



Equity-Grounded Leadership Fellow Program

A Co-Produced Approach to Behavioral Health Systems Transformation

March 16, 2023

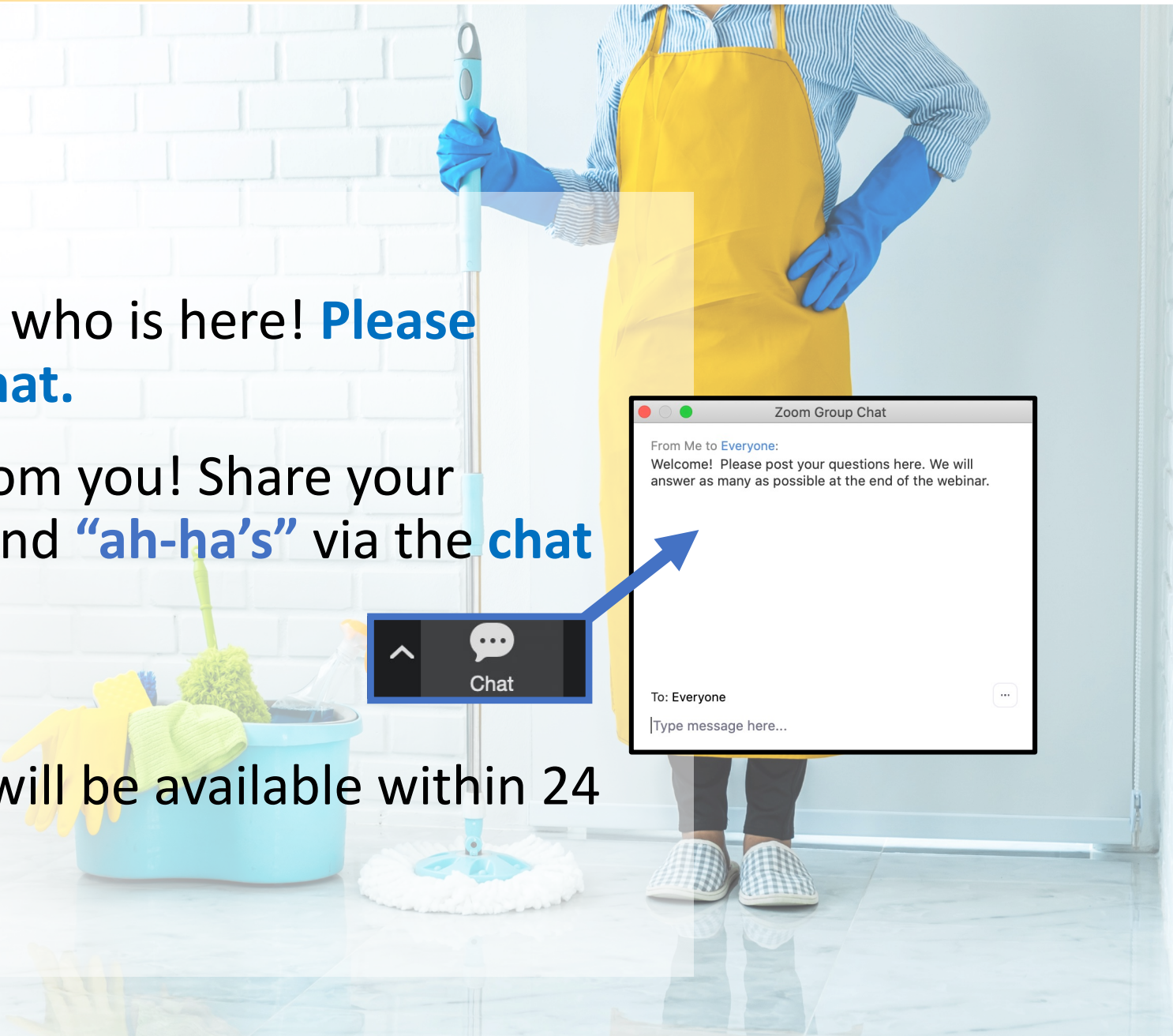
11:00am PT / 12:00pm MT / 1:00pm CT / 2:00pm ET

Welcome! We will get started momentarily.

Please let us know who you are and where you are from in the chat box
(click the chat icon at the bottom of your screen).

Housekeeping

- We would love to know who is here! **Please introduce yourself in chat.**
- And 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 24 hours - We'll email you.



Welcome



Founding Partners



What We'll Cover Today

- Setting the Stage - the Equity-Grounded Leadership (EGL) Journey
- A Co-Produced Effort
- Translating Development to Implementation
- Celebrating EGL in Action
- Outcomes & Reflections
- Next Steps

Our Team Today



Jei Africa, PsyD
EGL Advisory
Committee Chair
Assistant Director
County of San Mateo
Human Services
Agency



**Crystal Brandow,
PhD**
EGL Program
Development
CLB Strategies, LLC



**Ebony Chambers
McClinton**
EGL Curriculum &
Facilitator
Chief Equity &
Partnership Officer,
Stanford Sierra Youth &
Families



Aly Feye, MPA
EGL Program Manager
Director of Operations,
The College for
Behavioral Health
Leadership



Michele Guzman, PhD
EGL Evaluator
Principal
TriWest Group

Our Team Today



April Ludwig, LMFT
EGL Coach
Founder and
Principal Consultant,
ALudwig Consulting



David Auzenne, MPH
EGL Advisor
Vice President, Health
Equity, Meadows Mental
Health Policy Institute



Brad Barfield, MBA, PMP
EGL 2023 Fellow
Vice President,
Envision:You



B.J. Wagner, MS
EGL 2023 Fellow
Senior Vice President,
Health and Safety,
Meadows Mental
Health Policy Institute



Marcy Melvin, MA, LPC
EGL 2023 Fellow
Deputy Director,
The Hackett Center,
Meadows Mental
Health Policy Institute

What is Equity-Grounded Leadership?

Equity-grounded leadership stems from the understanding that the current systems are unjust. It empowers leaders to mobilize themselves and others to create positive change. Equity-grounded leadership begins with courageous inquiry of personal and professional biases that impact how one views themselves and others, and how to collectively influence others to create communities that are rooted in resilience and promote healing.

Equity-grounded leadership recognizes the danger caused by unchecked power and hierarchies in all forms and works to mitigate them. It demands transformative solutions away from the status quo. Equity-grounded leadership is anti-racist, person-centered, recovery-oriented, trauma-informed, and acknowledges that individuals have different experiences, abilities, needs, and strengths. It allows leaders to account for those and develop strategies for decision making to include all voices. It is different from leading from a place of equality, which is about sameness and assumes that all individuals will benefit from being provided the exact same support.

Equity-grounded leadership ensures all leaders are equipped to lead with influence and from a position of love and humility.

Co-production:
*It's a long-term
relationship*



Co-production

Co-design

Engagement

Consultation

Informing

Educating

Coercion

Equity-Grounded Leadership Principles of Change

**Understands How Racism and
Oppression Show Up in
Behavioral Health**



**Engages in Co-Production and
Community-Driven Practices**



**Integrates Data Equity Frameworks
and Culturally Responsive
Behavioral Health Approaches**



**Practices
Intersectional Allyship**



**Demonstrates
Transformational Leadership
to Improve Communities**



Our Call to Action

To shift the focus of cross-sector leaders to intersectionality, equity, and anti-racism for behavioral health systems transformation.

We do this by:



- Cultivating a deep understanding of how inequity is perpetuated by and in the behavioral health system
- Supporting all leaders to step into their own voice, courage, and power
- Empowering leaders to thrive as change agents to unravel systemic racism and inequity
- Preparing all leaders to take measurable action to create equitable systems

EGL Fellow Program: *Four Core Components*

01

Curriculum

Expand knowledge and build experience across the Principles of Change

02

Facilitation

Foster a safe space for collaboration

03

Mentorship

Receive group and individualized leadership support through coaches, advisors, and peers

04

Collaboration

Learn by doing through community-driven, meaningful, collaborative projects



Equity-Grounded Leadership in Action



The Value of Coaching for Individual Growth as Leaders

April Ludwig, LMFT
Founder and Principal
Consultant, ALudwig Consulting

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Collaboration via Experiential Learning



- ✓ Applies new ideas to solve current problems, challenges or needs
- ✓ Applies analytical & measurement techniques to understand community impact of project
- ✓ Promotes system change
- ✓ Demonstrates change in key equity & inclusion metrics

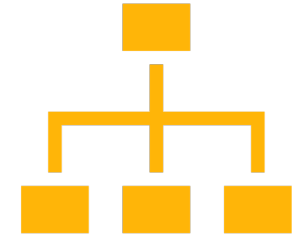
The Fellow Project Experience



Fellows explored and identified an organizational or community need and strategized how to make an impact and address challenges



Fellows took steps towards implementing their plan, taking action on addressing needs in the community with an emphasis on co-production



The scale and scope reflected the capacity of the fellows and was integrated into work that was already being done or starting to be done



Equity-Grounded Leadership in Action



Advancing Equity in
Organizations, Communities, and
Regions

David Auzenne, MPH

Vice President of Health Equity,
Meadows Mental Health Policy
Institute



Equity-Grounded Leadership in Action



Brad Barfield, MBA, PMP
EGL 2023 Fellow
Vice President, Envision:You

Implementing a Sustainable
Diversity, Equity, and Inclusion
Action Strategy for a Statewide
Initiative Addressing Behavioral
Health Concerns of the LGBTQ+
Community in Colorado



Project Overview

Why: The LGBTQ+ community we serve represents many more identities and stories than those contained on our staff and board. We desire to make our organization one that inspires participation from all members of the LGBTQ+ community, celebrating and embracing all backgrounds.

How:

- Increasing fluency around DEI and intersectionality,
- Building structures to support consistent growth in anti-white supremacy culture, and
- Enhancing existing benefits to promote recruitment and retention.



Results to Date

- Updated employee handbook to include new policies
- Secured 2023 DEI consultant to focus on:
 - . Intent vs Impact
 - . Culture Shift and Culture Shock
 - . The Importance of Representation
 - . Critical Race Theory - Not Just For The Classroom
- Successfully onboarded all staff and interns to new coaching app
- Held leadership DEI session with focus on white supremacy culture and management



Results to Date

- Rolled out individualized wellness plans for all full-time and part time staff, with the following parameters:

What they are not:

- Focused on absence management or mitigating insurance premiums
- A laborious accountability mechanism
- A demand to interact with certain systems (i.e. clinical care, behavioral health care) in specific ways (annual check-ups, etc.)
- A requirement for two-way communication between staff and management/leadership

What they are:

- Supported by all levels of the organization
- A commitment to support staff's ability to thrive in all areas of their lives
- Person-centered and individualized
- Built on IDEA and anti-white-supremacy principles
- Flexible depending on individual's needs and definitions of wellness
- Adaptable to an individual's changing life, circumstances, needs, or goals



Next Steps & Key Takeaways

Next Steps:

- Building reflections from DEI workshops into check-ins and team meetings
- Brainstorming non-financial ways to support staff wellness journeys
- Finding ways to engage our Board of Directors in organizational work

Biggest Takeaways:

- Early staff/stakeholder buy-in is crucial
- Find experts who will push you - growth comes with discomfort
- Locate champions early and engage them often
- You only have psychological safety in your organization and relationships if the person on the other end of the table says you do



Equity-Grounded Leadership in Action



B.J. Wagner, MS
EGL 2023 Fellow
Senior Vice President,
Health and Safety,
Meadows Mental Health
Policy Institute



Marcy Melvin, MA, LPC
EGL 2023 Fellow
Deputy Director, The
Hackett Center, Meadows
Mental Health Policy
Institute

Create and Implement a Health Equity Framework – Centered on Racial Justice, Language Justice, and Cross-Cultural Issues – to Guide Internal Policies and Processes, as well as Across State and Local Level Policy and Practice.



Project Overview

Why:

- 2020: Adopted a health equity strategy to embed health equity into all work.
- During implementation, realized that despite positive intention, health equity was not fully integrated.
- Community partner conversation revealed the challenge was not unique.

How:

- Create a Health Equity Framework to guide internal and external teams through a decision-making process to consider all actions and decisions through an equity lens.
- The Framework includes questions to prompt and encourage users to be proactively intentional about the impact of work on all communities.



Results to Date

- Created a final draft version of our Health Equity Framework
- Vetted Health Equity Framework with internal and external stakeholders
- Created a plan and commitment from organizational leadership on how Health Equity Framework will be utilized and rolled out across Institute



Next Steps & Key Takeaways

Next Steps:

- Meeting with internal leaders and teams to apply Framework
- Meeting with members of internal Health Equity Workgroup to build internal capacity to utilize the framework more broadly

Biggest Takeaways:

- Being an EGL requires more than just intent
- Discipline is an important and minimally identified trait of EGL
- Completing a project quickly is not the same as completing a project purposefully
- Doing this work requires more than just having patience for others it also requires having patience for self



Equity-Grounded Leadership in Action



Michele Guzman, PhD
EGL Evaluator
Principal
TriWest Group

Measuring our Impact:
Individual Outcomes, Short-
Term Results, and Sustained
Change

Evaluation Highlights

- Statistically significant improvement in all Principles of Change
- Greatest observed improvement in *“Familiarity with frameworks and models driven by community interests and strengths”*
- Fellows noted the positive impact of connecting, program support, and guidance
- Project implementation progressed steadily through the program, with positive short-term results
- Sustained change takes time – important to stay the course for long term results
- Numerous benefits to co-production

“There was a community experience that was very restorative. There’s a lot we are fighting against and to just sit in that space and acknowledge that, and really talk about racism and queerphobia...I felt there was a lot of healing.”

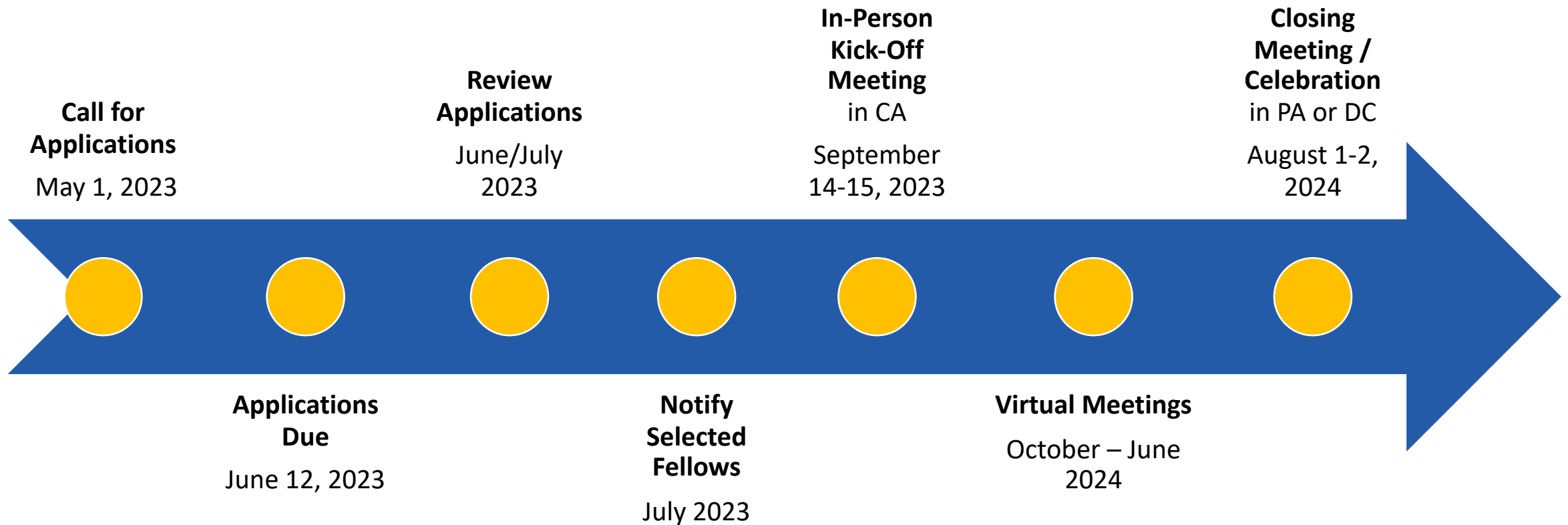
Where do I start?

- *Look within* – examine your own experiences, biases, and understanding
- *Become a lifelong learner* – equity-grounded leadership is a process not a destination
- *Take action* – it's not enough to talk about a commitment
- *Look for small wins* – to move toward larger scale change
- *Ask for help* – you aren't alone on this journey



What's Next?

Cohort 2 Timeline



How Can I Get Involved?

- Apply to be an Equity-Grounded Leader Fellow or encourage your colleagues to apply
- Sponsor a Fellow's participation
- Consider serving as a coach, advisor, or subject matter expert



Questions?

Information on
Participation or Application
to the Next Cohort

Aly Feye

CBHL Director of Operations

Afeye@leaders4health.org

Interest in Sponsorship

Holly Salazar

CBHL CEO

hsalazar@leaders4health.org