



Eliminating Structural Racism Advisory Group to the ADAMHS Board Meeting
May 2, 2022, 1:00 pm – 2:30 pm
Location: Zoom

Goal of Project: The ADAMHS Board is working with partners to plan immediate, short-term, and long-term goals for eliminating racism and discrimination in the public behavioral health system. This group currently has three subgroups: Workforce, Health Equity and Data and Research.

Goal of Today's Meeting: Gaining alignment on the structure of the group, sub-groups and their roles and responsibilities in anticipation of the upcoming DEI Strategic Implementation Plan.

Meeting Summary

Welcome/Introduction

- Rev. Benjamin F. Gohlstin, Sr., ADAMHS Board Chair, thanked everyone for their continued participation.
- Scott Osiecki, ADAMHS Board CEO, welcomed the representatives from Rice Education Consulting (REDCon), DEI consultant, and welcomed and thanked the group for their participation.
- REDCon is facilitating these meetings while also conducting an assessment of the DEI needs in the local ADAMHS Board-funded behavioral health system and creating a DEI plan.
- The ADAMHS Board will seek additional community feedback on the draft plan by distributing a survey between May 5-15.

DEI Session

- Rico Rice and Tamala Hodge from REDCon facilitated the meeting. Rice shared the goals of finalizing the group's name, providing clarity around the structure, and providing learning moments on inclusion.
- Rice asked the group to share any "elephants in the room" or expectations. Rev. Gohlstin noted that he will need to leave the meeting early.
- Rice conducted the learning activity: How do we measure DEI?
- Rice shared an article called "*9 Metrics to Help Understand DEI.*" Rice noted that "what get measured gets done" and that we must develop measures that emphasize those efforts.
 - Hiring – diversity of the hiring pool and hiring panel is important.
 - Representation – individuals should reflect the demographics/diversity you want to serve. Not just race; also look at age, gender, spirituality, gender identity, sexual identity, social class, etc.
 - Retention – are groups staying or leaving? If they are leaving, why? That could be a key indicator.
 - Advancement – who is being advanced/promoted and why?
 - Job satisfaction and engagement - who feels good about the organization/who is engaged. Breakdown by demographics: race, gender, spirituality, age, etc.
 - Employee resource group participation – are employees engaged in the organization or "just showing up"?
 - Accessibility – can individuals move around the building/restroom safely?
 - Leadership – are individuals who look like me making decisions? The demographic makeup will show a picture of the organization's DEI.

- Suppliers – who are we buying from? Are we just checking a box, or do we have a good pool of diverse suppliers/vendors?
- Rice shared that these metrics can be imbedded in an organization to become a more inclusive organization. The nine metrics are broken down into three parts: Employee experience, culture, and leaders.
- Rice gave a recap of our last meeting. Outstanding items: Name of group and the charge moving forward. Rice shared that we did agree that the group would be an advisory partner.
- The recommendation/Zoom poll for the name was Eliminating Structural Racism in Behavioral Health Care Work Group. Name updated to Eliminating Structural Racism Advisory Group to the ADAMHS Board.
- Rice asked for thoughts and Osiecki mentioned that we want everyone to feel comfortable with the name and to share comments. Audience input: like it, thumbs up, powerful statement.
- Rice reintroduced the proposed group charge.
- Gohlstin shared his concern with the scope/area of focus; he stated that it is not clear enough; identify what industry.
- Audience input: We looked at several titles; do we want to address other systemic barriers? Rice explained that there will be conversations regarding other inequities in the plan but there was a need to call out racism based on the group’s principles. Osiecki confirmed Rice’s statement and that we are focusing on the ADAMHS Board’s network of providers, clients and Board.
- Rice shared the sub-groups’ responsibilities:
 - Review items/questions/concerns brought forward by the ADAMHS Board.
 - Provide advice for recommendations on the submitted items/question/concerns in their report to the full ESR Work Group.
 - Have a standing quarterly meeting schedule but can convene on an as-needed basis to complete the advice or recommendations.
- Rice shared that the Board would reach out to the sub-groups based on the area of need and ask for advice/questions/concerns as it relates to the DEI Strategic Implementation Plan. Then the ESR Full Group will review the issues and assign them to the appropriate sub-group. The sub-group provides recommendation to go to the next ESR Full Group.
- Rice shared the 2022 and 2023 meeting schedule.
- The Board will review the DEI implementation plan and provided any questions/concerns/needed support to the ESR Full Group/Sub-groups prior to their June meetings. Quarterly meetings with rotations between the full group and the sub-groups will allow current updates to be shared at the Board meetings, keeping in line with the Board’s Strategic Plan.

2022	2023
ESR Full Group - February	ESR Full Group - February
ESR Sub-groups - March	ESR Sub-groups - March
ESR Full Group – May	ESR Full Group - May
ESR Full Group / DEI Sub-groups – June	ESR Sub-groups - June
ESR Full Group - July	ESR Full Group - August
ESR Full Group - August	ESR Sub-groups - September
ESR Sub-groups - September	ESR Full Group - November
ESR Full Group - November	ESR Sub-groups - December
ESR Sub-groups – December	

- Rev. Gohlstin wanted to make it clear that this a group and not a “Board.” Osiecki recommended and it was agreed that going forward, the sub-committees will now be called sub-groups. Rev. Gohlstin shared that this group does not fall under the Board’s Bylaws.
- Osiecki shared that he likes the schedule because it allows Board/staff time to work on assignments to address issues.
- Rice confirmed that the large group is now named the Eliminating Structural Racism Advisory Group to the ADAMHS Board (ESR Advisory Group) with three small groups now called sub-groups: Workforce, Health Equity, and Data and Research.
- The sub-groups will have a quarterly meeting schedule.

- There will be quarterly updates provided through the regularly planned Strategic Plan review that Board staff present to the ADAMHS Board of Directors.
 - Rice revisited Learning Activity #1: Metrics with focus on hiring and a four-stage model for minority/diverse recruitment.
 - Audience input: looking for advice when individuals with lived experience faced discrimination when seeking employment. Comment: Assist if they relapse; try to work with clients to see if they can get their job back. Call out individuals and call on peer supports. Working one-on-one with individuals will give them what they need.
 - Rice shared the Diversity Talent Recruitment Model to reach diverse potential job candidates:
- Stage 1 Messages: What messages are being shared about the organization?
 - Written messages: include diverse/equity/inclusive messages.
 - Verbal: what are current employees saying?
 - Nonverbal/visual: see faces that look like themselves on the website/literature.
 - Qualifications: do these align with what the job entails? Is this a bridge or barrier?
 - Job descriptions: what words are we using? Is there a masculine undertone? Are certain demographics applying/not applying?
 - Strategies:
 1. Review job qualifications and if they are necessary for the job
 2. Use inclusive language
 3. Create an inclusive culture for current diverse talent
 4. Embed your commitment to inclusion and diversity in your company values, mission, and vision
 5. Embed non-stereotypical diverse representation in all internal and external imaging
 - Stage 2 Communication Platform: What channels are you using to disseminate the job posting?
 - Media: websites, paper, digital media; all have a different audience.
 - Diverse contacts: do you have partners that do not look like you? Include LGBTQ, different ethnicities, races, genders. Circle is small if all your contacts/staff look the same.
 - External partnerships: websites, phone, radio. Communicate on diverse platforms. Ask community for suggestions on reaching a targeted group. Ask specific staff where they frequent for media/messaging. Hire someone to assist with research.
 - Strategies:
 1. Engage diverse staff
 2. Seek partnerships with diverse groups: universities, professional organizations, local clubs/specific groups, sororities, fraternities, affinity groups
 3. Post and share openings on platforms to attract diverse talent
- Audience input: be sensitive to how individuals bank; non-tradition banking is important/attractive. Lack of transportation and resources in the community; residents depend on check-cashing companies. Provider would cash check for clients to avoid fees; electronic banking is important, too.
 - Rice shared that building partnership with financial institutions, educating and creating programs around financial literacy is important.
 - Audience input: recruitment does not start with an agency trying to attract individuals, it starts with how we encourage underrepresented groups to enter into the behavioral health field. It starts with education in high school, etc.
 - Rice shared his experience with youth and college students from African American communities; a large number pursued social-service related fields and social disciplines.
 - Audience input: disagreement; there is a shortage in qualified people to work in the behavioral health field; possibly they do not emerge with the credential. A focus on the social-service related area is not enough to fill the jobs of retiring individuals. Same attention is needed for the physical health field, too.
 - Rice explained his comment by stating that his experience shows that the desire is there.
 - Audience input: social work and behavioral health are not attractive fields to young people who have had experiences with a social worker. There are several different levels to address: attract individuals to this field, complete education, and further their education. Retention: we need to look at our existing policies and procedure and show grace when serving this population. Rice shared the importance of

having different voices in the room to help develop policies and procedures that will include DEI.

- Stage 3 Application Process: What is required to apply and what is expected of the candidates?
 - o Equitable practices: are there multiple ways to apply, like virtual, face to face, electronic mediums?
 - o Accessibility: transportation, stable internet, computer literacy.
 - o Screening process: do the questions matter? Take certain items off the application: address (type of neighborhood) and degree year (age).
 - o Strategies:
 1. Allow multiple platforms
 2. Remove identifying data
 3. Consider alternatives to resumes
 - Work samples
 - Work challenges
 - Blind auditions

- Stage 4 Interview: What is the interview process?
 - o Number of interviewers
 - o Interviewer preparation
 - o Interview process: panel/single
 - o Interview questions: are questions relevant to the job?
 - o Strategies:
 1. Establish a quota
 2. One of the interviews from a minority group
 3. Ongoing training/support for interviewers
 4. Example of support: bias training, body language training, mock interviews
 5. Have standard interview questions: focused on behavioral/job related skills, not past experiences
 6. Experts recommend doing one-on-one interviews and score response after each question.

- Audience input: Advice/recommendations on trainers or resources on conducting interviews specifically around DEI issues. Rice shared that REDCon could provide the services, but he will also provide other recommendations.

- Recap
 1. Understanding metrics: “*What get measured gets done*”/different ways to measure.
 2. ESR moving forward: Advisory group/The Board’s intent is to do well and to be inclusive.
 3. Group’s charge: Adding “behavioral health.”
 4. Meeting schedule: Group/Sub-group quarterly meetings. Quarterly reports to the ADAMHS Board of Directors as part of the overall Strategic Plan updates.
 5. Four stages of diverse recruiting: messaging, communication, application process, and interview process. Think about the different barriers that individuals may face at each stage.

Next meeting is June 6, 2022, 1 pm to 2:30 pm