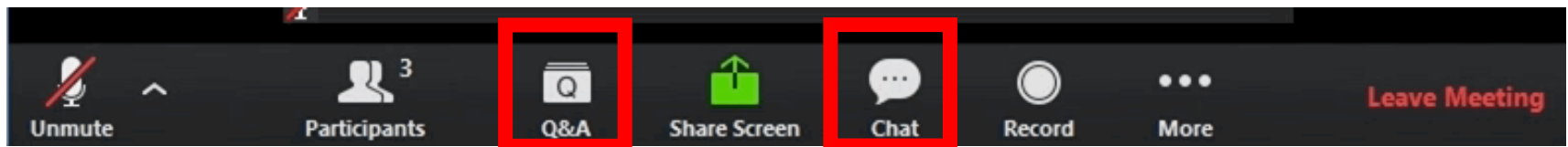


Advancing Health Equity through Integrated Care ECHO

Session 3

Thursday, April 21, 2022
11:30am-1:00pm ET

How to Ask a Question/Make a Comment



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

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

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

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).

SAMHSA

Substance Abuse and Mental Health
Services Administration

www.samhsa.gov

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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

The logo is contained within a solid orange rounded rectangle. The text is white and arranged in four lines: 'NATIONAL' and 'COUNCIL' are in all caps and spaced out; 'for Mental' is in a lowercase script font; and 'Wellbeing' is in a large, bold, sans-serif font.

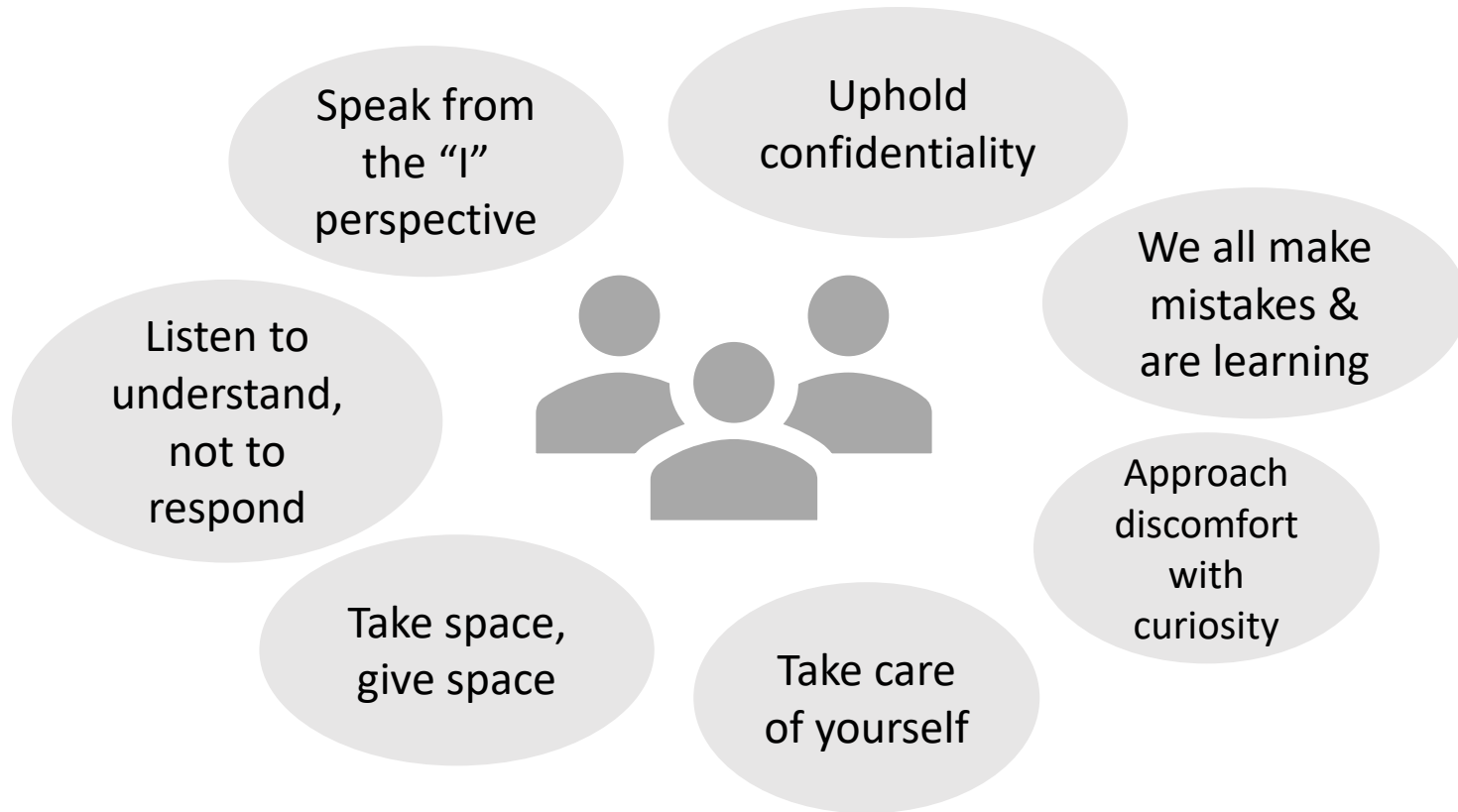
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North Star: Social Justice



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



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



Alicia Kirley, MBA
Senior Director,
Integrated Health
National Council for
Mental Wellbeing



Sarah Neil, MPH
Director,
Integrated Health
National Council for
Mental Wellbeing



Paula Zaremba, MHS
Project Manager,
Integrated Health
National Council for
Mental Wellbeing



Victoria Pauline, MPH
Project Coordinator,
Integrated Health
National Council for
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Introductions



Aaron Williams, MA,
Integrated Care
Consultant, Senior
Advisor,
National Council for
Mental Wellbeing



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



Terence Fitzgerald,
PhD, Ed.M., MSW
Clinical Associate
Professor, Department
of Children Youth &
Families, USC Suzanne
Dworak-Peck School of
Social Work, University
of Southern California



Pierluigi Mancini, PhD,
President, Multicultural
Development Institute,
Inc.

Curriculum

Month	Session Topic
February	Importance of Integrated Care in Addressing Health Equity
March	Integrated Care Models and Approaches to Address Health Equity
April	Internal Practices and Policies to Decrease Bias, Racism & Trauma within Organizations
May	How to Decrease Bias, Racism & Trauma in Clinical Services
June	Providing Culturally and Linguistically Responsive Services
July	Engaging Your Team to Prevent, Identify, and Support Moral Injury and Compassion Fatigue

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



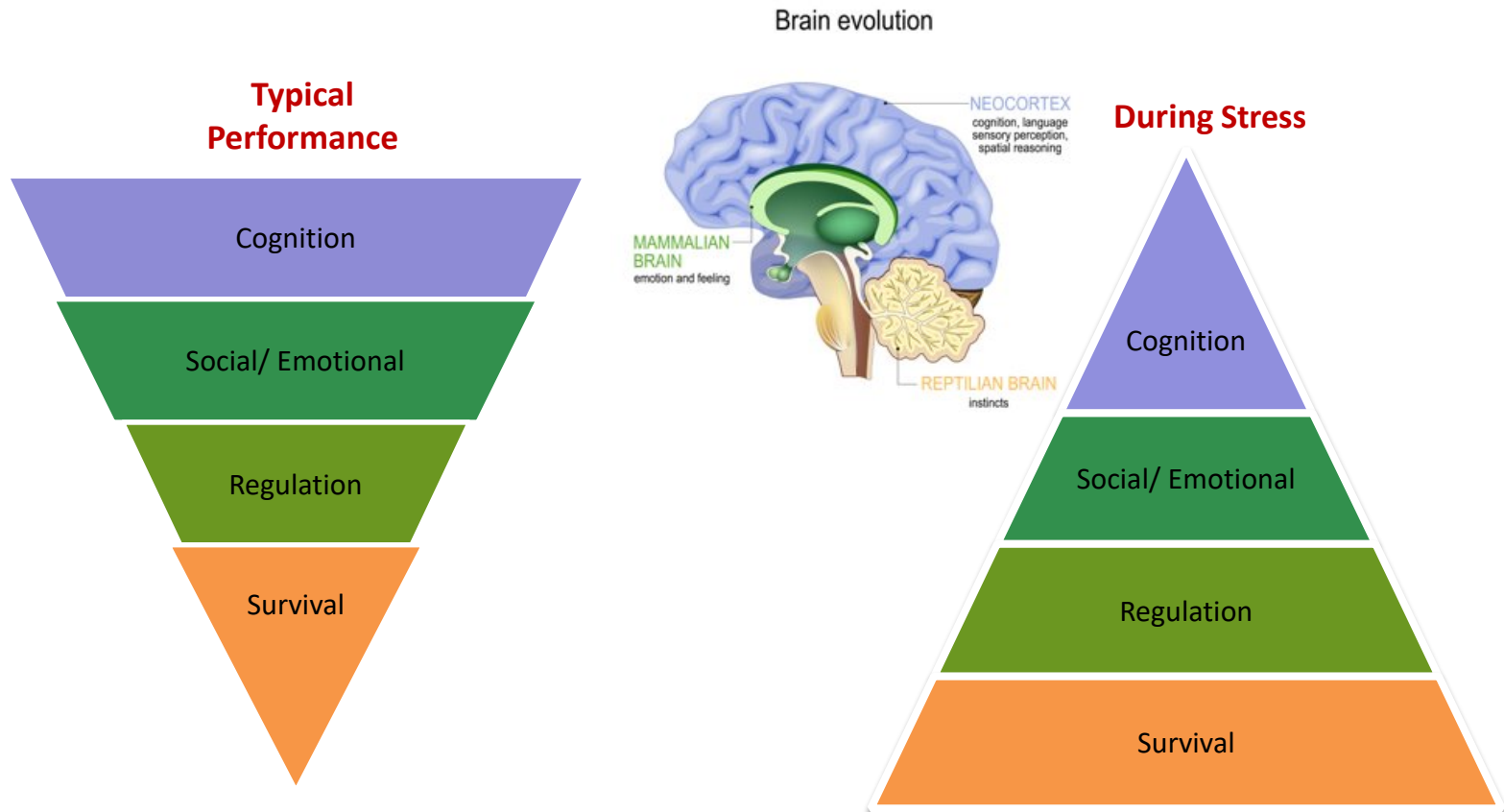
Trauma, Intergenerational Trauma, and Systemic Trauma

3 Realms of ACEs

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



Stress and the Brain



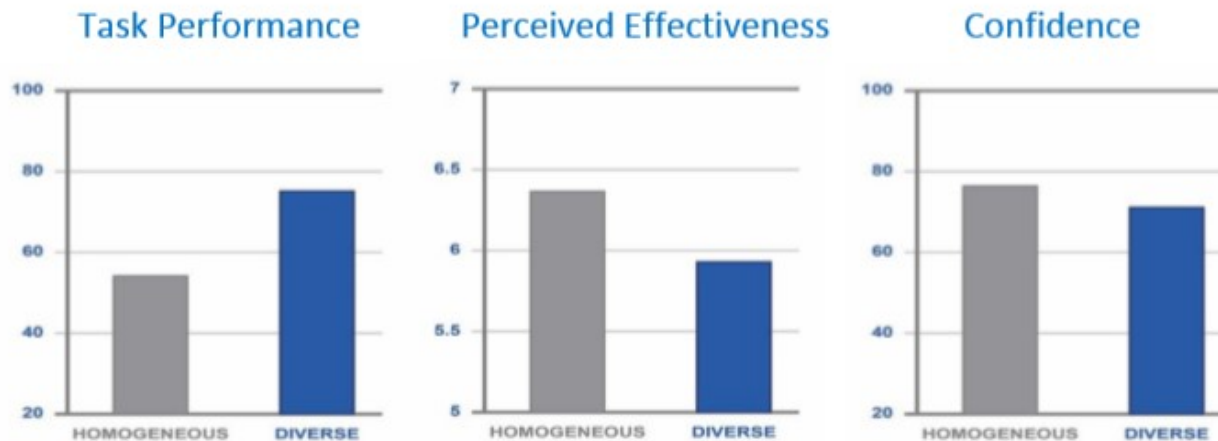
Source: [*The Neurobiology of Traumatic Memory – Dr. Arielle Schwartz*](#)

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.



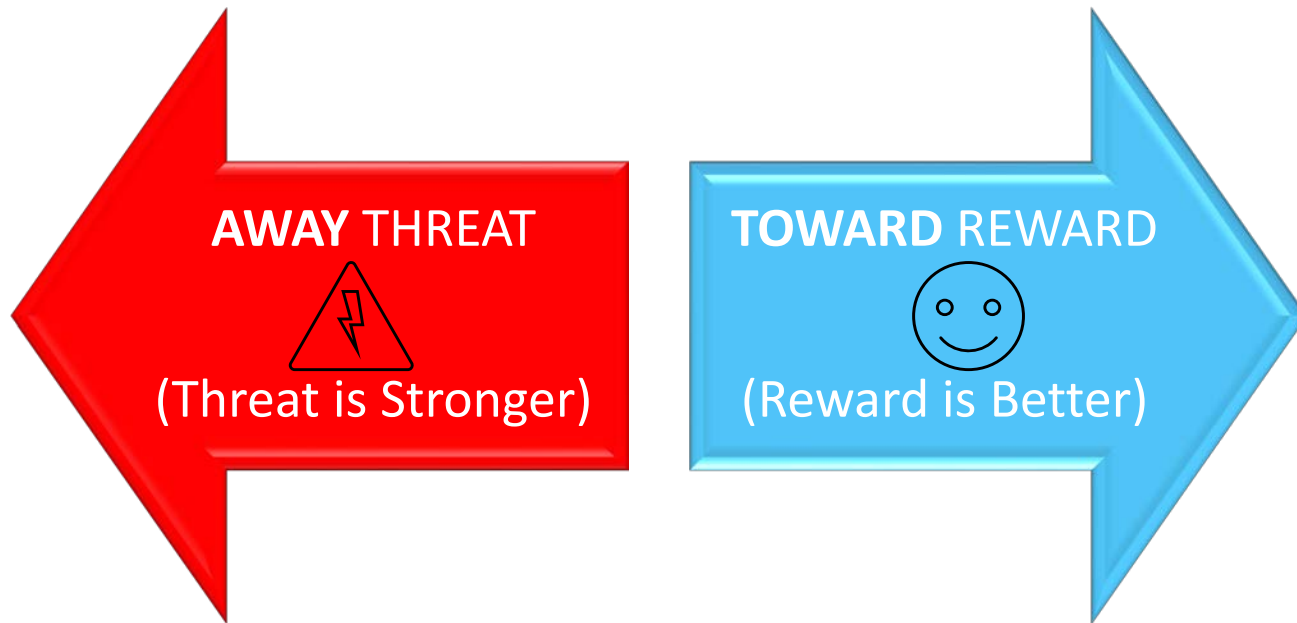
Diverse Teams Do Better!



Source: Phillips, Liljquist & Neal, 2009

Bias

The Brain's Threat Network



Source: [NeuroLeadership Institute 2018](#)

Cycle of Threat



Source: [NeuroLeadership SCARF Model](#)

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

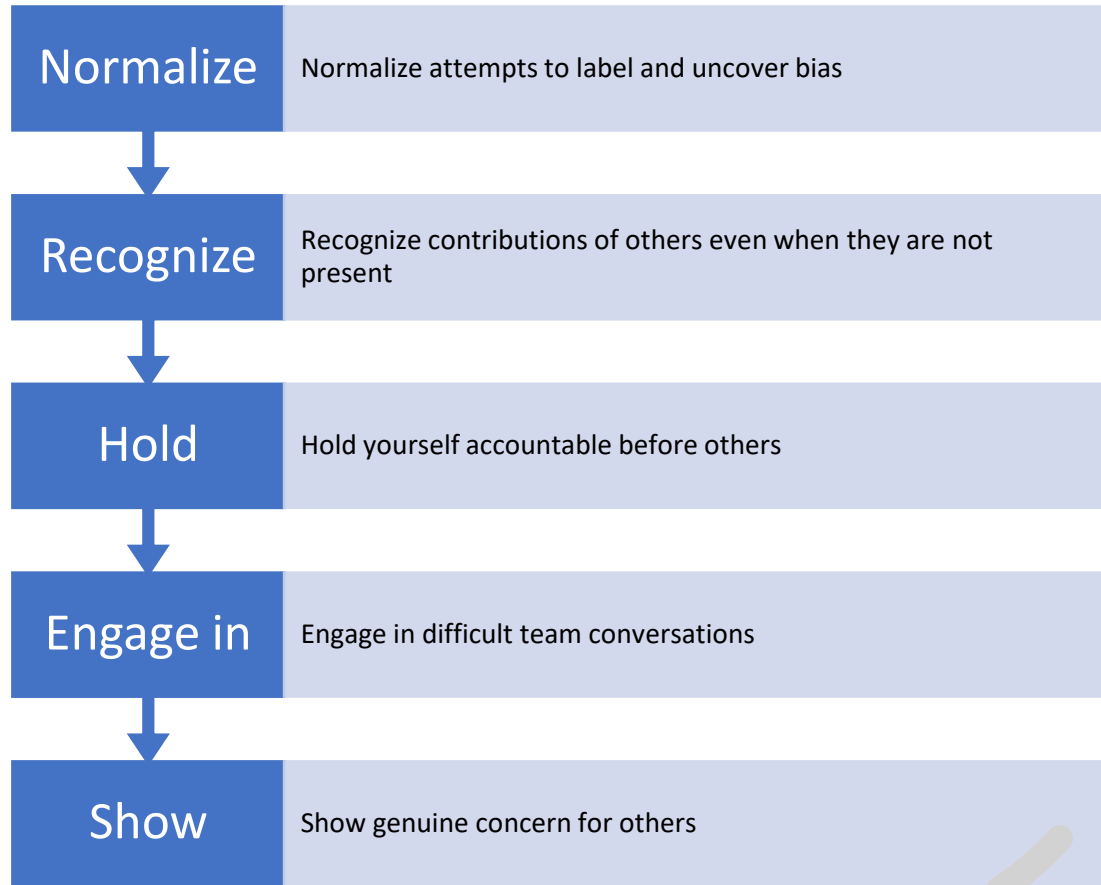
Bias Mitigation – What Works?

Removing bias from process, not people



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Team Actions



To Mitigate Bias through Teaming, remember...

Bias is universal

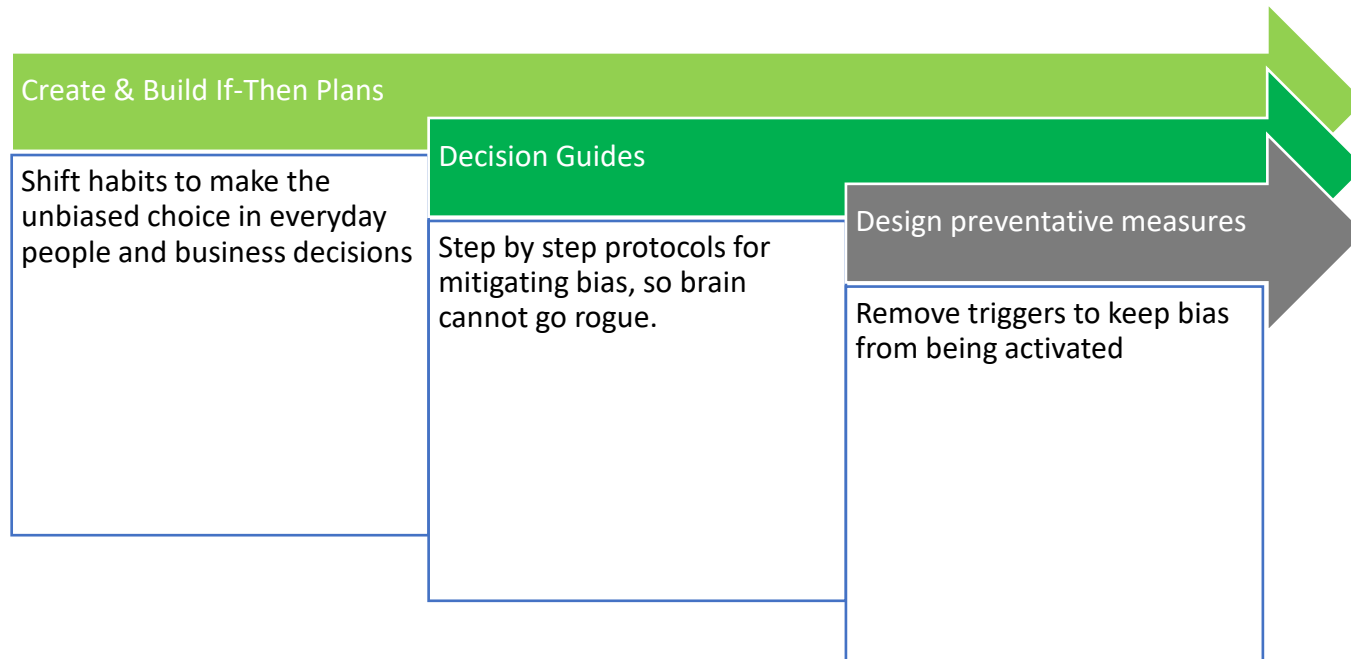
Design practices and
processes for mitigation in
advance

Focus on cognitive
strategies over intuition

Make those cognitive
strategies team-based &
Create a
culture where pausing and
checking for bias is the
norm

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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

Source: <https://hub.neuroleadership.com/webinar-differentiate-demo-9-24-2020>

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



Source: Georgetown University Center for Child and Human Development. (2012). Georgetown University Leadership Academy Leading in Challenging Times Curriculum.

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.

PEOPLE WILL FORGET
WHAT YOU SAID,
PEOPLE WILL FORGET
WHAT YOU DID,
BUT PEOPLE WILL
NEVER FORGET HOW
YOU MADE THEM FEEL

MAYA ANGELOU

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Next Step

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



Questions, Comments?



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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



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Discussion Conclusion



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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/>

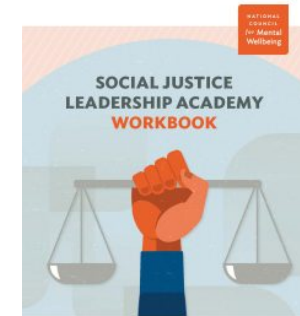
National Council Equity Climate Assessment

https://www.thenationalcouncil.org/wp-content/uploads/2020/11/TI-ROC-Equity-Climate-Assessment_FINAL.pdf?daf=375ateTbd56

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



[Access for Everyone: A Toolkit for Addressing Health Equity & Racial Justice within Integrated Care Settings](#)



[National Council Social Justice Leadership Academy \(SJLA\) Workbook](#)

[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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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?

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Thank You

Questions?

Email VictoriaP@thenationalcouncil.org

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