



**incompass**  
HUMAN SERVICES

**With open hearts, we open doors**



**2023**  
**Board of Directors**  
**Prospectus**

[incompasshs.org](https://incompasshs.org)

Greater Lowell



Greater Lawrence

# STATEMENT OF CONTENTS

**03**

## **Who We Are**

Mission & vision • Agency overview

**05**

## **Our Board of Directors**

Letter from Chairman Tim Allen

**08**

## **Our Programs**

DayHab • Clinical • Community • Residential • Family

**10**

## **The Incompass Impact**

Impact • Accreditations

**11**

## **Our Strategic Plan**

Incompass 2030 vision • NEHSCO founding affiliate

**13**

## **Leadership and Governance**

Board of Directors • Executive Leadership Team

**15**

## **Becoming an Incompass Director**

Board member profile • Skills overview • Job requirements

**17**

## **The Nomination Process**

Timeline • Process



# INCOMPASS HUMAN SERVICES

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## Hi, we're Incompass Human Services.

We're a human services agency based in Chelmsford, MA that delivers critical services and supports to people with intellectual and developmental disabilities and acquired brain injuries so that they can lead fuller and more prosperous lives. With over 100 years of collective experience, our skilled team of professionals (we call them "Care Champions") is dedicated to doing whatever it takes to enrich and transform the life of every individual we serve. We also inspire our communities to be more inclusive and embrace a wider world of talent and potential. It is this history of innovation, expertise, and open hearts that today has made us the premier provider of lifelong human services in the Greater Lowell and Greater Lawrence regions. And our story continues to evolve, as we are now a founding affiliate of the New England Human Services Collaborative.





# Who we are



## Vision

To be the premier gateway for fulfilling life-long human service needs.

## Mission

To empower individuals in need of human services to experience full lives in their communities with supports that are innovative, personalized, and valued.

## Culture

We are Care Champions. A team of adaptable, collaborative, diverse, mission-driven individuals with a passion for purposeful innovation and service excellence. Our community commits itself to being inclusive and welcoming as we put the whole person at the center of everything we do.

## Brand

Innovating to help the most vulnerable thrive.



# Our Board

**Incompass Board members are strategic thinkers and change agents who embrace innovation. And they are generous donors to boot!**

You might not associate a human services agency with innovation, but we are not your run-of-the-mill nonprofit! Our Board of Directors are actively engaged in stewardship activities that have a direct impact on Incompass Human Services - delivering on our mission and engaging even more people in our work. In short, this Board doesn't just meet a few times a year with a focus on financial oversight (though they do that too of course!)...they are strategic thinkers who are assets to our agency's strategic growth.

Here are just a few accomplishments at the Incompass Human Services Board-level over the past few years:

- **Completed a merger**
- **Launched an affiliate company**
- **Developed a new brand**
- **Created a technology committee**
- **Achieved a 100% Board donation rate**

— “ —

Being a new Incompass Board member, as an engineer I love that my input in my areas of expertise are valued. But what I didn't expect was how the experience would ultimately make me a better leader in my own company.

— ” —

**Jon Seward, Senior Technical Lead  
Boston Dynamics**

Now we're aiming to further diversify the Incompass Board, and we're recruiting people with the skills and knowledge to help us grow and the people we serve thrive!





## FROM THE CHAIR

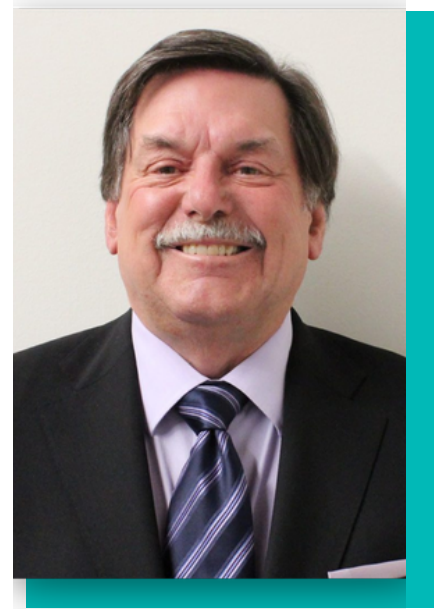
### **Serving Incompass is a rewarding experience where you will make a difference**

While there are over 6,700 health and human services organizations in Massachusetts, few if any can provide the comprehensive guidance, services and personalized programs this vulnerable population and their loved ones need across their lifetimes.

That's where Incompass Human Services makes all the difference. This agency provides the expanded offerings of residential, day, and community supports that intellectually and developmentally disabled individuals, their families and caregivers so desperately need and deserve.

Built through a merger of two well-respected organizations – LifeLinks and CLASS – today we are one agency: stronger together, with over one hundred years of collective experience and a longstanding tradition of doing whatever it takes to enrich and transform the lives of others.

With a focus on innovation and care, this is an agency ready to make a giant leap in these next few years, and I'm excited to be a part of it. We are aiming to deepen the skillsets on our Board to support our "Incompass 2030" vision as our agency evolves.



**Tim Allen**

*Chair, Incompass Human Services*





“ One of the things I love about Incompass is that we really do tailor our programs to the needs of the individual and caregiver. I've always amazed by the dedication of our Care Champions, and the relationships they create with the people they support in the community. We really are empowering people here!

- Heather Mantell, Director of Family Support



# Our Programs



## The doors to happiness should be open to all

At Incompass, we tailor our programs to the needs of each individual. Our Care Champions work with the people we serve to develop unique and personalized service options so they can experience a full life. We believe in serving the “whole person,” which is why we offer such a robust portfolio of services. Our services have been recognized for excellence nationally by the Commission on Accreditation of Rehabilitation Facilities (CARF).





# Our Programs



## Programs:

### DAY HAB

**COMMUNITY BASED DAY SERVICES**

**RESPIRE PROGRAMS**

**GROUP HOMES**

**TREE PROGRAM**

**BRAIN INJURY COMMUNITY CENTER**

**REP PAYEE SERVICES**

**FAMILY SUPPORT CENTER**

**INDIVIDUAL SUPPORT SERVICES**

**MEDICALLY COMPLEX SUPPORT**

**ADULT FAMILY CARE**

**INDEPENDENT LIVING PROGRAM**

**SHARED LIVING PROGRAM**

**JOB TRAINING AND PLACEMENT**

## Services & Supports:

**MUSIC AND ART CLASSES**

**COMPUTER LITERACY**

**SPORTS & FITNESS PROGRAMS**

**STRIVE 2 THRIVE**

**URBAN YOUTH SCHOLARS**

**FAMILY SUPPORT GROUPS**

**FAMILY GROUP OUTINGS**

**VIRTUAL REALITY**

**ASSISTIVE TECHNOLOGY**

**THERAPEUTIC GARDENING**

“ It is evident that care managers and nursing staff members have meaningful relationships and know the individuals and their needs.

-CARF Accreditation Report



# Our Impact



21  
Group Homes



65  
Years Experience



500  
Individuals Served



350  
Employees



300  
Families/Caregivers  
Supported



18  
Towns Served

## Recognized by:







# INCOMPASS 2030

## Strategic goals:



**POSITIVELY IMPACT THE  
COMMUNITY AND  
THOSE SERVED**



**BUILD OUR CARE  
CHAMPION CULTURE  
TO RECRUIT AND  
RETAIN STAFF**



**STRENGTHEN  
ORGANIZATIONAL  
CAPACITY AND ACHIEVE  
SIGNIFICANT GROWTH**



**DEMONSTRATE OUR  
IMPACT ON THE  
BROADER COMMUNITY  
WHERE WE OPERATE**

Incompass is an organization that looks towards the future, as evidenced by our Incompass 2030 vision. As part of the strategic plan, the agency is actively pursuing several strategic goals that will ensure Incompass and its stakeholders thrive in a post-pandemic world.

- **Grow to become at least \$100 Million organization within five years**
- **Achieve a 1% net operating surplus in each of the next five years**
- **Enhance workplace culture through improved staff benefits, advancement opportunities, and leadership development**
- **Develop and strengthen Board governance with a focus on education, engagement, succession planning, and recruitment**



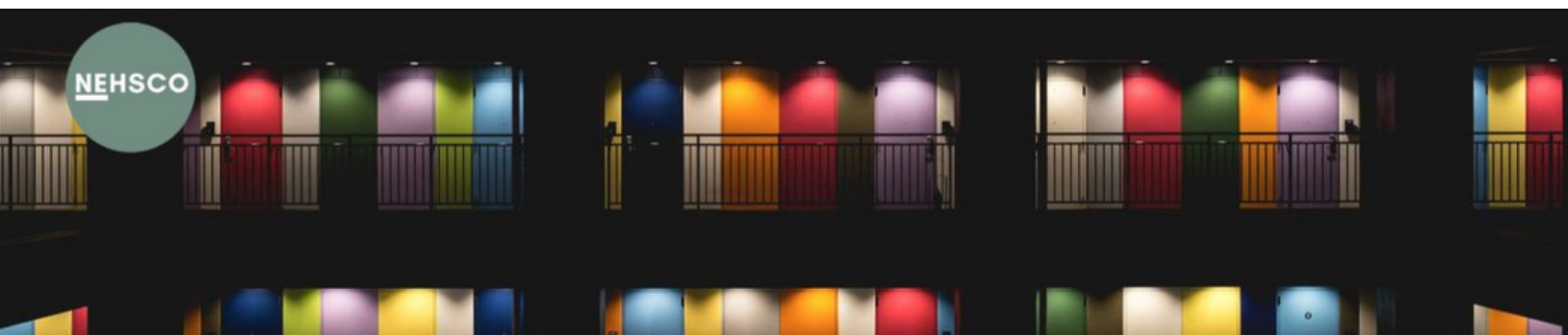


## NEW ENGLAND HUMAN SERVICES COLLABORATIVE

In 2021, Incompass Human Services became a founding affiliate of the New England Human Services Collaborative (NEHSCO). The 501(c)3 organization is a consortium of like-minded providers who put care and support at the forefront of everything we do. Through technology innovation and shared resources, NEHSCO empowers affiliates to focus on helping people live their best lives!

- **Streamlining the user Experience**
- **Employing data-driven decision making**
- **Building visibility for the collaborative and our affiliates**
- **Increasing fundraising activity**
- **Reducing administrative costs**
- **Enhancing human resources recruitment**

As a founding affiliate, Incompass Human Services has three Board seats and those Board members are playing a key role in creating a system that works for the people we serve. Incompass CEO Jean Phelps is the NEHSCO president, and Incompass Chair Tim Allen is the NEHSCO Board Chair.



## THE PROVIDER-DRIVEN HUMAN SERVICES COLLABORATIVE

*An integrated system with a single door into the network for those who need it most...*





## Agency Leadership

**Jean Phelps**, Chief Executive Officer

**Melanie Harrington**, Executive Assistant to the CEO

**Kelly Trickett**, Chief Operating Officer

**Adam Shuster**, Chief Financial Officer

**Dan Esdale**, Chief Marketing Officer

**Michael Bloom**, Chief Strategy & Innovation Officer

**Becca Rausa**, Chief Human Resources Officer

**Jeff Bickford**, Chief Information Officer (Fractional)

**Heather Mantell**, Director of Family & Community Engagement

**Angie Otieno**, Director of Residential Services

**Emily Horn**, Director of Day Services

## Board of Directors

**Timothy J. Allen**, Chair

**Brad MacDougall**, Vice Chair

**Tom Rogers**, Treasurer

**Steven D. Geoffroy**, Clerk

**Robert Ancil**

**Steve Hertog**

**Marybeth R. Massimino**

**Jonathan Seward**

**Emily Young**



## Writing the next Incompass chapter...

It's an honor and a privilege to lead such a dynamic and innovative organization, filled with people who are motivated by the well-being of others. As we look ahead to the post-pandemic world, our community of individuals, families, staff, donors, interns, community partners, employers, and the Board of Directors are all writing pieces of the next Incompass chapter

I'm thrilled with the path that Incompass Human Services is now carving out in our mission to serve the "whole person" at every stage of their lives. We're launching new programs and initiatives we are excited to bring to market, and layering on staff-driven innovation in our existing programs.

We're at a pivotal point in our agency's history, as we became founding affiliates of the New England Human Services Collaborative in 2021. Our leadership team encompasses the skills and structure we believe will supercharge growth in our field. We are one of the only human services agencies who have a "Chief Strategy and Innovation Officer" as well as a "Chief Marketing Officer." Our reputation and thought leadership are unparalleled.

Now we need to deepen the bench on our Board roster, and we're looking for accomplished people with the skills that we need to put our next strategic plan in place. It's a rewarding experience, and the work we do makes a real difference in our community.



**Jean Phelps**

*CEO, Incompass Human Services  
President, NEHSCO*



# Joining our Board



## Did we mention we embrace virtual meetings?

Do you want to be part of what we're building at Incompass? Here are some of the details around the responsibilities of Incompass Board members:

- **Commit to a three-year term**
- **Attend seven meetings per year from 4:30-6:30PM on the fourth Monday of the month (five virtual and two in-person)**
- **Come to the meeting prepared and engage in discussions as an active participant**
- **Commit to participation in one subcommittee – that will meet one time or less per month**
- **Make an annual financial contribution to Incompass Human Services**
- **Participate in fundraising and social events**

Incompass Board Members will consider the organization a top philanthropic priority and make annual gifts that reflect that priority. Board Members will support the development and philanthropic strategy of Incompass by cultivating donors, making social connections, attending events, and working with leadership.

### Board values:

As a Board, we aim to be as diverse as the Incompass Human Services community and will always be strong advocates for people and caregivers receiving services and supports.

### Desired skills:

- Healthcare
- Fundraising
- Sales and Marketing
- Finance
- Public Policy
- Strategic Planning
- Systems Management

### Our promise:

- Meetings end on-time
- Fulfilling experience
- Your voice will be heard
- Your input will be valued
- You'll make a difference



## Board Member Job Description

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Provide governance to Incompass Human Services and represent the organization within the community at large. While day-to-day operations are led by the Chief Executive Officer (CEO), the Board-CEO relationship is a partnership, and the appropriate involvement of the Board is both critical and expected. Specific Board Member responsibilities include:

- **Serving as advisor to the CEO as they develop and implement strategy**
- **Reviewing outcomes and metrics created for evaluating impact, quality, and performance**
- **Reviewing the agenda, committee reports, and Board packet prior to all Board and committee meetings**
- **Attending and fully participating in all board meetings**
- **Approving annual budget, audit reports, and material business decisions**
- **Maintaining confidentiality, disclosing all conflicts of interest, and meeting all legal and fiduciary responsibilities**
- **Contributing to an annual performance evaluation of the CEO**
- **Assisting in identifying and recruiting other qualified Board Members**
- **Partnering with the CEO and other Board Members to ensure that Board resolutions are carried out**
- **Serving on at least one committee or task force**
- **Representing Incompass Human Services as an ambassador, professional and advocate to all stakeholders**





## Take the next step...

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We're actively recruiting Board members on a rolling basis, and we invite qualified candidates to attend a meeting as our guest as part of the process.

### Step 1:

- Send a resume and cover memo to CEO Jean Phelps at [jphelps@incompasshs.org](mailto:jphelps@incompasshs.org)

### Step 2:

- Notify two references who we can contact during the interview process

### Step 3:

- Attend an Incompass Board meeting as a guest of our CEO to meet the Board

### Step 4:

- Interview with the Incompass Governance Committee membership

### Step 5:

- If offered to join, complete the necessary background checks conducted by HR

### Step 6:

- Commit to a three-year term and begin the orientation and onboarding process!



**With open hearts, we open doors**



**incompasshs.org**



**4 Omni Way, Chelmsford, MA 01824**