Addressing Diversity, Equity and Engagement in Organizational Structures

Wednesday, October 21, 2020
2:00 – 3:00 pm ET
How to Ask a Question/Make a Comment

Type in a question in the Q&A box  
Type in a comment in the chat box

Both are located at the bottom of your screen.  
We’ll answer as many questions as we can at the end of the presentation.
Poll #1: What best describes your role?

• Clinician
• Administrator
• Policy Maker
• Payer
• Other (specify in chat box)
Poll #2: What best describes your organization? (check all that apply)

- Behavioral Health Provider
- Primary Care Provider
- Mental Health Provider
- Substance Use Disorder Provider
- Other (specify in chat box)
Poll #3: Where is your organization in the process of integration?

• Learning/Exploring
• Beginning Implementation
• Advanced/Full Implementation
• Ongoing Quality Improvement
• Other (specify in chat box)
Today’s Presenters

Linda Henderson-Smith, PhD, LPC  
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President, Multicultural Development Institute, Inc.

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Consultant, Trauma Informed Services, National Council for Behavioral Health
Today’s Agenda

• Implicit Bias In Organizational Structures

• Moral Injury and its impacts

• Strategies to build an Equitable Infrastructure
What Is Implicit Bias?
AUTOMATIC ASSOCIATIONS
Inequitable Organizational Infrastructure

- Organizational Infrastructure
- Human Resources
- Policies and Procedures
- Workforce Development
- Community Engagement
- Data Collection
Real World Implications

- Negative Symbolic Attitudes
- Racial Inequality & Injustice
- Implicit Racial Bias
- Discrimination
- Prejudice & Racial Stereotyping
Implicit Bias in Daily Life

Education
Implicit Bias in Daily Life
Employment

Racism in a resume
Job applicants with African American–sounding names got fewer callbacks.

- Resume quality
  - White names
  - African American names

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<th>Low</th>
<th>High</th>
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<td>Low</td>
<td>6</td>
<td>8</td>
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<td>8</td>
<td>10</td>
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Average callback rate, %

Source: Bertrand and Mullainathan, 2004

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OBJECTIVE
An administrative assistant position requiring strong organization and planning skills to provide exceptional support to a vice president in the financial industry.

SKILLS SUMMARY
- Six years experience as an office assistant supporting two senior managers in Finance and Marketing.
- Exceptional computer knowledge for analyzing reports in Excel and for building PowerPoint presentations.
- Experience with coordinating meetings within various financial departments.

SKILLS AND EXPERIENCE
ORGANIZATION AND PLANNING
- Planned and scheduled company-wide meetings for teams of senior managers.
- Coordinated time-sensitive seminars, presentations, and flights in a professional manner.
- Organized thousands of records and managed filing system containing confidential information.
Implicit Bias in Daily Life
Gender

Always #LikeAGirl Video Link
When you plant lettuce, if it does not grow well, you don't blame the lettuce. You look for reasons it is not doing well. It may need fertilizer, or more water or less sun. You never blame the lettuce.

- Thich Nhat Hanh
Effects of Systemic Trauma and Institutional Racism on Staff

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https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2565803/
Microaggressions

Microaggressions are the relatively minor offenses, insults, and experiences of exclusion that many people deal with every day.

- Using endearments
- Same behavior, different description
- Benevolent Sexism
- Underestimating
- Attribution Bias
Micro-Affirmations and Implicit Bias

Implications for Action

• Managers can and should pay attention to the “small things”

• Principle of appreciative inquiry are relevant: “leading” rather than “pushing” building on strengths and success rather than first identifying faults and weaknesses

• Small things are especially important with respect to feelings

• Whenever a question is brought to us about how to change offensive behavior, own & teach the principles of changing behavior and explore options about how to do it

Excerpted with permission from an article by Mary Rowe: Micro-affirmations & Micro-inequities, Rowe, M. Journal of the International Ombudsman Association, Volume 1, Number 1, March 2008.
Emotion Regulation Systems

Drive System

**Purpose:** To motivate us towards resources

- Nucleus accumbens
- Dopamine

**Feelings:**
- Wanting, pursuing, achieving
- progressing, focused

Soothing System

**Purpose:** To manage distress & promote bonding

- Prefrontal cortex
- Opiates, oxytocin

**Feelings:**
- Contented, safe, protected,
- cared-for, trust

Threat System

**Purpose:** Threat detection & protection
- “Better safe than sorry”

- Amygdala
- Adrenaline, cortisol

**Feelings:**
- Anxiety, anger, disgust

Moral Injury

Shay definition: Moral Injury is 1) the violation of what is right by 2) someone in authority 3) in a high stakes situation. This kind of moral injury correlates to betrayal and rage and to higher rates of co-morbidity with PTSD (Jordan, 2017).

Brock Definition: Moral injury is a response to trauma when a person or group’s existing core moral foundations are unable to justify, process, and integrate trauma into a reliable identity and meaning system that sustains relationships and human flourishing. It results from:

A. Being betrayed by people and/or institutions that should have been trusted to be moral and do the right thing;

B. Committing, witnessing, imagining, or failing to prevent acts or events that can be judged as harmful or evil and that violate foundational social and ethical rules;

C. Being involved in events or contexts where violations of taboos or acts of harm leave one feeling contaminated by evil or “dirty,” or

D. Surviving conditions of degradation, oppression, and extremity.

Some Moral Emotions

- Guilt
- Shame
- Embarrassment
- Alienation
- Sorrow
- Remorse
- Outrage/Anger
- Disgust
- Contempt
- Revenge

Relation of PTSD to Moral Injury

The above diagram created by William Nash, M.D., USN ret., Greater Los Angeles VA

Impact of Moral Injury on Organizations

- Compassion Fatigue/Burnout
- Turnover Rates
- Staff Engagement
- Organizational Resilience/Wellness
Using Brain Science to Recognize and Mitigate Implicit Bias and Potentially Injurious Experiences
The Brain’s Threat Network

AWAY THREAT
(Threat is Stronger)

TOWARD REWARD
(Reward is Better)

Source: NeuroLeadership Institute 2018
Trauma-Informed, Resilience-Oriented Teams: Why Is It Important to Engagement?

- Build engaging habits
- The work demands support
- Mitigates risk of burn out and vicarious trauma
- Enhances the commitment of staff to the organization and the work
- Strengthens the competency of all
If you have a brain, you have bias

- Bias is rooted in the brain
- Even with sustained effort, the brain can only catch 20% of bias in the moment.
- Easy to recognize bias in others, hard to recognize in yourself.
- The answer: TEAMING!

Source: Halvorson & Rock, 2015
Bias can be caught when we are together – this is where we can make change!

Ventrolateral prefrontal cortex allows us to broaden our attention outside of our own individual perspectives.

Collective curiosity and using different strategies dependent upon the type of bias.

Source: Halvorson & Rock, 2015
To Mitigate Bias through Teaming

Remember...

- Bias is universal
- Design practices and processes for mitigation in advance
- Focus on cognitive strategies over intuition
- Make those cognitive strategies team-based. Create a culture where pausing and checking for bias is the norm

Source: Halvorson & Rock, 2015
Diverse Teams Do Better!

Source: Phillips, Liljquist & Neal, 2009
Team Actions

• Normalize attempts to label and uncover bias

• Recognize contributions of others even when they are not present

• Hold yourself accountable before others

• Engage in difficult team conversations

• Show genuine concern for others
Have the Hard Conversations

ESSENTIALS FOR GROUP MEETINGS

1. BEFORE YOU BRING THE GROUP TOGETHER:
   - Know when to call on a facilitator
   - Two is better than one
   - Know thyself

2. BRINGING THE GROUP TOGETHER:
   - Cultivate a sense of belonging
   - Set working agreements
   - Be clear about confidentiality
   - Establish a common language
   - Determine a decision-making method

3. WORKING THROUGH THE ISSUES:
   - Get people talking early in the meeting
   - Use resources already prepared for this purpose
   - Create a safe environment
   - Make data accessible
   - Validate the work of the group
   - Keep the group memory
   - Stay on track
   - Use humor, but never at anyone’s expense
   - Wrap it up
Protect All Voices
## Organizational Considerations

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<th>Psychological Safety</th>
<th>Social Safety</th>
<th>Moral Safety</th>
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<td>The sense of being protected from COVID-19 exposure, of not being stigmatized against</td>
<td>Addressing the anxieties and fears of being able to take care of oneself</td>
<td>Addressing the frustration, anger, guilt from the current social unrest</td>
<td>• Addressing the hypocrisy that is present, both explicitly and implicitly</td>
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### Physical Safety

- The sense of being protected from COVID-19 exposure, of not being stigmatized against.

### Psychological Safety

- Addressing the anxieties and fears of being able to take care of oneself.

### Social Safety

- Addressing the frustration, anger, guilt from the current social unrest.

### Moral Safety

- Addressing the hypocrisy that is present, both explicitly and implicitly.
Questions & Discussion
Resources
Resources (cont’d)

Organizational Self-Care Training Activity Worksheet
TI-ROC Climate of Equity Assessment
National Council’s Cultural Humility Scale
Health & Racial Equity List of Definitions
Always #LikeAGirl Video Link
Kirwan Institute for the Study of Race and Ethnicity
Northwestern University Study (Pager 2003)
Labor Market Discrimination Study (Bertrand & Mullainathan, 2003)
Getting A Job: Is There A Motherhood Penalty? Study (Correll, Benard, & Paik 2007)
SCARF Model, NeuroLeadership Institute
“How Diversity Makes Us Smarter” (Phillips 2014)

Health Equity and Racial Justice Webpage
National Council for Behavioral Health

See our page for more information on Webinars and Upcoming Events, Resources and Tools, and Training and Technical Assistance focused on Health Equity and Racial Justice
Thank You

Questions?

Email integration@thenationalcouncil.org