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

SAMHSA
Substance Abuse and Mental Health Services Administration

The College for Behavioral Health Leadership

Central East (HHS Region 3)
Addiction Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

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

U.S.-based ATTC Network

ATTC Network
Coordinating Office
University of Missouri-Kansas City

REGION 1
New England ATTC
Brown University

REGION 2
Northeast & Caribbean ATTC
NDRI, Inc.

REGION 3
Central East ATTC
Danya Institute

REGION 4
Southeast ATTC
Morehouse School of Medicine

REGION 5
Great Lakes ATTC
University of Wisconsin-Madison

REGION 6
Mountain Plains ATTC
University of North Dakota

REGION 7
Mid-America ATTC
Truman Medical Center

REGION 8
Pacific Southwest ATTC
University of California, Los Angeles

REGION 9
National Hispanic and Latino ATTC
National Latino Behavioral Health Association

REGION 10
Northwest ATTC
University of Washington

ATTC Network

Alaska
Hawaii
Puerto Rico
U.S. Virgin Islands
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  
$94.0 B  economic burden of  
$263.0 B  the annual number of  
$510.8 B  health inequities  
83,000  black and brown lives  
the annual number of  
lost due to health  
inequities  

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*

1. **Individual:** Patient Level Variables
   
   These include patient’s mistrust, poor adherence to treatment, and delays in seeking care.

2. **Relational:** Care-Process Deliverables
   
   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.

3. **Systemic:** Health System Level Factors
   
   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

<table>
<thead>
<tr>
<th>Health Coverage</th>
<th>Mental Health</th>
<th>Substance Use (2018 data)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Black Americans</strong></td>
<td><strong>Hispanic Americans</strong></td>
<td><strong>Asian Americans</strong></td>
</tr>
<tr>
<td>10.6% uninsured (compared to 5.9% non-Hispanic whites)</td>
<td>16.1% uninsured</td>
<td>7.3% uninsured</td>
</tr>
<tr>
<td>8.7% of adults received mental health services (compared to 18.6% non-Hispanic whites)</td>
<td>The number of suicide attempts by adolescent females was 40% higher than that of non-Hispanic whites</td>
<td>3.6% received prescription medications (compared to 15.4% of non-Hispanic whites)</td>
</tr>
<tr>
<td>2.2 million over the age of 18 had a substance use disorder; 1 in 7 struggled with both alcohol and illicit drug use</td>
<td>Puerto Ricans have the highest heavy drinking rates and are 3x more likely to develop alcohol use disorder</td>
<td>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%</td>
</tr>
</tbody>
</table>
Diversity
The presence of differences

Equity
The process to address disparities, promote impartiality, and support everyone’s access to the same opportunities

Inclusion
The outcome to ensure those that are “different” and underrepresented feel welcomed and valued

BELONGING
Steps your organization can take to ensure belonging

1. Build a case for belonging
2. Build an inclusive organization
3. Recruit inclusively
4. Evaluate your own leadership
5. Be aware of your bias
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

66% agree their organization is diverse
65% 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

<table>
<thead>
<tr>
<th>Things we say</th>
<th>Things we do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serve to include or exclude people</td>
<td>Can have a cumulative, negative or positive impact over time</td>
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<tr>
<td>Encourage or discourage participation</td>
<td>Disproportionately impacts those who are marginalized</td>
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<td>Value or devalue contributions of others</td>
<td>Often results in self-doubt, loss of confidence and less productivity</td>
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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

- 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
Equity as a Foundation for Leadership: Communities
What does equity mean for communities?

• Recognition of harms coupled with transformative strategies to heal and build resilience

• Community-centered and -led planning, implementation, and evaluation

• Connection, including a workforce in which community can see themselves
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

• 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

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