member of Human Resources will initiate the review and notify and describe the purpose of the audit to the Director and relevant Managers or Supervisors of the jobs selected for audit.
- The Human Resources Team Member may request the functions, responsibilities, and other characteristics of the selected job(s) under review. This process may include the same documentation and method as listed under section “job analysis” and require managers to verify qualifications of employees assigned to selected job classifications. Directors, Managers and Supervisors receiving notification of audit are required to supply the requested information within designated time frame.
- Relevant Directors, Managers and Supervisors are responsible for ensuring incumbents assigned to a job classification possess the required qualifications of the job. No employee will be assigned into a job classification without possessing the required qualifications listed in the company job description. Directors, Managers and Supervisors are also responsible for ensuring employees classified into specific job classifications are performing the essential duties of the job.
- The Human Resources Officer will forward a report to relevant managers describing the findings of the audit and provide recommendations of areas requiring action. Receiving Directors, Managers or Supervisors are required to take appropriate action to resolve any audit findings within the designated time frame.
- Directors, Managers and Supervisors may also request job audits. A request is appropriate when significant changes in responsibilities have occurred within a job or the appropriate supervisory personnel believes an employee is performing duties that fall substantially outside the scope of the employee’s job description.



## *Job evaluation process*

The following is a brief description of Human Resources Department job evaluation processes.

- The Human Resources Team Member will evaluate all jobs using an approved job evaluation method. The company uses a market-based comparison approach developed in conjunction with outside consultants.
- The job evaluation is a formal process used to create a job classification map within the company. The market pricing technique requires the collection and interpretation of market data and identification of the going rate for a job. This information is then used to design the company's pay structures and heavily weighs external equity when establishing internal job relevancy within the organizational structure.
- Using a market-based comparison approach allows the company the ability to analyze pay competitiveness and identify pay trends within Service Access & Management, Inc.'s labor market (external equity). The information is collected using salary surveys and benchmarking jobs comparable in other companies. At least 50% of company jobs will be benchmarked using this approach. The essential job responsibilities for each selected benchmark job will match at least 70% of the survey profile.
- A benchmark job is a job commonly found and defined to comparable jobs outside Service Access & Management, Inc. These jobs are used to make pay comparisons either within the organization or to comparable jobs outside of SAM, Inc.
- Jobs that are not benchmarked are "slotted" into appropriate salary grades comparing job content and internal equity (job value) to benchmarked jobs. Slotting involves placing a job into a category or classification and comparing a job to one or more jobs in an already-established hierarchy on the basis of perceived job value. The Human Resources Officer will examine non-benchmarked jobs and determine proper grade assignments.

## *Salary surveys*

When possible, Service Access & Management, Inc. will participate in selected salary surveys throughout the year and collect market data from these surveys. The Human Resources Officer may also request market data be supplied by outside consultants for a nominal fee.



## *Market value determination*

The market value is represented as the midpoint in Service Access & Management, Inc.'s salary grade. This value is determined by collecting market information from the median or 50th percentile of salaries paid by competitive companies for comparable positions in similar industries. Service Access & Management, Inc. collects this information and considers the 50th percentile in establishing salary structures and determining grade assignments. This method allows comparison of company salaries to survey results and assessment of market trends to ensure competitiveness.

## *Salary structure design*

Service Access & Management, Inc.'s salary structure is designed to support a market-based compensation program and reflect regional geographic data for exempt and non-exempt jobs. The initial foundation was built using market data from benchmarked jobs and through the assistance of outside consultants.

A salary structure is an administrative tool designed to be internally fair, externally competitive and cost effective, all supportive of the company's compensation philosophy. The Human Resources Department is responsible for establishing and maintaining the salary structure(s) and will annually review them to ensure a competitive posture within our various labor markets. Any changes made to the salary structure(s) are independent of individual salary adjustments granted to employees.

The salary structure contains a series of grades which lists a salary range minimum, midpoint or market, and maximum salary. The salary grade contains groups of jobs having similar internal and external equity.

## *Salary grades*

Positions within a grade may differ in individual task assignments but are similar in relative complexity, typical requirements, external market value and importance related to internal structure.

Salary grades usually overlap and fall within adjoining grades. Grades are designed to distinguish between skill or responsibility and direct reporting relationships.



## Salary ranges

A salary range represents the spread in actual dollars that may be paid for jobs assigned to particular grade. Salary ranges are based on job content and market value, typically not incumbent value.

Each salary grade contains a salary range listing minimum, midpoint/market, and maximum salaries.

- The minimum salary is the lowest salary that may be paid to an employee for the assigned grade.
- The midpoint/market represents the market rate for a fully competent, experienced employee and is the central value in the pay grade.
- The maximum represents the highest salary that may be paid to an employee for the assigned grade.

Salary ranges are mathematically computed and designed to represent salary range spreads and midpoint differentials commonly found in market-based plans. A salary range spread represents the difference between the maximum salary and the minimum salary. A midpoint differential represents the difference amongst midpoints/markets in two adjacent grades.

Overall, salary ranges provide employees salary growth within a salary grade over time allowing employees to move through the range as a result of merit increases or salary adjustments.

The following graphic references where an employee might be paid based on performance, experience, and potential in the respective pay range.



Service Access & Management, Inc.'s employees are normally paid within the salary range assigned to their jobs. In the event of exceptional performance, unusual labor market conditions, or business necessity, employees may be paid above the maximum or below the minimum of their assigned salary levels. These situations require written justification by the employee's immediate supervisor and approval by the next level of management, in addition to Human Resources Department approval.

Justification must include specific reason (detailed explanation, date of request, requesting supervisor's title, requests made due to market conditions, employee retention, business necessity, or previous pay) with written documentation or proof supporting request. No offers of employment or salary adjustments over the salary range maximums shall be made or entered into HRIS before authorization is received by above designates. Any deviation by a manager from this policy is justification for disciplinary action up to and including termination of employment.



## *Geographic zones*

An average cost of labor estimate will be computed for all survey data found outside of the peer company region to determine the geographic differential applied to survey market data.

The company utilizes the Economic Research Institute to extract geographic differentials for each location. The differentials are provided as a percent of the national labor market. The following depict geographic range assignments based on Service Access & Management, Inc.'s locations.

Location Description	Zone	Zone %
Franklin/Fulton Counties	Zone 1	95%
Lebanon County	Zone 1	95%
Lycoming & Clinton	Zone 1	95%
Huntington/Mifflin/Juniata	Zone 1	95%
Schuylkill County	Zone 1	95%
Clarion County	Zone 1	95%
Lackawanna County	Zone 1	95%
Clearfield/Jefferson	Zone 1	95%
Jefferson County Children & Youth	Zone 1	95%
Tioga County	Zone 2	98%
York/Adams Counties	Zone 2	98%
Community Wellness Support Service Program	Zone 3 (National)	100%
Northampton/Lehigh	Zone 3 (National)	100%
Berks County	Zone 3 (National)	100%
Corporate	Zone 3 (National)	100%
Montgomery County	Zone 4	108%
New Jersey	Zone 5	116%



## *New hire guidelines*

Determination of starting pay for a new hire is based on several factors:

- Salaries offered to new employees must be within the applicable pay range;
- The candidate's qualifications and work experience relative to the job requirements; and
- Current pay levels of incumbents in the same or similar jobs within the organization.

The normal hiring range for new employees is between the minimum and the first quartile of the pay range. New hires that meet the requirements for the job but possess less than one year of relevant experience for the job will normally be hired at or near the minimum of the pay range. Candidates with more significant experience and qualifications may be hired closer to the first quartile or upon Human Resources approval, the midpoint of the pay range.

Hiring within the normal hiring range will provide the greatest future incentive for salary increases based on achievement. It also assures salary expense control in the absence of demonstrated performance.

There may be occasions when a candidate's qualifications and relevant work experience warrant a starting salary that is greater than the first quartile of the pay range. Relevant experience is defined as those skills and attributes as identified in the job specification and uniformly recognized in the external market.

All requests for hiring rates above the normal hiring range must be submitted to Human Resources (either the Human Resources Officer or their designee) for review and approval with concurrence from Executive Management. Requests for starting salaries above the midpoint must be approved before an employment offer is made.



## *Salary adjustments (will vary)*

Adjustments to wage and salary rates occur under the following circumstances.

### Merit

- In association with periodic performance review. Performance reviews occurring one year from date of hire and annually thereafter may be accompanied by an adjustment in wage or salary rate. It is company preference to award annual salary increases to qualifying employees, however such increases are at the discretion of the organization and are not to be considered guaranteed or part of any employment agreement. A designated annual increase amount is determined and approved in the program's budget each fiscal year. The introductory period performance evaluation is not accompanied by a salary adjustment.
- Red circle policy employees are "red circled" if their pay is over the assigned salary grade maximum. An employee whose salary has been red circle will have his/her salary frozen until the salary range increases to recapture the employee's salary. The employee will receive his/her merit increase in the form of a lump sum until the salary is recaptured in the range.

### Promotions

- Promotions are the advancement of an employee from his or her current job to another open job, with greater responsibilities, in a higher pay grade. The promotion is based on documented, demonstrable increase in the scope of work. The granting of a different title alone, without a change in pay grade, does not warrant a promotional salary increase. There are two types of promotional movement:
- Within-job-family promotions are promotions from one level in a job family to a higher level in the same job family (e.g. Case Worker to Case Manager).
- Promotions to a new job (a different job family).

### Demotions

- Demotions are defined as reductions in job duties and responsibilities that result in a salary grade reduction. When an employee is demoted, the employee may receive a decrease in pay equal to 10% or to the maximum of the new range, whichever is greater and will be determined by Human Resources and Executive Management depending on the reason for the demotion.

### Transfers

- Lateral Transfers are defined as movement from one job in a given level to another job in the same level. There is no salary adjustment associated with a job transfer. There is no change in review cycle in conjunction with a job transfer.

### Market adjustments

- Market adjustments are changes in salaries for one of more job titles or classifications associated with labor market survey information. Market adjustments must be approved by Executive Management



and the Human Resources Officer. Market adjustments do not change the date of the established review cycle unless so specified.

## Other

- Special reviews of performance may be accompanied by adjustments to salary. Such special circumstances are rare and must be approved by the appropriate Executive Management member and the Human Resources Officer.
- Special adjustments to salary for one of a few employees based on achieving wage parity with other workers or other special circumstances may be needed. Such special circumstances are rare and must be approved by the appropriate Executive Management member and the Human Resources Officer.
- Change of status is a change such as from part-time to full-time, and voluntary or involuntary demotion. In cases where an employee's job changes to a lower grade through no fault of the employee's, the employee may retain the current salary.

## *Procedures (will vary)*

- All salary actions must be initiated by the Director, Manager or Supervisor submitting a request to their immediate supervisor for approval. No salary action is to be presented to the employee until the request has been approved and signed by the appropriate leadership. Such actions must be documented (i.e., via email) and must accompany the hiring/salary adjustment.
- Actions requiring approval by Executive Management member, and the Human Resources Officer (or their designee) may be communicated to employees only upon such written approval.
- Unless otherwise approved, all salary adjustment actions described above become effective on the first day of the pay period following the action.
- A performance evaluation does not automatically lead to a salary adjustment. The introductory period performance evaluation is for review of introductory performance only.
- Adjustments to salary associated with periodic performance review are subject to the following guidance.
- Employee must achieve an overall “Meets Expectations” or above performance rating on the performance evaluation.
- Employees receiving an overall “Needs Improvement” rating will not receive a salary adjustment and must be placed on a 90-day “performance improvement plan.” If within, or upon 90-days of the review date, performance has improved, an increase may be warranted effective the first pay period after the date the supervisor indicates performance has improved to “Meets Expectations.” A “Needs Improvement” rating on an annual review that does not improve after a 90-day performance improvement plan requires a final written warning around the performance issues. Continued efforts at improvement should be indicated or termination of employment should be considered. If performance improves to “Meets Expectations” after receipt of the final written warning, an increase may be warranted effective the first pay period one year after the date of the final written warning.
- Required annual program-related in-service hours for applicable employees must be completed in order for the employee to be eligible for a salary increase. Required periodic training (i.e., Sexual Harassment, Defensive Driving, Fraud/Waste/Abuse, Blood borne Pathogens, etc.) and total required training hours (including program/service line specific trainings) completed must be documented on the evaluation form. The training requirement must be met effective the date of the review for the previous calendar year. There is a 30-day “grace” period for completion of training hours for the review period may be completed. Upon successful completion of the training hours, an increase may be granted.
- Employee must have received no final written warning during the review period. Upon receipt of a final written warning, the employee must wait one year from the date of the final written warning before becoming eligible for an increase. The increase, if and when warranted, is not retroactive but will be effective the first pay period following one year from the date of the final written warning.
- Reviews must be completed on a timely basis. No increase in salary may be awarded until a performance evaluation is completed and approved.

## *Special pay practices*

Service Access & Management, Inc. has a number of special pay practices with their own written policies as outlined below. For more information on these pay practices, please refer to the specific policy. These special pay practices are for non-union represented employees.

- On-call pay: compensation for an employee who must remain available to be called back to work on short notice if the need arises. Employees generally receive a daily stipend for being on-call, as well as payment for any time spent engaged in responding to on-call requests.
- Shift differentials: paid to non-exempt employees who work evening and night shifts on a regularly scheduled basis. For the purpose of applying shift differentials, shifts are defined as follows:
  - Day shift (first shift) is the shift where 50% or more of the regularly scheduled hours are worked between 6:00 a.m. and 6:00 p.m.
  - Evening shift (second shift) is the shift where 50% or more of the regularly scheduled hours are worked between 6:00 p.m. and 12:00 midnight.
  - Night shift (third shift) is the shift where 50% or more of the regularly scheduled hours are worked between midnight and 6:00 a.m.
- Holiday overtime: in addition to their holiday pay, non-exempt staff who work on a holiday will also be paid for any hours worked on a holiday at their straight time rate, or overtime rate if the hours worked on a holiday result in the employee working more than 40 hours that work week. That is, non-exempt employees will be paid “double time” for hours worked on a holiday (or two and a half times their regular rate of pay if overtime is involved). Employees must get advance approval from their supervisors before working on a holiday.
- Bilingual compensation: a salary differential allowance shall be paid to incumbents of positions requiring use of a second language as designated by the appointing authority and the Human Resources Department Team Member. Positions can only be designated to receive the bilingual salary differential allowance when the following eligibility requirements are met and procedures followed.



**LOCKTON®**

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UNCOMMONLY INDEPENDENT



Select Zone **Zone 3 (National)**  
100%

Structure	National Structure				Midpoint Progression	Range Spread	Hourly (National)			
	Grade	Minimum	Midpoint	Maximum			Grade	Minimum	Midpoint	Maximum
	1	\$21,739	\$25,000	\$28,261	N/A	30%	1	\$10.45	\$12.02	\$13.59
	2	\$23,478	\$27,000	\$30,522	8%	30%	2	\$11.29	\$12.98	\$14.67
	3	\$25,357	\$29,160	\$32,963	8%	30%	3	\$12.19	\$14.02	\$15.85
	4	\$27,299	\$32,076	\$36,853	10%	35%	4	\$13.12	\$15.42	\$17.72
	5	\$30,029	\$35,284	\$40,539	10%	35%	5	\$14.44	\$16.96	\$19.49
	6	\$33,031	\$38,812	\$44,592	10%	35%	6	\$15.88	\$18.66	\$21.44
	7	\$36,224	\$43,469	\$50,714	12%	40%	7	\$17.42	\$20.90	\$24.38
	8	\$40,571	\$48,686	\$56,800	12%	40%	8	\$19.51	\$23.41	\$27.31
	9	\$46,251	\$55,502	\$64,752	14%	40%	9	\$22.24	\$26.68	\$31.13
	10	\$51,651	\$63,272	\$74,893	14%	45%	10	\$24.83	\$30.42	\$36.01
	11	\$58,882	\$72,130	\$85,378	14%	45%	11	\$28.31	\$34.68	\$41.05
	12	\$68,303	\$83,671	\$99,039	16%	45%	12	\$32.84	\$40.23	\$47.61
	13	\$77,647	\$97,058	\$116,470	16%	50%	13	\$37.33	\$46.66	\$56.00
	14	\$91,623	\$114,529	\$137,434	18%	50%	14	\$44.05	\$55.06	\$66.07
	15	\$108,115	\$135,144	\$162,173	18%	50%	15	\$51.98	\$64.97	\$77.97
	16	\$127,194	\$162,173	\$197,151	20%	55%	16	\$61.15	\$77.97	\$94.78
	17	\$155,177	\$197,851	\$240,524	22%	55%	17	\$74.60	\$95.12	\$115.64
	18	\$192,419	\$245,335	\$298,250	24%	55%	18	\$92.51	\$117.95	\$143.39

**Zone Adjusted**

Zone Zone 3 (National) Salary Structure				
Grade	Minimum	Midpoint	Maximum	
1	\$21,739	\$25,000	\$28,261	
2	\$23,478	\$27,000	\$30,522	
3	\$25,357	\$29,160	\$32,963	
4	\$27,299	\$32,076	\$36,853	
5	\$30,029	\$35,284	\$40,539	
6	\$33,031	\$38,812	\$44,592	
7	\$36,224	\$43,469	\$50,714	
8	\$40,571	\$48,686	\$56,800	
9	\$46,251	\$55,502	\$64,752	
10	\$51,651	\$63,272	\$74,893	
11	\$58,882	\$72,130	\$85,378	
12	\$68,303	\$83,671	\$99,039	
13	\$77,647	\$97,058	\$116,470	
14	\$91,623	\$114,529	\$137,434	
15	\$108,115	\$135,144	\$162,173	
16	\$127,194	\$162,173	\$197,151	
17	\$155,177	\$197,851	\$240,524	
18	\$192,419	\$245,335	\$298,250	

**Zone Adjusted**

Zone Zone 3 (National) Hourly Rate Structure				
Grade	Minimum	Midpoint	Maximum	
1	\$10.45	\$12.02	\$13.59	
2	\$11.29	\$12.98	\$14.67	
3	\$12.19	\$14.02	\$15.85	
4	\$13.12	\$15.42	\$17.72	
5	\$14.44	\$16.96	\$19.49	
6	\$15.88	\$18.66	\$21.44	
7	\$17.42	\$20.90	\$24.38	
8	\$19.51	\$23.41	\$27.31	
9	\$22.24	\$26.68	\$31.13	
10	\$24.83	\$30.42	\$36.01	
11	\$28.31	\$34.68	\$41.05	
12	\$32.84	\$40.23	\$47.61	
13	\$37.33	\$46.66	\$56.00	
14	\$44.05	\$55.06	\$66.07	
15	\$51.98	\$64.97	\$77.97	
16	\$61.15	\$77.97	\$94.78	
17	\$74.60	\$95.12	\$115.64	
18	\$92.51	\$117.95	\$143.39	



Job Code	Job Title	Final Grade	Minimum	Midpoint	Maximum
SERAC - 054	Bridge Housing On Call	1	\$21,739	\$25,000	\$28,261
SERAC - 021	Homemaker	2	\$23,478	\$27,000	\$30,522
SERAC - 032	Visitation Aide	2	\$23,478	\$27,000	\$30,522
SERAC - 171	Peer Specialist (CPS)	3	\$25,357	\$29,160	\$32,963
SERAC - 011	Clerk Typist	4	\$27,299	\$32,076	\$36,853
SERAC - 030	Security Guard	4	\$27,299	\$32,076	\$36,853
SERAC - 069	Clerical Support	4	\$27,299	\$32,076	\$36,853
SERAC - 070	Clerk Typist II	4	\$27,299	\$32,076	\$36,853
SERAC - 071	Clerk/Typist - CYS	4	\$27,299	\$32,076	\$36,853
SERAC - 084	Customer Care Representative	4	\$27,299	\$32,076	\$36,853
SERAC - 167	On Call Emergency Mental Health Delegate	4	\$27,299	\$32,076	\$36,853
SERAC - 196	Summer ACE Program Worker	4	\$27,299	\$32,076	\$36,853
SERAC - 002	Administrative Assistant	5	\$30,029	\$35,284	\$40,539
SERAC - 055	C&Y Associate Caseworker	5	\$30,029	\$35,284	\$40,539
SERAC - 056	C&Y Case Aide	5	\$30,029	\$35,284	\$40,539
SERAC - 133	Family Support Partner	5	\$30,029	\$35,284	\$40,539
SERAC - 152	Independent Living Case Aide	5	\$30,029	\$35,284	\$40,539
SERAC - 176	Program Support	5	\$30,029	\$35,284	\$40,539
SERAC - 180	S.T.A.R. Instructor	5	\$30,029	\$35,284	\$40,539
SERAC - 194	STAR Tutor	5	\$30,029	\$35,284	\$40,539
SERAC - 020	Fiscal Technician	6	\$33,031	\$38,812	\$44,592
SERAC - 134	Fiscal Assistant	6	\$33,031	\$38,812	\$44,592
SERAC - 135	Fiscal Assistant - C&Y	6	\$33,031	\$38,812	\$44,592
SERAC - 137	Fiscal Tech	6	\$33,031	\$38,812	\$44,592
SERAC - 139	Fiscal Technician-Avenues	6	\$33,031	\$38,812	\$44,592
SERAC - 144	Housing Assistant	6	\$33,031	\$38,812	\$44,592
SERAC - 148	Housing Specialist	6	\$33,031	\$38,812	\$44,592
SERAC - 150	HR/Fiscal Technician	6	\$33,031	\$38,812	\$44,592
SERAC - 028	Program Specialist	7	\$36,224	\$43,469	\$50,714
SERAC - 044	Administrative Manager	7	\$36,224	\$43,469	\$50,714
SERAC - 068	Clerical Supervisor	7	\$36,224	\$43,469	\$50,714
SERAC - 077	Contract Manager	7	\$36,224	\$43,469	\$50,714
SERAC - 086	Data Analyst	7	\$36,224	\$43,469	\$50,714
SERAC - 117	Diversion Specialist	7	\$36,224	\$43,469	\$50,714
SERAC - 129	Facilitator	7	\$36,224	\$43,469	\$50,714
SERAC - 143	Hospital Liaison	7	\$36,224	\$43,469	\$50,714
SERAC - 161	Medical Records Supervisor	7	\$36,224	\$43,469	\$50,714
SERAC - 162	Mental Health Veterans Coordinator	7	\$36,224	\$43,469	\$50,714
SERAC - 163	MHS Program Manager	7	\$36,224	\$43,469	\$50,714
SERAC - 168	Outcome & Compliance Specialist	7	\$36,224	\$43,469	\$50,714
SERAC - 175	Program Specialist - C&Y	7	\$36,224	\$43,469	\$50,714
SERAC - 185	School Attendance Specialist	7	\$36,224	\$43,469	\$50,714
SERAC - 190	Service Utilization/Documents Systems Supervisor	7	\$36,224	\$43,469	\$50,714
SERAC - 195	STAR/ACE Program Worker	7	\$36,224	\$43,469	\$50,714
SERAC - 206	Visitation Supervisor	7	\$36,224	\$43,469	\$50,714
SERAC - 218	HR Generalist	7	\$36,224	\$43,469	\$50,714
SERAC - 012	Crisis Interventionist	8	\$40,571	\$48,686	\$56,800
SERAC - 040	ACE Caseworker	8	\$40,571	\$48,686	\$56,800
SERAC - 041	ACE Coordinator	8	\$40,571	\$48,686	\$56,800
SERAC - 043	Administrative Case Manager	8	\$40,571	\$48,686	\$56,800
SERAC - 046	Administrative/Intake Caseworker	8	\$40,571	\$48,686	\$56,800
SERAC - 049	Associate Housing Coordinator	8	\$40,571	\$48,686	\$56,800
SERAC - 052	Blended Case Manager	8	\$40,571	\$48,686	\$56,800
SERAC - 053	Blended Case Manager, Bilingual	8	\$40,571	\$48,686	\$56,800
SERAC - 058	C&Y Caseworker	8	\$40,571	\$48,686	\$56,800
SERAC - 061	C&Y Intensive Case Manager	8	\$40,571	\$48,686	\$56,800
SERAC - 067	CHIPP Coordinator	8	\$40,571	\$48,686	\$56,800
SERAC - 073	Community Health Assistant	8	\$40,571	\$48,686	\$56,800
SERAC - 074	Community Specialist	8	\$40,571	\$48,686	\$56,800



SERAC - 082	Crisis Intervention Department Coordinator	8	\$40,571	\$48,686	\$56,800
SERAC - 087	DCORT Coordinator	8	\$40,571	\$48,686	\$56,800
SERAC - 122	Effective Safe Parenting Casemanager	8	\$40,571	\$48,686	\$56,800
SERAC - 125	EI Intake/Referral Coordinator	8	\$40,571	\$48,686	\$56,800
SERAC - 127	EI Service Coordinator	8	\$40,571	\$48,686	\$56,800
SERAC - 128	EI Service Coordinator, Bilingual	8	\$40,571	\$48,686	\$56,800
SERAC - 130	Facilities Maintenance Engineer	8	\$40,571	\$48,686	\$56,800
SERAC - 131	Family Finding Case Worker	8	\$40,571	\$48,686	\$56,800
SERAC - 132	Family Finding Caseworker	8	\$40,571	\$48,686	\$56,800
SERAC - 140	Forensic Blended Case Manager	8	\$40,571	\$48,686	\$56,800
SERAC - 141	Forensic Boundary Spanner	8	\$40,571	\$48,686	\$56,800
SERAC - 153	Independent Living Caseworker	8	\$40,571	\$48,686	\$56,800
SERAC - 156	Intake Case Manager	8	\$40,571	\$48,686	\$56,800
SERAC - 157	Intake Case Manager, Bilingual	8	\$40,571	\$48,686	\$56,800
SERAC - 158	Intake/Utilization Manager	8	\$40,571	\$48,686	\$56,800
SERAC - 170	PATH Casemanager	8	\$40,571	\$48,686	\$56,800
SERAC - 179	S.T.A.R. Coordinator	8	\$40,571	\$48,686	\$56,800
SERAC - 181	S.T.A.R. Supervisor	8	\$40,571	\$48,686	\$56,800
SERAC - 187	Screening Coordinator	8	\$40,571	\$48,686	\$56,800
SERAC - 188	Service Coordinator	8	\$40,571	\$48,686	\$56,800
SERAC - 191	Specialized Autism Supports Coordinator	8	\$40,571	\$48,686	\$56,800
SERAC - 198	Supports Coordinator	8	\$40,571	\$48,686	\$56,800
SERAC - 200	Supports Coordinator, Bilingual	8	\$40,571	\$48,686	\$56,800
SERAC - 201	Targeted Case Manager	8	\$40,571	\$48,686	\$56,800
SERAC - 210	Accountant	8	\$40,571	\$48,686	\$56,800
SERAC - 227	Housing Manager	8	\$40,571	\$48,686	\$56,800
SERAC - 003	AE Support Manager	9	\$46,251	\$55,502	\$64,752
SERAC - 005	C&Y Supervisor	9	\$46,251	\$55,502	\$64,752
SERAC - 025	Office Manager	9	\$46,251	\$55,502	\$64,752
SERAC - 033	Waiver Manager	9	\$46,251	\$55,502	\$64,752
SERAC - 042	ACE/Volunteer Supervisor	9	\$46,251	\$55,502	\$64,752
SERAC - 051	BCM Casework Supervisor	9	\$46,251	\$55,502	\$64,752
SERAC - 057	C&Y Casework Supervisor	9	\$46,251	\$55,502	\$64,752
SERAC - 075	Compliance Manager	9	\$46,251	\$55,502	\$64,752
SERAC - 078	Coordinator of Corporate Compliance	9	\$46,251	\$55,502	\$64,752
SERAC - 079	CORe Supervisor	9	\$46,251	\$55,502	\$64,752
SERAC - 083	Crisis Intervention Supervisor	9	\$46,251	\$55,502	\$64,752
SERAC - 115	Disposition and Expungement Specialist	9	\$46,251	\$55,502	\$64,752
SERAC - 116	Diversion Coordinator	9	\$46,251	\$55,502	\$64,752
SERAC - 118	Diversion Specialist/Forensic BCM Supervisor	9	\$46,251	\$55,502	\$64,752
SERAC - 119	Early Intervention Quality and Compliance Manager	9	\$46,251	\$55,502	\$64,752
SERAC - 123	EI Casework Supervisor	9	\$46,251	\$55,502	\$64,752
SERAC - 124	EI Coordinator and Quality Manager	9	\$46,251	\$55,502	\$64,752
SERAC - 136	Fiscal Manager	9	\$46,251	\$55,502	\$64,752
SERAC - 142	HCSIS/ISP Manager	9	\$46,251	\$55,502	\$64,752
SERAC - 145	Housing Coordinator	9	\$46,251	\$55,502	\$64,752
SERAC - 155	Intake & Eligibility Supervisor	9	\$46,251	\$55,502	\$64,752
SERAC - 166	Office Manager/HR Liaison	9	\$46,251	\$55,502	\$64,752
SERAC - 182	SC Supervisor - IDD	9	\$46,251	\$55,502	\$64,752
SERAC - 184	School Attendance Manager	9	\$46,251	\$55,502	\$64,752
SERAC - 186	Schuylkill Resiliency Project Mgr	9	\$46,251	\$55,502	\$64,752
SERAC - 197	Supervisor for CHA/OLTL	9	\$46,251	\$55,502	\$64,752
SERAC - 199	Supports Coordinator Supervisor	9	\$46,251	\$55,502	\$64,752
SERAC - 202	TCM Supervisor	9	\$46,251	\$55,502	\$64,752
SERAC - 203	Training/Policy Specialist	9	\$46,251	\$55,502	\$64,752
SERAC - 204	Utilization Manager	9	\$46,251	\$55,502	\$64,752
SERAC - 205	Utilization/Contract Coordinator	9	\$46,251	\$55,502	\$64,752
SERAC - 024	Network Support Specialist	10	\$51,651	\$63,272	\$74,893
SERAC - 060	C&Y Director of Program Integrity	10	\$51,651	\$63,272	\$74,893
SERAC - 169	Part-Time Personal Safety Trainer	10	\$51,651	\$63,272	\$74,893
SERAC - 173	Personal Safety Trainer	10	\$51,651	\$63,272	\$74,893



SERAC - 177	Purchasing Manager	10	\$51,651	\$63,272	\$74,893
SERAC - 178	Quality Assurance/Contract Supervisor	10	\$51,651	\$63,272	\$74,893
SERAC - 208	Wellness Nurse	10	\$51,651	\$63,272	\$74,893
SERAC - 001	Accounting Manager	11	\$58,882	\$72,130	\$85,378
SERAC - 013	Director of Administrative Services	11	\$58,882	\$72,130	\$85,378
SERAC - 017	Director of Mental Health Services	11	\$58,882	\$72,130	\$85,378
SERAC - 022	HR Strategic Partner	11	\$58,882	\$72,130	\$85,378
SERAC - 029	Quality Manager	11	\$58,882	\$72,130	\$85,378
SERAC - 036	Regional Manager, Supports Coordination	11	\$58,882	\$72,130	\$85,378
SERAC - 037	Accounting Manager- CW2SP	11	\$58,882	\$72,130	\$85,378
SERAC - 038	Accounting Manager/Accounts Payable	11	\$58,882	\$72,130	\$85,378
SERAC - 039	Accounting Manager/Payroll	11	\$58,882	\$72,130	\$85,378
SERAC - 047	Application Developer	11	\$58,882	\$72,130	\$85,378
SERAC - 062	C&Y Manager	11	\$58,882	\$72,130	\$85,378
SERAC - 063	Casework Manager	11	\$58,882	\$72,130	\$85,378
SERAC - 085	CW2SP Manager	11	\$58,882	\$72,130	\$85,378
SERAC - 090	Deputy Director of Crisis Intervention Services	11	\$58,882	\$72,130	\$85,378
SERAC - 093	Deputy Director of Supports Coordination Services	11	\$58,882	\$72,130	\$85,378
SERAC - 174	Program Manager/Quality Manager	11	\$58,882	\$72,130	\$85,378
SERAC - 183	School Attendance Director	11	\$58,882	\$72,130	\$85,378
SERAC - 189	Service Coordinator Supervisor	11	\$58,882	\$72,130	\$85,378
SERAC - 192	Staff Development Manager Instructor-Led Learning	11	\$58,882	\$72,130	\$85,378
SERAC - 193	Staff Development Manager Virtual & E-Learning	11	\$58,882	\$72,130	\$85,378
SERAC - 217	Early Intervention Manager	11	\$58,882	\$72,130	\$85,378
SERAC - 019	Director of Supports/Service Coordination	12	\$68,303	\$83,671	\$99,039
SERAC - 050	Base Service Unit Director	12	\$68,303	\$83,671	\$99,039
SERAC - 101	Director of CORE Services	12	\$68,303	\$83,671	\$99,039
SERAC - 102	Director of Crisis Intervention Services	12	\$68,303	\$83,671	\$99,039
SERAC - 103	Director of Early Intervention Services	12	\$68,303	\$83,671	\$99,039
SERAC - 105	Director of Family Services	12	\$68,303	\$83,671	\$99,039
SERAC - 112	Director of Supports Coordination	12	\$68,303	\$83,671	\$99,039
SERAC - 113	Director of Supports Coordination Services	12	\$68,303	\$83,671	\$99,039
SERAC - 146	Housing Director	12	\$68,303	\$83,671	\$99,039
SERAC - 159	Manager of Organizational Impact & Accountability	12	\$68,303	\$83,671	\$99,039
SERAC - 160	Manager of Quality Service and Practice Excellence	12	\$68,303	\$83,671	\$99,039
SERAC-228	Innovation Strategist	12	\$68,303	\$83,671	\$99,039
SERAC - 164	Network Administrator	12	\$68,303	\$83,671	\$99,039
SERAC - 165	Network Support Specialist Supervisor	12	\$68,303	\$83,671	\$99,039
SERAC - 222	Onboarding, Outreach, and Quality Manager	12	\$68,303	\$83,671	\$99,039
SERAC - 014	Director of Fiscal Operations	13	\$77,647	\$97,058	\$116,470
SERAC - 015	Director of IDD Services	13	\$77,647	\$97,058	\$116,470
SERAC - 045	Administrative Officer	13	\$77,647	\$97,058	\$116,470
SERAC - 095	Director of Accounting Services	13	\$77,647	\$97,058	\$116,470
SERAC - 097	Director of Billing Services	13	\$77,647	\$97,058	\$116,470
SERAC - 107	Director of Fiscal Quality Assurance	13	\$77,647	\$97,058	\$116,470
SERAC - 121	Eastern Region OLTL Director	13	\$77,647	\$97,058	\$116,470
SERAC - 172	Personal Safety Director	13	\$77,647	\$97,058	\$116,470
SERAC - 209	Western Region OLTL Director	13	\$77,647	\$97,058	\$116,470
SERAC - 211	Children and Youth Regional Director	13	\$77,647	\$97,058	\$116,470
SERAC - 212	Children and Youth Director of Fiscal Reporting	13	\$77,647	\$97,058	\$116,470
SERAC - 219	Mental Health Regional Director	13	\$77,647	\$97,058	\$116,470
SERAC - 223	Regional Director for Supports Coordination Svc	13	\$77,647	\$97,058	\$116,470
SERAC - 034	Deputy Director of CW2SP	14	\$91,623	\$114,529	\$137,434
SERAC - 088	Deputy Chief Financial Officer	14	\$91,623	\$114,529	\$137,434
SERAC - 089	Deputy Dir Supports/Service Coordination, NJ & PA	14	\$91,623	\$114,529	\$137,434
SERAC - 091	Director of People Strategies and Development	14	\$91,623	\$114,529	\$137,434
SERAC - 106	Director of Fiscal Operations - Avenues	14	\$91,623	\$114,529	\$137,434
SERAC - 111	Director of Org.Quality Effectiveness and Develop.	14	\$91,623	\$114,529	\$137,434
SERAC - 154	Information Officer	14	\$91,623	\$114,529	\$137,434
SERAC - 213	Deputy Director of Administrative Entity Supp. Svc	14	\$91,623	\$114,529	\$137,434
SERAC - 214	Deputy Director of County Program Services	14	\$91,623	\$114,529	\$137,434



SERAC - 215	Deputy Director of Mental Health Services	14	\$91,623	\$114,529	\$137,434
SERAC - 016	Director of Information Technology	15	\$108,115	\$135,144	\$162,173
SERAC - 072	Clinical Officer	15	\$108,115	\$135,144	\$162,173
SERAC - 076	Compliance Officer	15	\$108,115	\$135,144	\$162,173
SERAC - 100	Director of Business Operations	15	\$108,115	\$135,144	\$162,173
SERAC - 023	Human Resources Officer	16	\$127,194	\$162,173	\$197,151
SERAC - 080	Corporate Controller	16	\$127,194	\$162,173	\$197,151
SERAC - 081	Corporate Mental Health Director	16	\$127,194	\$162,173	\$197,151
SERAC - 094	Dir Of Community Wellness and Supports Services	16	\$127,194	\$162,173	\$197,151
SERAC - 096	Director of AE Support Services	16	\$127,194	\$162,173	\$197,151
SERAC - 099	Director of Budgets and Grants Management	16	\$127,194	\$162,173	\$197,151
SERAC - 216	Director of County Program Services	16	\$127,194	\$162,173	\$197,151
SERAC - 224	EI Service Line Director	16	\$127,194	\$162,173	\$197,151
SERAC - 225	Director of C&Y Service Line	16	\$127,194	\$162,173	\$197,151
SERAC - 226	Corporate Director of Supports Coordination	16	\$127,194	\$162,173	\$197,151



Location Description	Zone	Zone %
New Jersey	Zone 5	116%
Montgomery County	Zone 4	108%
Community Wellness Support Service Program	Zone 3 (National)	100%
Northampton/Lehigh	Zone 3 (National)	100%
Berks County	Zone 3 (National)	100%
Corporate	Zone 3 (National)	100%
Tioga County	Zone 2	98%
York/Adams Counties	Zone 2	98%
Franklin/Fulton Counties	Zone 1	95%
Lebanon County	Zone 1	95%
Lycoming & Clinton	Zone 1	95%
Huntington/Mifflin/Juniata	Zone 1	95%
Schuylkill County	Zone 1	95%
Clarion County	Zone 1	95%
Lackawanna County	Zone 1	95%
Clearfield/Jefferson	Zone 1	95%
Jefferson County Children & Youth	Zone 1	95%

Zone	Geo Diff
Zone 1	95.0%
Zone 2	98.0%
Zone 3 (National)	100.0%
Zone 4	108.0%
Zone 5	116.0%

## Ariel Parker, LSW

Home: 407 S 22<sup>nd</sup> Street Allentown, Pa 18104  
(484) 426-7571 arioxy68@gmail.com

### OBJECTIVE

Seeking a position on Service Access Management's Board of Directors where I can leverage my experience in the mental health, educational, and child welfare fields to guide programming and support positive service outcomes.

### EDUCATION

Our Lady of the Lake University, San Antonio, TX May 2015-December 2017  
Major: Masters of Social Work with a focus on serving Latino children and families  
GPA: 3.71/4.00

Kutztown University of Pennsylvania, Kutztown, PA Summer 2010-May 2013

#### **Dual Major: Social Work and Spanish**

GPA: 3.93/4.00 cumulative; 4.00/4.00 Social Work major.

### EDUCATIONAL SOCIAL WORK EXPERIENCE

*MSW Intern*, Valley Youth House Lehigh Valley Shelter, Bethlehem Pa July 2017-Nov 2017

- Provided direct clinical services to residents including individual and family therapy, clinical assessments, and case planning.
- Facilitated educational, therapeutic and support groups
- Engaged and supervised youth in life skills development

*C-WEB Intern*, Lehigh County Office of Children and Youth Services August 2012-May 2013

- Assisted supervisor in providing case management services to children and families referred to the Ongoing General Protective Services Unit
- Completed important documentation such as Safety and Risk Assessments
- Worked to complete the child welfare curricula modules of Charting the Course Training

### SKILLS

- Strong Communication Skills
- Ability to work collaboratively
- Strong verbal and written skills in the Spanish language
- General Knowledge of Microsoft Office and Google Suite Certified Educator

### SOCIAL WORK EMPLOYMENT

*School Based Therapist*, Colonial Intermediate Unit 20, Bethlehem, Pa Nov 2019-Present

- Assesses treatment needs of identified clients and develop a treatment plan and goal treatment plan to address those needs utilizing a strength-based solution-focused model of treatment.
- Utilizes the collaborative treatment planning process, including all involved parties in identifying needs, steps, and intervention strategies.

*Social Worker*, Reading School District, Reading, Pa 19604 August 2018-Present

- Works directly with at risk high school students at the Red Knight Accelerated Academy City Line (RCAA) to address basic needs
- Homeless liaison and Student Assistance Program Coordinator for the RCAA City Line Building

- Collaborates with students and families to address attendance and behavioral concerns by connecting them to both school and community-based resources
  - Provides ongoing support to students to address varying behavioral needs including aggression, substance use, anxiety and anger
  - Screens and supports students in crisis to ensure safety and well being
- Relief Counselor, Valley Youth House, Lehigh Valley Shelter*                      November 2017-July 2020
- Assisted and supervised homeless youth ages 12-19 in the development and usage of key life skills such as emotional regulation and household maintenance.
  - Periodically provided direct clinical services to residents including individual, group and family therapy.
  - Trained in Managing Aggressive Behaviors, provided de-escalation techniques when necessary.
- Site Coordinator, Communities In Schools of the Lehigh Valley*                      August 2016-August 2018
- Worked directly with at-risk students inside Reading Senior High School and in collaboration with the school principal and leadership team.
  - Brought vital community resources into the school where students and families can access them.
  - Strengthened relationship between school and parent/guardians through communication and events.
  - Conducted school-wide and individualized assessments, plans school-wide, group-level, and individualized supports to address needs, monitors effectiveness of provided supports adjusting accordingly, and tracks student and school data, reporting on outcomes.
- Support Specialist, Communities In Schools of the Lehigh Valley*                      August 2015-August 2016
- Served Reading Intermediate High School in Reading, Pa by providing services geared to the micro, mezzo, and macro levels
  - Provided case management services to 8<sup>th</sup> and 9<sup>th</sup> grade students who are considered at an increased risk for dropping out of school
  - Focused on creating a positive one on one relationship with every case managed student in order to facilitate change
  - Advocated for students and partners with other community agencies to connect students to services to meet their needs
- Caseworker II, Lehigh County Office of Children and Youth Services*                      July 2014-August 2015
- Initial responder to allegations of abuse and neglect referred to the agency.
  - Collaborated with various service systems including: the Juvenile Courts, Family Courts, local police departments, and other community agencies
  - Maintained an average caseload of 50 and completed important documentation depicting the safety and risk factors in all cases.
- Caseworker II, Delaware County Children and Youth, Upper Darby, Pa*                      June 2013-July 2014
- Certified as a Direct Service Worker through the PA Department of Public Welfare
  - Assessed and investigated allegations of child abuse and neglect within the Intake Department
  - Worked with families to address concerns regarding child abuse and neglect
- References Available Upon Request



Title: <b>PRIVACY &amp; CONFIDENTIALITY OF COMPANY INFORMATION</b>	
Prepared by:  Governance Committee	Approved by: Board of Directors  <hr/> John G. Vafeas, Board Chairman
Effective Date:	Approval Date: <a href="#">02/20/2020</a>
Last Review Date: <a href="#">02/05/2020</a> <a href="#">03/03/2021</a>	Last Revision Date: 07/26/2018

**Policy**

Service Access Management, Inc. uses a variety of confidential information regarding its business operations and consumers that is protected by federal and state law. Board members are required to keep all company information confidential.

**Purpose**

To set forth the rules and restrictions for protecting SAM's confidential information.

**Responsibility**

It will be the responsibility of the SAM, Inc. Board of Directors to adhere to this policy and procedure. Non-compliance will be addressed via the corporation's by-laws as specified in Article II, Section 2.08.

**Procedure**

- A. "Confidential Information" shall include any information that a Board Member should reasonably expect that SAM would want to remain confidential and not disclosed to third parties.
- B. With the exception of consumer Protected Health Information (PHI) which is protected under various State and Federal laws such as HIPAA and the Mental Health Procedures Act, confidential information does not include information that is known or available publicly.
- C. SAM is deemed to be a Covered Entity under HIPAA. Board members have a responsibility to ensure the confidentiality of consumer information.
- D. SAM has appointed a Compliance Officer who is responsible for assisting all staff and Board members in the effort of protecting consumer privacy. Board members must consult the Compliance Officer prior to sharing any consumer information with a third party.



- E. Board members must be aware of the surroundings in which confidential information is discussed. Confidential information should never be exchanged in public areas.
- F. Board members must ensure no confidential information is placed in a position, whether internal to SAM, or external to SAM, where others not having a need to know can see, hear, or view the information.
- G. Confidential Information is and shall remain at all times the exclusive property of SAM.
- H. Board members will not disclose ~~consumer information to third parties without the direction of the Compliance Officer and will not disclose~~ any Confidential Information to third parties without the approval of the Board.



Title:		<b>FINANCIAL MATTERS BETWEEN SAM, INC. AND INDIVIDUAL BOARD MEMBERS</b>	
Prepared by:	Governance Committee	Approved by:	Board of Directors
Effective Date:	05/19/2008	<hr/> John G. Vafeas, Board Chairman	
Last Review Date:	<a href="#">02/05/2020</a> <a href="#">03/03/2021</a>	Approval Date:	<a href="#">02/20/2020</a>
		Last Revision Date:	07/01/2011

## I. Policy

Financial matters between Service Access & Management, Inc. (SAM, Inc.) and individual Board members shall be defined in the by-laws which delineate what is allowed regarding compensation, expense reimbursement, net earnings, liability, financial reports and contractual relationships.

## II. Purpose

To communicate the nature of financial matters between the organization and individual Board members and to ensure that these relationships are reviewed by the Board of Directors and amended as necessary.

## III. Responsibility

It will be the responsibility of the SAM, Inc. Board of Directors to adhere to this policy and procedure. Non-compliance will be addressed via the corporation's by-laws as specified in Article II, Section 2.08.

## IV. Procedure

To communicate the following relationships as defined by the by-laws to the Board of Directors on an annual basis.

### A. Compensation:

1. The Officers of the Corporation are paid employees.
2. The Directors shall serve without compensation, except each may be reimbursed by the Corporation for reasonable, necessary and documented expense incurred for services rendered to or for the Corporation to foster one or more of its purposes.
3. No part of the net earnings of the Corporation shall be to the benefit of any Director or Officer of the corporation or any private individual.



4. No Director or Officer of the corporation or any private individual shall be entitled to share in the distribution of any of the corporate assets upon dissolution.
5. No compensation shall be paid by the corporation to any member of any advisory Board.

B. Personal Liabilities of Directors:

1. A Director shall not be personally liable for monetary damages for any action taken, or any failure to take action, unless:
  - The Director has breached or failed to perform the duties of his/her office.
  - The breach or failure to perform constitutes self-dealing, willful misconduct or recklessness.
2. The provisions of paragraph one above, shall not apply to the responsibility or liability of a Director pursuant to any criminal statute, or the liability of a Director for the payment of taxes pursuant to local, state or federal law.

C. The Board of Directors, Officers and other authorized representatives will be indemnified as specified under Article 5, Section 5.01 through Section 5.12 of the organization's by-laws.

D. Deposits:

1. All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies or other depositories as the Board of Directors may approve or designate.
2. All such funds shall be withdrawn only upon checks signed by one or more Officers or employees as the Board of Directors shall, from time to time, determine.

E. Financial Reports:

1. Upon written request from a Director, the corporation shall furnish a copy of its annual financial statement to that Director, including at least a balance sheet as of the end of each fiscal year, including income and expenses for the fiscal year.
2. The financial statements shall be prepared on the basis of generally accepted accounting principles.



3. Statements that are audited or reviewed by a public accountant shall be accompanied by the report of the accountant and each copy shall be accompanied by a statement of the person in charge of the financial records of the company:

- Stating whether the financial statements were prepared in accordance with generally accounting principles, and, if not, describing the basis of his presentation.
- Describing any material in respects in which the financial statements were not prepared on a basis consistent with those prepared for the previous year.

F. Contractual or Transactions between a Board Member or Officer of the Board and the company, or other instances where a Board Member or Officer have a financial interest, are permitted under the corporation's by-laws as specified under Article 6, Section 6.07 - letter a, numbers (1) and (2). On an annual basis these relationships will be reviewed by the Board of Directors and updated as necessary.



Title:		<b>PURCHASING GUIDELINES</b>	
Prepared by:	Governance Committee	Approved by:	Board of Directors
Effective Date:	12/09/2010	<hr/> John G. Vafeas, Board Chairman	
Last Review Date:	<a href="#">03/04/2020</a> <a href="#">03/03/2021</a>	Approval Date:	<a href="#">03/19/2020</a>
		Last Revision Date:	12/06/2010

**I. Policy**

The officers of the corporation will inform the Board of Directors of the purchase of all non-budgeted good and services over \$10,000. The Board will review and approve the purchase of all non-budgeted goods and services in excess of \$50,000 for a single item or project. Goods and services purchased by the company on behalf of County customers however will require the approval of the County providing the funding.

**II. Purpose**

To allow the officers to conduct routine business in an efficient way while insuring the provision of adequate oversight of major expenditures.

**III. Responsibility**

It will be the responsibility of the Board of Directors to adhere to this policy and procedure. Non-compliance will be addressed via the corporation's by-laws as specified in Article II, Section 2.08.

**IV. Procedure**

The Business Committee of the Board is responsible to review the details of all major purchases and make a recommendation to the Board on denial or approval.



Title:		<b>STANDING COMMITTEES OF THE SAM, INC. BOARD OF DIRECTORS</b>	
Prepared by:	Governance Committee	Approved by:	Board of Directors
Effective Date:	05/19/2008	<hr/> John G. Vafeas, Board Chairman	
Last Review Date:	<del>05/06/2003</del> <u>03/21</u>	Approval Date:	<u>5/21/20</u>
		Last Revision Date:	0/5/06/20

**I. Policy**

There shall be four (4) Standing Committees of the SAM, Inc. Board of Directors, viz:

- a. Governance
- b. Programs
- c. Business
- d. Employee Engagement

A member of the Board shall Chair each committee. The committees shall have a cross representation of Board members, and as appropriate, of officers and staff. Other stakeholders or subject matter experts can join and participate in the work of a Committee as needed. The Chairperson of the Board and President/CEO are ex-officio members of all committees.

**II. Purpose**

A committee's function is to bring the experience, expertise and judgment of its members to bear on a specific area of the company's responsibilities. It assists the Board by considering matters referred to it in greater depth than would be possible by the entire Board.

**III. Responsibility**

It will be the responsibility of the SAM, Inc. Board of Directors to adhere to this policy and procedure. Non-compliance will be addressed via the corporation's by-laws as specified in Article II, Section 2.08.



#### IV. Procedure

- A. Standing Committee members shall be appointed by the Board. The Board shall approve a Committee Chairperson for each committee from the members of the Board, contingent upon the decision of the committee members and the acceptance of that member.
- B. A majority of the committee members currently holding office shall constitute a quorum for the transaction of business. The committee shall take action by the affirmative vote of a majority of the standing committee members present.
  - 1. The committee may also take action by written action signed by the number of members required to take the same action at a meeting at which they were all present.
- C. Each committee chair shall be selected and approved to serve based on the following criteria:
  - 1. Has an interest and enthusiasm in serving on a particular committee.
  - 2. Brings a diverse background.
  - 3. Has adequate time to devote to committee responsibilities.
  - 4. Has a specialized knowledge and expertise in a particular area, for example, a finance background.
  - 5. Represents the highest professional and personal integrity.
  - 6. Is an independent director of the SAM, Inc. Board of Directors.
  - 7. Demonstrated ability to work within a team setting.
  - 8. Is capable to evaluate material presented for review.
  - 9. Is willing to serve as Acting Chair of the Board meeting when the Board Chair is not present.
- D. Standing Committees will fulfill their responsibilities in accord with the Charter developed by each Committee and approved by the Board annually at the June Meeting.



- E. The Governance Committee is comprised of three or more members of the Board. A Chair is selected from within the Committee by its members and approved by the Board. The Board Chair and Vice-Chair are members of this Committee. Management representation to the Committee includes the President/CEO and Vice President /CFO
1. This committee is responsible for developing and recommending to the full Board, policies and procedures that are designed to assure the appropriate size and composition of the Board of Directors so that it can meet its fiduciary obligations to the company and its stakeholders.
  2. Monitor and evaluate the effectiveness of the Board. Identify and provide solutions to Board training and education needs.
  3. Monitor, evaluate and revise as needed the organization's by-laws.
  4. This committee also makes decisions between Board meetings if necessitated by unusual circumstances. Such decisions are subject to ratification by the total Board at its next meeting.
  5. The Governance Committee is responsible for the annual performance evaluation of the President/CEO, and for making recommendations to the full Board regarding his/her performance, continuing tenure and compensation.
  6. The Governance Committee is responsible for the implementation of the annual planning process and in the development of the long-term strategic plan.
- F. The Program Committee is comprised of three or more members of the Board. A Chair is selected from within the Committee by its members and approved by the Board. Management representation to the Committee includes the President/CEO, COO and the Corporate Director of each Service Line.
1. The Program Committee is responsible for the general oversight of the company's programs and services.
  2. The Program Committee recommends improvements to existing programs and monitors the performance of those programs against approved goals and objectives.
  3. The Program Committee provides reports to the full Board regarding the quality and consistency of existing programs and services.



4. It receives and reviews reports on Organization Outcomes, Effectiveness Measures, Consumer Satisfaction Data, Stakeholder Satisfaction Data, Licensing, Certifications and Accreditations and Service Expansions or Closures
  5. Responsibility for identifying new needed programs and services.
  6. Ensures compliance for CARF, NADD, NCQA, and AAS accreditation.
- G. The Business Committee is comprised of three or more members of the Board. A Chair is selected from within the Committee by its members and approved by the Board. Management representation to the Committee includes the President/CEO and Vice President /CFO
1. The Business Committee is responsible for generally overseeing and ensuring the development and approval of the annual budget.
  2. It receives reports on corporate compliance presented by the Compliance Officer (or designee).
  3. Receives and reviews reports on risk management issues.
  4. This committee reviews internally prepared financial reports.
  5. The Business Committee also ensures accurate tracking/monitoring/accountability for funds.
  6. This committee ensures adequate financial controls, which includes, but is not limited to, reviewing the independent auditor's report.
  7. Review 401k plan/investments
  8. This committee reviews the feasibility of new ventures, opportunities, contracts, major purchases
- H. The Employee Engagement Committee is comprised of three or more members of the Board. A Chair is selected from within the Committee by its members and approved by the Board. Management representation to the Committee includes the President/CEO, the COO and the Human Resources Officer.
1. The Employee Engagement Committee will review data and actions taken by management to monitor progress toward successful achievement of SAM's goal to attract and retain the best possible staff.
  2. Reviews Employee Survey Data.
  3. Reviews Recruitment and Retention Data
  4. Reviews Diversity and Inclusion Data
  5. Reviews Workplace Safety Data



**Policy & Procedure: Standing Committees of the SAM Inc. Board of Directors**

6. Reviews Staff Development/Training Reports
7. Reviews and makes Recommendations for innovations in Employee Benefit Programs



Title:		<b>STRATEGIC PLANNING AND QUALITY IMPROVEMENT</b>	
Prepared by:	Governance Committee	Approved by:	Board of Directors
Effective Date:	05/19/2008	<hr/> John G. Vafeas, Board Chairman	
Last Review Date:	<a href="#">03/04/2020</a> <a href="#">03/03/2021</a>	Approval Date:	<a href="#">4/16/20</a>
		Last Revision Date:	08/20/18

**I. Policy**

The Governing Board of Service Access & Management, Inc. (SAM, Inc.) will create and maintain a Strategic Plan at least every three years. This Plan will define the long-term goals for the company as well as the methods by which the company will engage in performance measurement, service evaluation, and organizational improvement planning.

**II. Purpose**

To insure a comprehensive and objective process exists to plan the future of the organization as well as monitor, analyze, and evaluate the quality of services provided and provide reporting on progress toward identified goals and outcomes.

**III. Responsibility**

It will be the responsibility of the SAM, Inc. Board of Directors to adhere to this policy and procedure. Non-compliance will be addressed via the corporation's by-laws as specified in Article II, Section 2.08.

**IV. Procedure**

**A. Strategic Plan:**

The Board of Directors will create and maintain a Strategic Plan at least every three years.

1. The Strategic Plan will be focused on improving the company.
2. The Strategic Plan is intended to set the long-range goals for the company.



3. The Board will meet in a special session to create the Strategic Plan Document.
  - a. The company President/Chief Executive Officer (CEO), Vice President/Chief Financial Officer (CFO) and Chief Operations Officer (COO) and other staff members as needed will participate with the Directors to create the Plan.
  - b. The Board may utilize a consultant to assist with the facilitation of the planning process if necessary.
  - c. Relevant data will be used to drive the planning process.
    - i. Data is defined as any information that helps the Directors and Officers gain insight into the effective and efficient operation of the company.
    - ii. Data will come from stakeholders as well as any other relevant sources.
  - d. The Strategic Plan will be adopted by the Board and appropriate sections of the Plan will be shared with stakeholders.

**B. Organizational Outcomes Plan:**

Management and Staff within SAM will identify the organizational outcomes related to service/program quality improvement and present them to the Program Committee of the Board. The priorities will identify performance improvement outcomes related to the four quality domains of service effectiveness, service efficiency, service access, and consumer satisfaction. The Organizational Outcomes plan is related to the Strategic Plan but is more focused on operational matters.

1. Relevant data will be used to drive the Organizational Outcomes Planning process, and to evaluate Business/Organizational and Service Delivery Improvement and Progress on identified outcomes associated with each quality domain and goal. Data includes:
  - a. Business/Organizational Improvement Data:**
    - i. Financial reports
    - ii. Accessibility Evaluation and Information
    - iii. Budgets and resource allocation
    - iv. Human Resources reports (staff retention and turnover data)
    - v. IT reports
    - vi. Health and Safety information (incident review and safety recommendations implemented)



- vii. Risk assessments and insurance review
- viii. Demographic statistics indicating changes and trends in service needs

**b. Service Delivery Improvement (Effectiveness, Efficiency, Access and Satisfaction)**

**Effectiveness Measures**

- i. Statistics on service supporting community integration
- ii. Statistics on hospitalization/re-hospitalization
- iii. Community tenure
- iv. Employment
- v. Housing
- vi. Physical health and wellness
- vii. School Attendance
- viii. Family integration and reunification
- ix. Consumer and personnel incident data and the impact of incidents and trends on effective service delivery

**Efficiency Measures**

- i. Productivity statistics
- ii. Personnel turnover/vacancy rates
- iii. Service Utilization Statistics (including comparison to other benchmarks set by the county, CCBH, and other payers)
- iv. Utilization of face to face contact
- v. Results of program evaluation related to documentation submission standards and requirements

**Access Measures**

- i. Number of days from referral to first contact
- ii. Number of days from hospitalization to re-engagement
- iii. Number of days to plan development
- iv. Waiting time for service

**Satisfaction**

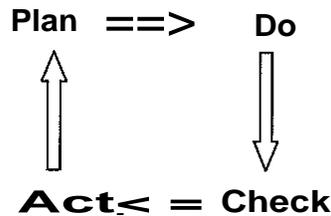
- i. Complaint and grievance information
- ii. Satisfaction and Input survey results



2. The Organizational Outcomes Plan will identify service/program defined outcomes and targets to be achieved during the planning and review cycle.
  - a. Based on feedback from stakeholders, including the Program Committee of the SAM, Inc. Board of Directors, the management team will identify and prioritize issues that must be addressed during the planning cycle.
  - b. The Organizational Outcomes Plan will be shared with the staff and other stakeholders as necessary.
  - c. Progress on the goals included in the Plan will be monitored on a routine basis by Management to insure the Plan is current and improvement activities are implemented.

**Quality Improvement Process:**

- C. The SAM, Inc. Organizational Outcomes and Strategic Plans and improvement goals will be evaluated and developed based on an analysis of data used to regularly evaluate service effectiveness and efficiency. To illustrate the quality improvement process to be developed and implemented would show the following:



1. **Plan: Develop a Performance Improvement Plan** Strategic and Organizational plans as well as Department performance improvement activities supports the development of a Performance Improvement Plan. Within the plan, performance improvement goals should be identified. Questions to consider in the identification of goals include: "What did you learn in the previous year?", and "What do you want to know at the end of the current year including organization goals, program and service goals, and the goals of persons served?"
2. **Do: Collect Information and Data** Information and data are gathered externally and internally. This is accomplished by identifying needs and available resources, internally and externally.
3. **Check: Analyze Information Quarterly and Annually Summarize and Share Information (Performance Analysis Report Card)** Information and data collected should be reviewed and discussed by leadership and staff regularly, usually on a quarterly and annual



**Policy & Procedure: Strategic Planning and Quality Improvement**

basis. Progress and problems towards meeting goals should be documented, including the process to work through and resolve any problems or roadblocks towards meeting goals. The report card summarizes how you did with respect to the goals and objectives identified in the Annual and Strategic Plans, as well as

Department Plans. The summary should include information on performance improvement activities and outcomes or results shared with stakeholders, internally and externally.

4. **Act: Develop a Performance Improvement Action Plan** The plan is developed by completing a performance analysis of information and data reviewed throughout the year and identifying areas for improvement. The cycle of Quality Improvement starts again.



# Shared Savings

A Value Based Payment Model



# Blended Case Management (BCM)

- ■ ■ Children ages 3-17 diagnosed with a mental illness or serious emotional disturbance who have one of the following:
  - ■ ■ Have had 6+ days in an inpatient treatment setting within the last year
  - ■ ■ Would risk out of home placement without the service, or
  - ■ ■ Currently receive or in need of mental health services from 2 or more agencies
- ■ ■ Adults (18+) diagnosed with a mental illness who meet one of the following:
  - ■ ■ Have had 6+ days of inpatient treatment in the last year
  - ■ ■ Been involuntarily hospitalized within the last year
  - ■ ■ Currently receiving or in need of services from 2 or more agencies
  - ■ ■ Missed at least 3 MH appointments or had 2+ encounters with Crisis Services

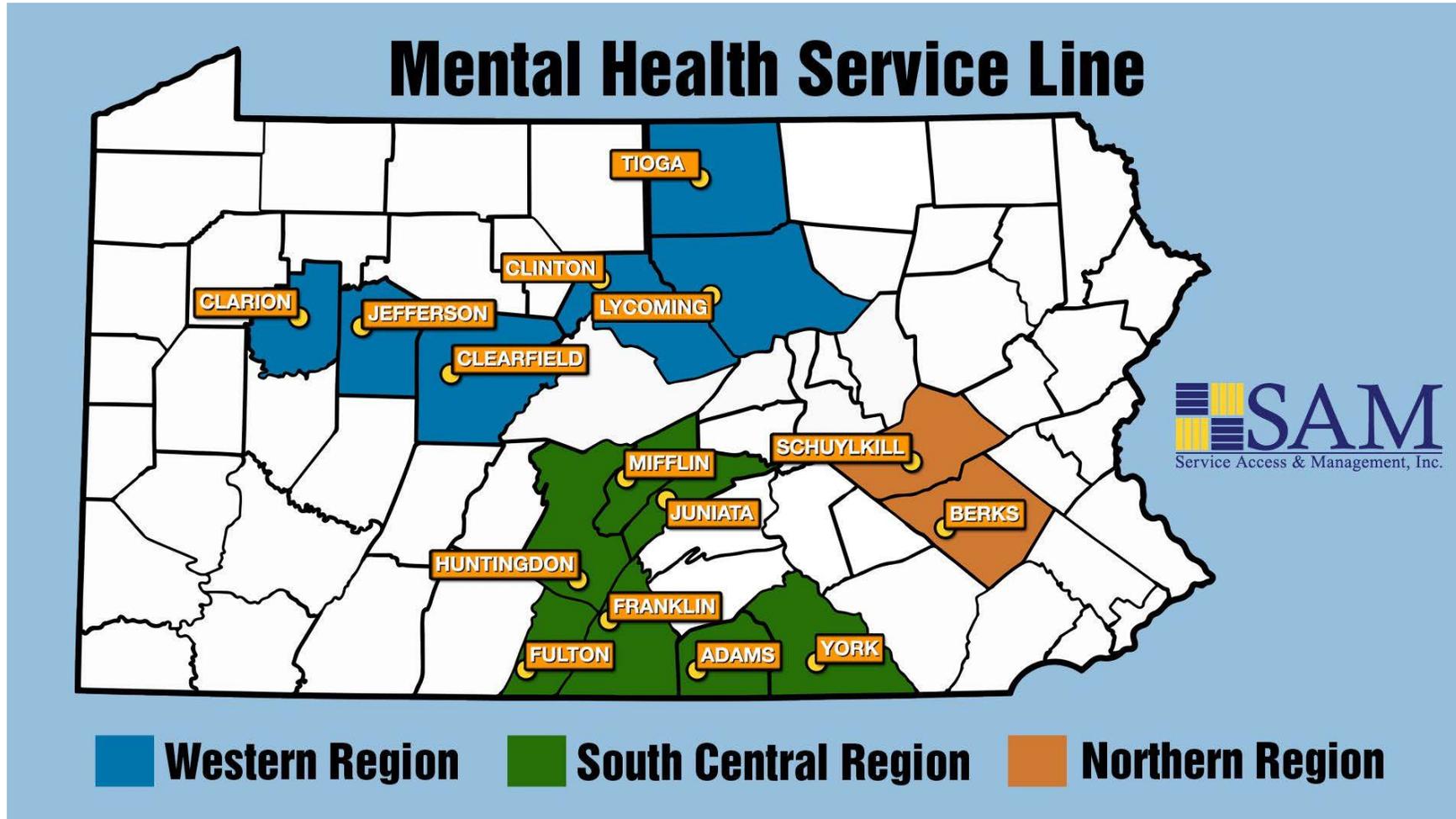


# Blended Case Management

- Services are provided in the home and community
- Services include: Assessing, planning, linking, referring, and monitoring
- On-Call services are provided during evenings and weekends to provide additional support and divert hospitalizations when appropriate



# Blended Case Management





# Current Payment Model

- BCM Services can be provided in person, over the phone, or through telehealth.
- Services require direct contact with either the individual, family member, or other provider agencies
- We are currently paid in a Fee for Service model which means we get paid for every 15 minutes of services directly provided. Billable services are defined by OMHSAS and is defined by direct contact only, paperwork and administrative duties not included
- Large percentage of funding is through Managed Medicaid (CCBH and Perform Care)



# Shared-Savings Overview

- Shared Saving arrangement means that our current method of payment will continue (Fee for Service) but there will be an opportunity for a bonus that is based on savings gained by providers keeping individuals from being readmitted to a psychiatric hospital within 30 days of discharge. If savings are realized, the MCO will share this with providers
- This bonus opportunity is available to us based on our market saturation rate, our participation in a learning collaborative, and our 30 day readmission rate being less than the contracts threshold amount
- Baseline data from 2019 was provided and our performance is being measured throughout 2021 with any bonus opportunity paid out mid-2022



# Who is participating in this VBP?

■ ■ ■ There are 3 major categories of participants in this VBP

■ ■ ■ CCBH- Payer- will be collecting all the data, hosting the learning collaborative, and ultimately deciding key factors such as market saturation and bonus amounts

■ ■ ■ Providers

■ ■ ■ Inpatient Hospitals- 30 day readmission rates and 7 day post hospitalization follow up

■ ■ ■ Ambulatory providers-(Therapy, Medication management, Peer Support, Psych Rehab, BCM, etc.)- 30 day readmission rates

■ ■ ■ Community Partners

■ ■ ■ Include nonprofit agencies such as food banks, homeless shelters, etc. that help individuals address social determinants of health



# How are rates determined?

- ■ ■ Payment rates are determined by market saturation. The more individuals we serve post hospitalization, the higher our market saturation, and the larger the piece of the “shared savings” pie
- ■ ■ Each contract has a different threshold for readmission rates. We are currently contracted in 4 different CCBH regions; Berks, York/Adams, Lycoming/Clinton and North Central (Schuylkill, Tioga, Clearfield/Jefferson, Clarion, Huntington, Mifflin, Juniata Counties)
- ■ ■ Franklin/Fulton Counties are under PerformCare, a different MCO, which is not participating in this arrangement.



# Baseline Data

The chart below shows our current baseline re-hospitalization rates for each contract region. The contract threshold indicates the rate we need to be below in order to qualify for the bonus payment. Currently all of our contract areas are below this rate, indicating we are meeting the requirements.

CCBH Contract	Current Rate	Contract Threshold
Berks	14.9%	15.5%
York/Adams	14.6%	15.6%
North Central	15.5%	16.4%
Lycoming/Clinton	NA-Service only started in 2020	Not determined