

## Self-Assessment for Modification of Anti-Racism Tool (SMART) Webinar – July 19, 2022

### Written Q&A Responses

	Question	Response
1	To what degree does the SMART tool align with National Standards for Culturally and Linguistically Appropriate Services (CLAS)? For example, I do not see interpretation best practices assessed in SMART.	<p>Thanks for that feedback. SMART was designed to be a standalone tool and does not align specifically with CLAS. Interpretation best practices are being developed.</p> <p>Building on Dr. Shoyinka's answer, some of the inspiration that we drew from CLAS included the use of structured guides/tools to facilitate inequity work and resources from CLAS' library of resources on implicit bias. As CLAS already has a detailed guide for implementing CLAS in the behavioral health space, we aimed not to be duplicative with SMART.</p>
2	Is it possible to create a "catalyst" for broader conversation (especially if there is resistance to addressing the issue)? If so, how would you suggest doing so?	There are typically areas of "low-hanging fruit" where there is at least a recognition that organizational performance can improve. Those are often the best places to start.
3	what if the group cannot come to consensus?	Pick a compromise score (e.g. 2.5 instead of 2 or 3) and move on.
4	Where there are organizational blind spots in terms of recognizing racial inequity, are terms like "fairly well" or even, "consistently", sometimes too ambiguous?	Possibly. The discussions that lead to consensus scoring are intended to tease that out.
5	Some research suggests that Implicit Bias Training can actually REIFY the bias. How is this to be avoided?	Thank you for your question! From our lit review, while we noted that some literature indeed suggests that implicit bias training is not effective and that more study is needed; we did identify reviews noting that some training strategies may be more effective than others, i.e. trainings that incorporate counterstereotypical exemplars (BMC Psychology 2019). Happy to share the full reference
6	We do not offer treatment we are a housing provider. Can a section or questions be NA , and would this effect the scoring?	Yes; if a domain does not apply, we recommend applying the tool to areas that do apply to the organization.
7	When regarding PACEs (positive & adverse childhood experiences), how can we use this tool to account for the racial aspects of childhood traumas, and how can we get to the root of those feelings?	Question W5 elevates that issue and potentially could open up opportunities to explore this further.

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8	Question for the Panel/Later: How do you realistically address the inherent power imbalances across roles in the organization that affects this work. Administrative staff, interns (across professions), residents, and different levels of behavioral health staff, Nursing, OT, MA, MSW, Ph.D, MD, D.O, etc. all carry real and perceived power differences in the organization	Thank you for your question! Our hope with SMART would be that by having individuals across roles reviewing SMART together, multiple perspectives will be incorporated. However, acknowledging how power imbalances can impact comfort with sharing perspectives, an organization could consider the approach taken by Dr. McQuiston's organization (two separate SMART conversations for exec level vs. on-the-ground level, with resulting scores anonymized and shared)
9	Where does cultural differences within a particular race and colorism fit into an organization's plan to eliminate racism and other types of discrimination related to culture and skin color?	That is an important observation. While this specific question was not specifically addressed as an item within SMART, Domain 3 (Workplace Culture) may provide opportunities to raise those issues.
10	Can you share some of the tools centers use to track such information, from EHR/EMRs to add-on special tools?	EHRs, HR records, population data from reporting, claims data (within managed care) are all good sources. Prospective data can also be collected, simply on spreadsheets.
11	Did any of the panelist have to overcome challenges around data systems and management?	Excellent question for the panelists.
12	I don't see a way to actually download the SMART tool from the <a href="https://www.communitypsychiatry.org">communitypsychiatry.org</a> site. Is there a specific link?	YEs; it is freely available here: <a href="https://www.communitypsychiatry.org/resources/smart-tool">https://www.communitypsychiatry.org/resources/smart-tool</a>
13	please put the link in the chat for the SMART Tool. Thank you!	<a href="https://www.communitypsychiatry.org/resources/smart-tool">https://www.communitypsychiatry.org/resources/smart-tool</a> . Also posted in the chat
14	Are there any challenges or barriers faced by providers for effectively implementing anti-racist policies and tools in remote work?	This is an excellent question. I think we will need to review this with the SMART team
15	How do you coach leaders to accept opportunities for improvement without getting defensive?	Sharing data, couching this work as increasingly being viewed as best practice may help. Starting small with obvious opportunities may also help.
16	How did you collect this type of data related to tracking staff demographics? It has been difficult finding the best way to do this while staying compliant with HR.	Would refer to your organization's HR.
17	When I have pointed out opportunities for improvement, I've received responses like: "I'm not racist" "What exactly do you want me to do?"	Share the SMART tool, paper and this recording. Data is usually quite helpful.

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18	Thank you. That makes sense. I gather though, that the consensus may look very different in 2 organizations where, all other things being equal, one is a very homogenous group of Caucasian staff, whereas another is a more diverse team. I don't mean to knit pick but just want to understand whether the results are more reflective of reality or perception. My guess is that it is somewhere in the middle.	This is a very valid point and I agree that results are dependent on the composition of the group as well as other factors.
19	Is there a way to promote engagement and almost incentive completion?	Excellent question. Protected time might be incentive to participate.
20	thank you for the additions comment. My thought when the clinical section was discussed was that we should also look at MAT penetration rates as a clinical measure for example .	Makes sense. We will keep this in mind for version 2.0.
21	Clarifying the question on options for collecting race data: using census questions can be offensive to some people, using "other" rather than allowing selection of multiple answers; mixing racial and ethnic categories sometimes; allowing people to specify more details for a category choice.	Again, an excellent point. Useful feedback for version 2.0. However, I wonder if this level of detail detracts from the main goal of the tool, which is simply to get started on antiracism work.
22	Is there a way to identify demographics in the “application process?” Because without knowing the demographics of the applicants, doesn't it make for inaccurate assessment of hiring practices when you are not examining the applicant pool? Thanks!	Absolutely right. HR data usually includes this. An alternative is to design a data collection instrument that reflects the desired detail and begin to collect this data prospectively over a period of time.
23	Were staff released from usual duties or did they have decreased work obligations relative to their participation? We find a lot of this work is voluntary and over and above regular duties which is a type of inequity.	Excellent point and speaks to the reality of the "taxation" that minorities engaging in this type of work often are subjected to. Good question for the panelists.
24	How did you address the concerns about loss of job or opportunities because of participating?	Another excellent question for the panelists.
25	Can we use this tool with recognizing discrimination with religion/ sexual orientations?	From a conceptual standpoint, the framework can probably be adapted for that.
26	In the culture domain, the tool seems to asses inputs, i.e conversions. What remains unclear are the specific outcomes we expect conversions to generate and how we can assess the extent to which they have been generated	Excellent point; we are interested in feedback and suggestions about how to refine this item.

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27	Interested in panelists' thoughts about the importance of organizational assessments combined with individual leadership equity-focused development efforts. Do both? Or one vs. another? Which one first?	Another excellent question for the panelists. From my perspective, both are needed in order to sustain an antiracist culture.
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