

Equity as a Foundation for Leadership: *Experiences and Recommendations for Leaders*

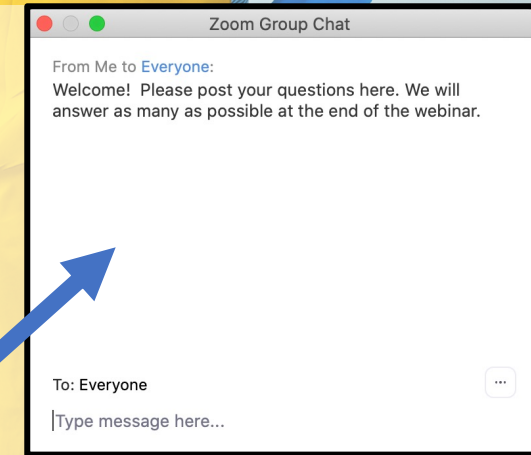
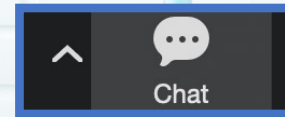


March 24, 2022

1:00pm - 2:15pm EST

Housekeeping

- We want to hear from you! Share your **questions, comments** and “**ah-ha’s**” via the **chat box**.
- A **recording and slides** will be available within 48 hours - We’ll email you.



Welcome

Equity as a Foundation for Leadership:



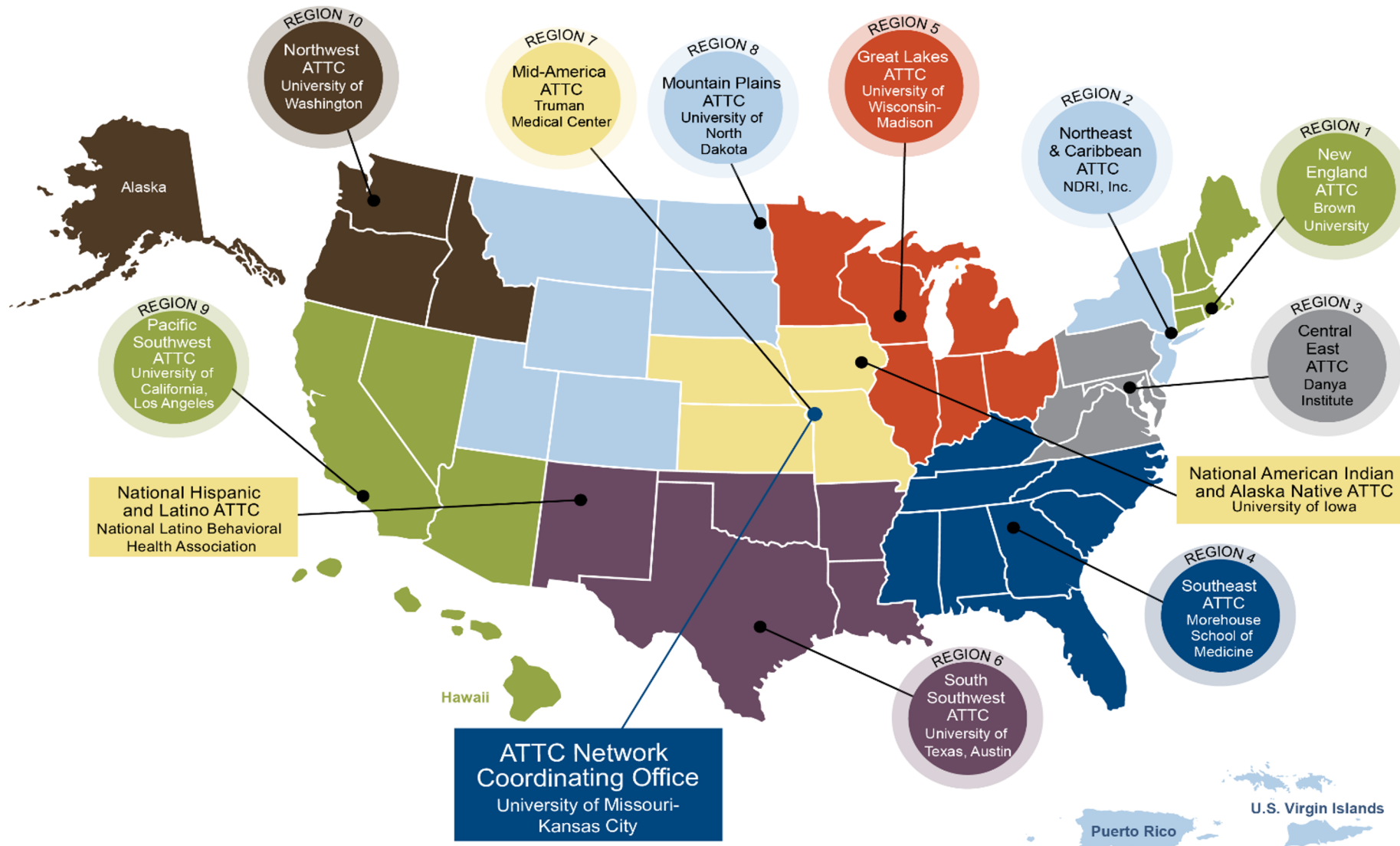
Experiences and Recommendations for
Behavioral Health Leaders

ATTC Network



ATTC Addiction Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

U.S.-based ATTC Network



What we will cover today

- Report development process
- Equity as a foundation for leadership: organizations
- Equity as a foundation for leadership: community
- What is equity-grounded leadership?
- Dialogue + Q&A

Report Development

- Participatory Process
 - Organizations
 - Communities
 - Individuals



Equity as a Foundation for Leadership: *Organizations*



The impact of health inequity is staggering

\$57.5 B

Annual direct cost
economic burden of
health inequities

83,000

the annual number of
black and brown lives
lost due to health
inequities

\$94.0 B

Loss in productivity
due to mental
disorders

\$263.0 B

Loss in productivity
due to alcohol and
drug use and
dependence

\$510.8 B

Estimated total societal cost
(medical care, lost
productivity, etc.) of
substance use

People who are black, indigenous, or of color are:

- **Less** likely to have **access** to mental health services
- **Less** likely to **seek out services**
- **Less** likely to **receive needed care**
- **More** likely to receive **poor quality** of care
- **More** likely to **end services** prematurely



Is your organization prepared for action in 2022?

Three levels of health care inequity

Health centers and providers can inflect change across all three levels

Individual:
Patient Level Variables

1

These include patient's **mistrust**, poor **adherence** to treatment, and **delays** in seeking care.

Relational:
Care-Process Deliverables

2

Issues related to behavioral health providers, including stereotyping, bias, racism and the impact of race/ethnicity on **clinical decision-making**, and clinical uncertainty due to **poor communication**.

Systemic:
Health System Level Factors

3

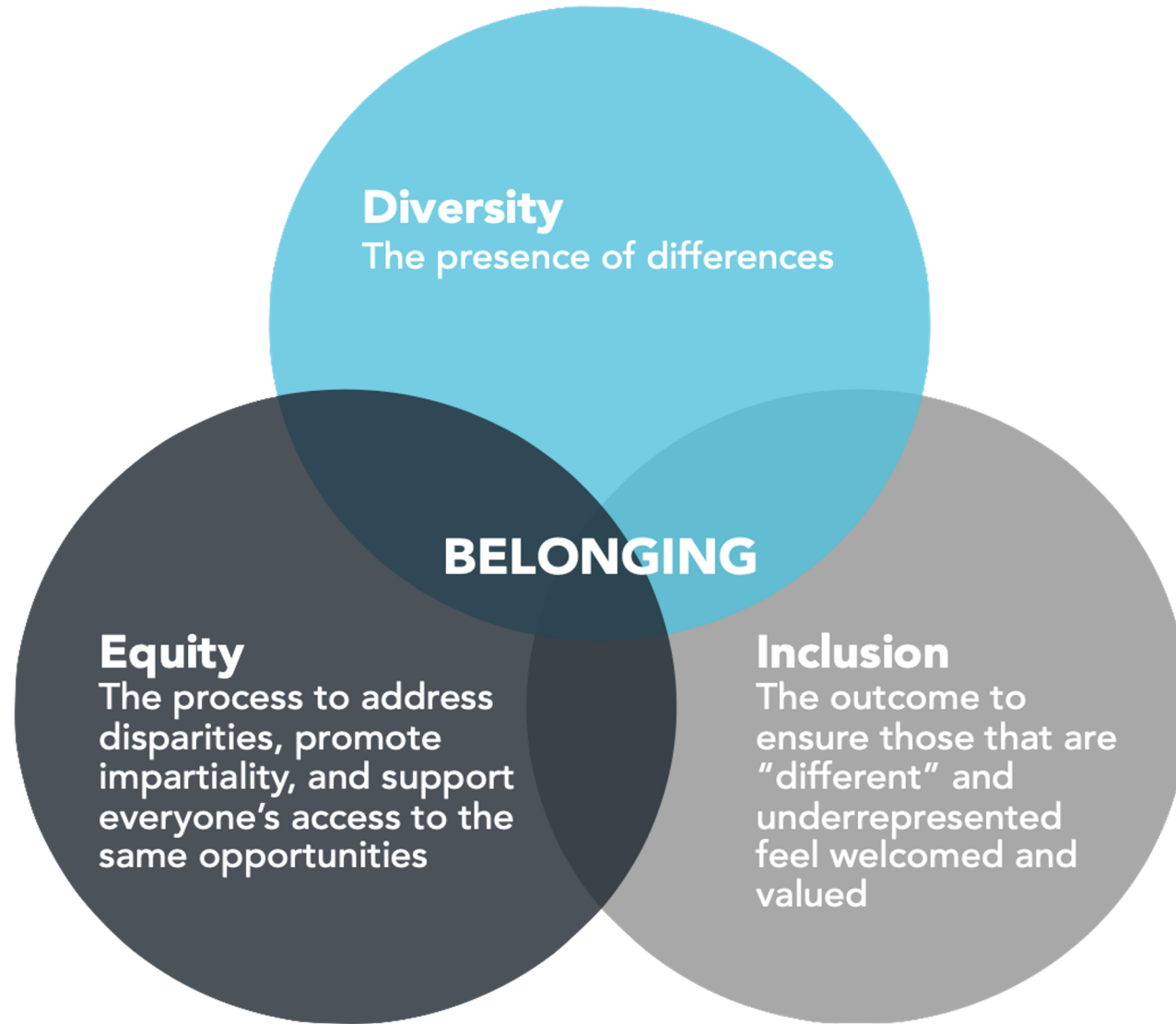
Issues related to the complexity of the health care system, institutional racism, and how the system may be poorly adapted to and **disproportionately difficult to navigate** for patients of color, patients with non-dominant cultural traits, those of a lower socioeconomic status, and those with limited-English proficiency.



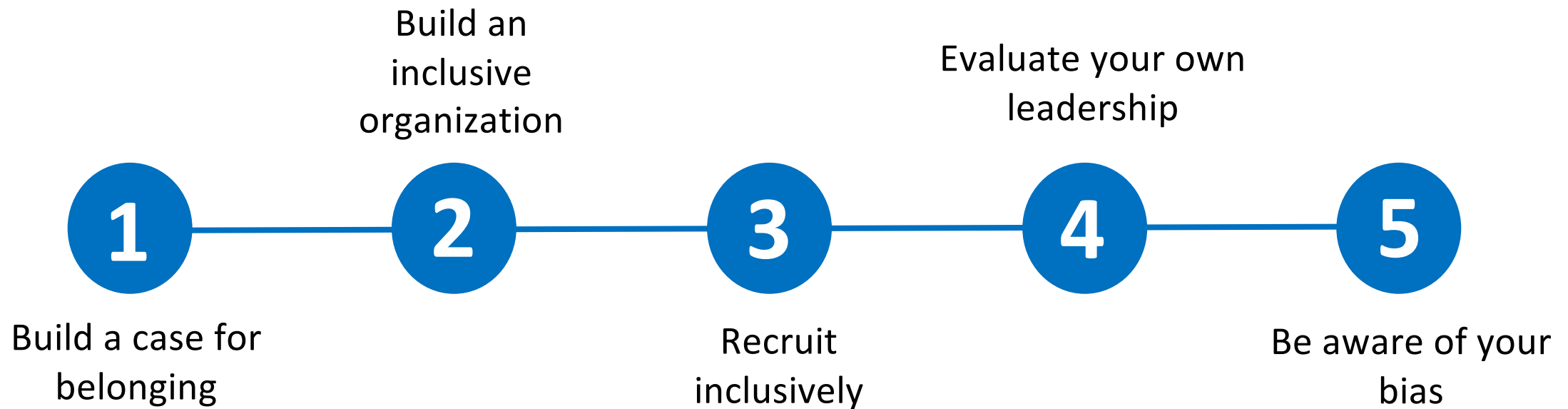
Systemic racism results in health disparities

	Black Americans	Hispanic Americans	Asian Americans	Native Hawaiian or Other Pacific Islander Americans	American Indian and Alaskan Natives
Health Coverage	10.6% uninsured (compared to 5.9% non-Hispanic whites)	16.1% uninsured	7.3% uninsured	8.3% uninsured	14.9% uninsured
Mental Health	8.7% of adults received mental health services (compared to 18.6% non-Hispanic whites)	The number of suicide attempts by adolescent females was 40% higher than that of non-Hispanic whites	3.6% received prescription medications (compared to 15.4% of non-Hispanic whites)	10.9% of adults received mental health services (compared to 18.6% non-Hispanic whites)	11.6% received prescription medications (compared to 15.4% of non-Hispanic whites)
Substance Use (2018 data)	2.2 million over the age of 18 had a substance use disorder; 1 in 7 struggled with both alcohol and illicit drug use	Puerto Ricans have the highest heavy drinking rates and are 3x more likely to develop alcohol use disorder	Lower among recent immigrants; Japanese Americans have the highest rates of heavy drinking; Filipino and Vietnamese American adults have the highest rate of illicit drug use at 7.9%		1 in 11 struggled with substance use disorder; nearly 25% report binge-drinking in the past month





Steps your organization can take to ensure belonging



The rationale for belonging

Organizations with equity grounded leaders that foster belonging have:

- Improved organizational performance
- Improved team performance
- Improved culture
- Create a psychologically safe environment

84%

Agree that their organization encourages belonging

77%

report the people in their organization appreciate others whose backgrounds, beliefs, and experiences are different from their own

36%

do not feel safe to challenge the status quo

Build an inclusive organization

be the type of company that individuals from all backgrounds want to apply to and feel welcome when hired

Diversity Strategy

- Top driver of perception of commitment to, and support for diversity

Senior Leader Behavior

- Second most important driver of both fostering employee feelings of inclusion and seeing the organization as committed to diversity

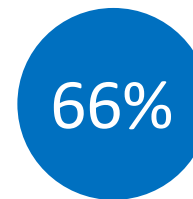
Manager Behavior

- Critical driver that influences whether or not employees perceive the entire organization as valuing diversity and inclusion
- Given the direct contact, drive the employee experience

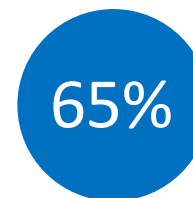
Work/Life Balance

- Fosters sense that employee is valued holistically

Individual Awareness and Behavior



agree their organization is diverse



agree that leaders within their organization lead from a foundation of equity



Recruit and promote inclusively

From a foundation of equity, consider and review:

- How you recruit, looking at both the process and the people involved
- Where you recruit
- Emerging leadership pipelines, intentionally focused on leaders of color
- Mentorship opportunities driven by the organization

53%

Agree that leaders were representative of the populations served

62%

report that the process for promoting people into leadership positions is fair

<50%

agree a career development path exists for all employees within the organization

Evaluate your own leadership

Six traits of inclusive leaders

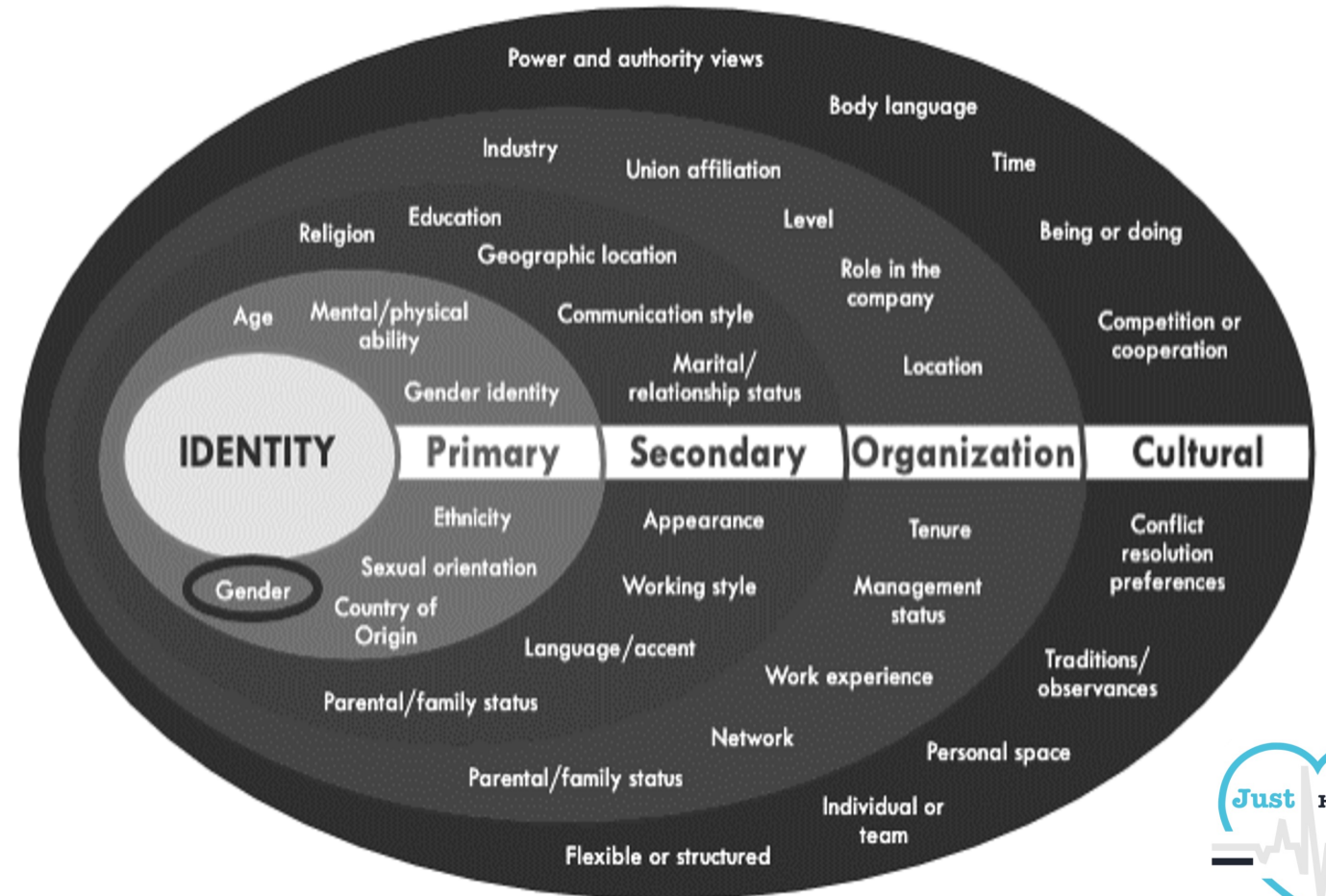
1. **Visible commitment** – they demonstrate authenticity in their commitment to diversity and inclusion
2. **Humility** – they admit mistakes and are humble about their capabilities; they encourage and empower others to contribute
3. **Awareness of bias** – they are aware of both their own biases and the biases built into the institution/system
4. **Curiosity about others** – they work to keep an open mind and are very curious about those around them; they listen without judgment and try to empathetically understand others
5. **Cultural intelligence** – they are aware and attentive to the cultures of others, and they make adaptations to accommodate others' needs
6. **Effective collaboration** – they focus on creating psychological safety, encouraging diversity of thought, empowering others, and forming cohesive teams



Be aware of your bias

The **11** decisions people make in the first **7** seconds of meeting you

1. Age
2. Gender
3. Ethnicity
4. Race
5. Ability
6. Sexual Orientation
7. Socio Economic Status
8. Marital Status
9. Friendliness
10. Trustworthiness
11. Religion



Become aware of micromessages

The tiny, covert, often unintentional events that adversely affect those who are perceived to be different

Things we **say**



Serve to include or exclude people



Encourage or discourage participation



Value or devalue contributions of others

Things we **do**



Can have a cumulative, negative or positive impact over time



Disproportionately impacts those who are marginalized



Often results in self-doubt, loss of confidence and less productivity

Key takeaways

What steps can your organization take to create an equity grounded foundation?



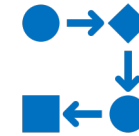
Provide education opportunities

- Don't be afraid to have uncomfortable conversations
- Be willing to address privilege, bias, discrimination, institutional and structural racism, and classism
- Start with leadership and cascade through the entire organization



Analyze organizational policies for disparate impact

- Review ALL policies and processes through a lens of health equity and belonging
- Consider informal policies and procedures, not just written ones
- Consider the 6 P's of an equity grounded framework



Evaluate processes to determine failure modes for marginalized patients



Equity as a Foundation for Leadership: *Communities*



Key report findings related to community

- There are opportunities to improve diversity and representation in the behavioral health workforce and along with that, opportunities to challenge the status quo
- Funding mechanisms can be improved to support a wider range of BIPOC communities and organizations that serve them
- The time is ripe for bold action to address racial injustices and inequities

Key takeaways

THRIVE Factors



Prevention Institute's Tool for Health and Resilience in Vulnerable Environments

- Focus on prevention as well as treatment
- Move upstream to address challenges before they have a chance to occur/reoccur
- Take a community/population level approach for broader impact

What is Equity-Grounded Leadership?



Key takeaways

- We make choices all the time of how we want to show up.
- Understand the complexity and opportunity of power.
- Curiosity goes farther than certainty.
- Call systems out and call people in.
- Leave all interactions better than when you entered them.

Questions?



Contact Us!

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