



Eliminating Structural Racism (ESR) Advisory Group to the ADAMHS Board

August 1, 2022, 1:00 pm

Location: Zoom

Charge of the Group: The Eliminating Structural Racism (ESR) Advisory Group to the ADAMHS Board will serve as a partner to the Board. The group's role is to identify and address structural inequities with a focus on racism in the areas of workforce, health equity and data and research in the local ADAMHS Board behavioral health network. Additionally, the group will advise the ADAMHS Board on the implementation of key strategies and actions of the DEI Strategic Implementation Plan.

Goal of Today's Meeting: Review of DEI Strategic Implementation Plan

Meeting Summary

Welcome/Introduction

- Rev. Benjamin F. Gohlstin, Sr., ADAMHS Board member, welcomed the group.
- Scott S. Osiecki, CEO, provided the following updates:
 - At the July 26 Provider Meeting, he shared the DEI Strategic Implementation Plan process and encouraged providers to read the plan on the ADAMHS Board website and assign staff to participate in the ESR group.
 - The ADAMHS Board of Directors approved Rice Education Consulting, LLC, (RedCon) to provide DEI consultation on the Board's Request for Proposal (RFP) Process to ensure that diversity, equity, and inclusion principles are strengthened in the CY2023 ADAMHS Board Budget process. At this time:
 - The ADAMHS Board has applied RedCon's suggestions to the RFP document.
 - Board staff and RedCon are making the final adjustments to the scoring rubric that will be used by the RFP review team. A training on Bias and Selection Bias will be provided to Board staff on August 9.

DEI Strategic Plan Overview and Discussion

- Lesli Rice from RedCon led the plan overview and discussion. She showed a video on generational diversity in the workplace, as a reminder that diversity includes aspects beyond race and ethnicity.
- She discussed the importance of culturally responsive care and a person-centered network.
- She encouraged providers to leverage this channel of communication and stay involved in the ESR Advisory Group. This group is an opportunity to hear firsthand about DEI work affecting the behavioral health system.
- While reviewing the details of the plan, Rice noted:
 - Agency partners should consider adopting values in their own organization.
 - The system serves all people in Cuyahoga County, but consider who is underserved or underreached.
 - Metrics are not meant to be punitive; they are meant to determine how to best serve each person who walks through the door.
- Discussion:
 - A participant noted that often organizations have a point person to create a data culture; those individuals should be invited to be part of this work.

- Another participant noted that a challenge is that when you ask people questions, they may not respond; how do we reach out to individuals who may have valuable insights but are afraid to speak up? RedCon suggested finding channels to share feedback; become a more equitable environment where people feel comfortable; also share why you are asking and how you will use the information. Rice noted that sub-group leaders should be aware of this, too, and ask individuals directly to contribute by using phrases like, “I haven’t heard from you.” Be transparent, share your story first and model that behavior. Be aware of power dynamics.
- A participant noted that some people fear being unpopular because they are giving feedback that can be considered negative.
- Rice noted that this is an opportunity to create a culture where people feel free to share and feedback is welcomed
- A participant noted that this is a three-year plan, but the sooner we can identify specifics and “early wins,” the better. Make it specific and practical for our service area.
- RedCon has encouraged identifying year 1, 2, and 3 priorities.
- Rice reviewed the role of an advisory group:
 - Advisory groups are meant to provide current knowledge.
 - This group has great firsthand perspective; can provide critical thinking and analysis.
 - The ADAMHS Board is decision maker, so what information do they need to make decisions. The ESR group can advise on specifics for the plan.
- A participant noted that it is critically important that this group look at long-term implications of what we do, value feedback and accept different perspectives.
- Another participant noted that client feedback does not encapsulate the entirety of the situation they are dealing with; the client may not see it the same way as an agency because some things are necessary for best level of care. RedCon noted the importance of using multiple measures. For example, client feedback should be done in conjunction with program evaluations, etc. However, client voice is a core part of equity. Culturally responsive care requires a balanced-scorecard approach.
- The participant further noted that when something rises to the level of a client grievance, it is often a single incident. Rice reviewed key terms, and how the definition of equity related to grievances or complaints; did the client have equal access and opportunity to get the services they need? Then, how was it delivered? Did the person delivering the service use culturally responsive care?
- It was noted that sometimes the care a client wants is not the care that the individual needs.
- Rice referenced Maslow’s Hierarchy of Needs. A participant noted that equity is not one size fits all, so as providers, we need to ensure the level of care provides equal opportunity. What one person receives may be different than what is provided to another individual.
- Rice noted that health equity and access is a journey; it is not going to be a perfect world tomorrow.

Next steps

- Osiecki thanked the group for their continued work and asked Carole Ballard to provide her thoughts. She thanked RedCon for their leadership and noted that today’s discussion brought out good points about data and the insights it can provide, and that people are starting to think more critically about topics and participation. She noted that this work is an ongoing pursuit toward professional growth and systemic changes.
- Clare Rosser noted that the meeting schedule for 2022 has changed. The next large group meeting will be November 7. The sub-groups will meet in September and December. Please visit the ADAMHS Board website for the meeting times/dates: adamhsc.org/esr.

Next large group meeting: November 7, 2022