Advancing Health Equity through Integrated Care ECHO

Session 3

Thursday, April 21, 2022
11:30am-1:00pm ET
How to Ask a Question/Make a Comment

Located at the bottom of your screen. We’ll answer as many questions as we can during today’s session.

Type in a **question** in the **Q&A box**

Type in a **comment** in the **chat box**
Disclaimer

The views, opinions, and content expressed in this presentation do not necessarily reflect the views, opinions, or policies of the Center for Mental Health Services (CMHS), the Substance Abuse and Mental Health Services Administration (SAMHSA), or the U.S. Department of Health and Human Services (HHS).

www.samhsa.gov
Welcome from the National Council!

3,300+ health care organizations serving over 10 million adults, children, and families living with mental illnesses and addictions.

- Advocacy
- Education
- Technical Assistance
North Star: Social Justice

Understanding that all people should be treated fairly, have equal access to goods and resources, and have the right to self-determination and cultural expression.
Session Norms

Speak from the “I” perspective

Uphold confidentiality

We all make mistakes & are learning

Approach discomfort with curiosity

Listen to understand, not to respond

Take space, give space

Take care of yourself

We have been socialized to believe that it is not polite to talk about oppression, race and racism (and other –isms) – hearing about & talking about these things may bring up feelings of discomfort.

We ask ourselves and participants to be mindful of assumptions, and biases during this presentation.

We ask ourselves and participants to be aware of multiple identities, backgrounds and perspectives in our virtual space.
Introductions

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Introductions

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Moment to Arrive
Didactic Presentation:
Internal Practices and Policies
Decreasing Bias, Racism and Trauma within Organizations

Amelia Roeschlein, DSW, MA, LMFT
Consultant, Trauma-Informed Services
National Council for Mental Wellbeing
Learning Objectives

- Identify policies that may increase racial bias and traumatization
- Understand organizational strategies for decreasing bias, racism, and trauma in practices and policies, from hiring to retaining staff
- Understand organizational strategies for enhancing staff resilience, overall wellbeing and retention, especially among staff who identify as Black, Indigenous, and as People of Color, and staff with other marginalized identities
Trauma, Intergenerational Trauma, and Systemic Trauma
ACEs Connection accelerates the global movement to prevent and heal adverse childhood experiences (ACEs), and supports communities to work collaboratively to solve our most intractable problems. Left unaddressed, toxic stress from ACEs harms children and families, organizations, systems and communities, and reduces the ability of individuals and entities to respond to stressful events with resiliency. The ACEs in these three realms intertwine throughout people’s lives, and affect the viability of organizations, systems and communities.
Impact of Stress on Brain Energy

Typical Performance

- Cognition
- Social/Emotional
- Regulation
- Survival

During Stress

- Cognition
- Social/Emotional
- Regulation
- Survival
Stress and the Brain

Source: The Neurobiology of Traumatic Memory – Dr. Arielle Schwartz

TheNationalCouncil.org
Create Safe and Secure Environments for ALL

Throughout the organization, staff and the people they serve, whether children or adults, feel culturally, physically and psychologically safe; the physical setting is safe and interpersonal interactions promote a sense of safety.
Diverse Teams Do Better!

Source: Phillips, Liljquist & Neal, 2009
Bias
The Brain’s Threat Network

**AWAY** THREAT
(Threat is Stronger)

**TOWARD** REWARD
(Reward is Better)

Source: NeuroLeadership Institute 2018
Cycle of Threat

Source: NeuroLeadership SCARF Model

TheNationalCouncil.org
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.

Implicit Bias in Daily Life
Integrated Health

• How is implicit bias affecting the individuals they serve?
• How is your agency serving or not serving those who are different?
• Is anyone looking at potential policies, rules or procedures that may be keeping individuals out?
• What are the effects of prejudice or stereotypes in your agency?

Source: (c) 2020 Pierluigi Mancini PhD
Bias Mitigation – What Works?

Removing bias from process, not people
Team Actions

Normalize
- Normalize attempts to label and uncover bias

Recognize
- Recognize contributions of others even when they are not present

Hold
- Hold yourself accountable before others

Engage in
- Engage in difficult team conversations

Show
- Show genuine concern for others
To Mitigate Bias through Teaming, remember...

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<th>Bias is universal</th>
<th>Design practices and processes for mitigation in advance</th>
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<td>Focus on cognitive strategies over intuition</td>
<td>Make those cognitive strategies team-based &amp; Create a culture where pausing and checking for bias is the norm</td>
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Equitable Hiring Process Steps

Source: NeuroLeadership Institute
What about performance reviews?

The traditional performance review is a confidential, closed-door meeting between no more than two people. Research suggests it is also totally misguided.

Though we may think we’re making accurate, objective assessments during a performance review, the social and brain sciences have shown that bias is still baked into the brain.

*Assessment is a human process; therefore it is highly subjective and subject to bias.*
Statistics

- Conventional wisdom says people can evaluate performance objectively and fairly—science disagrees. Evaluations will be biased unless you used mitigation strategies.

- Studies, for instance, have indicated that as much as 62% of a rater’s judgment of an employee reflects the rater, not the person getting reviewed.

- Despite this, survey data from a recent summit we hosted on performance management indicated that 57% of companies weren’t doing anything to remove bias from their performance reviews.

- Recognition that 77% HR Executives say performance reviews do not accurately reflect employees

- Almost all 200 CEO's report favoritism as part of upward mobility

Equitable Performance Review Process

Gather most important data - key performance indicators over time

Check your thinking – gather feedback from others

Communicate to motivate - make time useful

Source: NeuroLeadership Institute
### Organizational Strategies
Decreasing trauma, racism, bias & stigma in service delivery

| “Above all, Do No Harm” - Universal trauma screening methods are necessary to developing collaborative relationships with trauma survivors and offering appropriate services |
| Simplify and translate client-facing forms and documentation |
| Adopt community-defined, promising practices |
| Hire providers that represent the local community |
| Client engagement - provide language support and build mental health literacy |
| Develop a plan for addressing engagement during the current pandemic, and beyond |

*Source: Harris & Fallot, 2001*
Creating a Holding Environment

A holding environment is a place where:
- Difficult adaptive challenges can be discussed
- Diversity of opinion is welcome
- Experiences, values and assumptions are shared and challenged
- Stress is expected and tolerated

Micro-Affirmations and 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.
Next Step

- Apply the Trauma-informed, Resilience-oriented Equity Assessment Principles Assessment Tool to your organizational hiring and performance review processes
Questions, Comments?
Case Presentation

Julie is a supervisor who identifies as biracial of Black and white descent. She received an email from another supervisor (white female) about a potential intern being added to the team, that included the following statement: “She [intern] also has struggled some with her communication style coming across as more aggressive versus assertive with co-workers.” Julie shared this feedback with her director, a Black female, and after further examination, they discovered the intern was an African American woman and a veteran. Julie and her supervisor briefly discussed how those biases around Black women and their communication style in predominately white workspaces happen often and discussed how the intern might be a good fit for Julie’s team. Julie’s supervisor was uncomfortable with what she felt was a racially biased description of the intern but did not intervene with the white female supervisor, nor did she report the concern to her boss.

Currently at the agency no process exists for how to address concerns about racial bias in the company and especially not across departments. Our short-term goals are: 1) develop an implicit bias training for agency leadership to be aware of their biases; 2) providing training and education for supervisors to better manage situations of racial bias among their teams; 3) establish a procedure/policy for supervisors to assist them with concerns of bias.

**Main Questions:** What policies and practices does a company need to have in place to support success in addressing racial bias? When racial bias is observed, how can employees elevate concerns with colleagues and maintain professional relationships?
Open Discussion
Discussion Conclusion
What's next?

1. Complete Today’s **Session Survey**

2. Next Session (Session 4)
   Thursday, May 19th, 11:30am-1pm ET

   **Topic:** *How to Decrease Bias, Racism & Trauma in Clinical Services*
Resources

**Project ECHO**

**Racial Equity Tools**
[https://www.racialequitytools.org/](https://www.racialequitytools.org/)

**National Council Equity Climate Assessment**

Furthering the Wellbeing of Black, Indigenous & People of Color through Integrated Care  (Blog Post)

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**Health Equity and Racial Justice Webpage**
National Council for Mental Wellbeing

For more information on Webinars and Upcoming Events, Resources and Tools, and Training and Technical Assistance focused on Health Equity and Racial Justice

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The National Council for Mental Wellbeing
Upcoming CoE Events:

CoE-HIS Office Hour: Racial Equity and Social Justice in Integrated Care Settings
Register for office hour on April 26, 3-4pm ET

Comprehensive Health Integration Part 1: Introducing a New Framework
Register for webinar on April 27, 12-1pm ET

Interested in an individual consultation with the CoE experts on integrated care?
Contact us through this form here!

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Questions?
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