

Diversity, Equity, Inclusion, & Justice Toolkit: Organizational Culture Change



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Introduction

Background

This Diversity, Equity, and Inclusion Toolkit was commissioned by the Association for Behavioral Healthcare's Senior Leadership Committee on Diversity, Equity, Inclusion and Justice (DEI&J Committee) as we continue our work to achieve equitable access to quality mental health and addiction treatment services for the people and communities of the Commonwealth who face systemic, cultural, ethnic, racial, linguistic, ability, gender, socio-economic, age, religious, and LGBTQIA+ disparities. This committee addresses structural challenges to providing and accessing services to these marginalized populations through advocacy targeted at critical stakeholders throughout the health care system, including state leadership and payers.

The ABH DEI&J Committee and Wayside Equity Training Center (WETC) are eager to share this toolkit with the ABH membership. Within this toolkit we hope you will find a range of accessible organizational practices and tools to guide you and your team as you work to assess DEI&J within your own agency; develop strategies and take action to advance your own organizational goals; and establish processes for continuous evaluation and improvement of your chosen DEI&J practices. The WETC takes a systems approach to consultation and training, with the goal of facilitating to learn how to feel, rather than learning how to know.

Framework/Orientation

An organization is ready for an antiracist organizational cultural change process when the senior leadership team and board are willing to examine and hold themselves accountable to their equity baseline metrics (i.e. turnover of staff of color, percentage of managers of color, pay equity by race and gender, percentage of staff with language capacity, employee engagement scores by race and gender, climate survey results, persons-served outcomes by race, gender, age, ability, etc.). When the organization views differences within people as a valuable resource and those differences as positive, it consciously adapts its behaviors to the different cultural norms within its internal environment.

This process does not happen without challenges to consider. An approach to tackle these challenges may involve the following:

- Creating a foundational understanding of Diversity, Equity, Inclusion, & Justice (DEI&J) and how it impacts the operations, workplace culture and programs/ services.
- Launching courageous conversations to increase inclusion and equity within the organization to address fundamental issues of race, gender, sexuality, ability, etc.
- Creating a more equitable and respectful internal environment for employees.
- Addressing power dynamics and structural processes that may limit professional growth.
- Offering more competent care to clients, patients, and persons-served.
- Creating an equity culture that has long term impacts on employees to be able to address issues of equity for marginalized populations and impact systemic change.

The DEI&J Toolkit includes:

Comprehensive Model Assessment Tools

(i.e. a way to get a snapshot of where an organization is presently). This consists of:

Building Blocks Assessment Tool

Baseline Equity Metrics Example

Guided Table Shell Example

Institutions Assessment Tool Example

Equity Climate Survey

Pathway Tools

(i.e. a way to synthesize the feedback into action.) This consists of:

Pathway Guide

Group Planning Process Exercise

Buy In Process

Strategic Planning Decision Exercises

Communication Plan Template

Evaluation Tool

(i.e. tools to help organizations see what is working and what needs revision). This consists of:

Equity Action Plan Example

The Model Assessment Tools start with having an organization determine their equity baseline metrics through the building blocks assessment tool. Table shells, which outline the various data fields that support the equity baseline metrics, are provided for data entry and analysis. Then, organizations are guided by an institutions assessment tool. With this tool, organizations are encouraged to identify informal and formal institutions within the organization, and informal and formal institutions external to the organization. Organizations should then determine if these institutions present any barriers to their staff, persons-served, or organizational success. They are then asked to assess if these barriers represent equity-based challenges. The assessment also includes an equity climate survey to establish a starting point on the antiracist cultural change process. These model assessment tools then lead into a group planning process guided by the pathway tool/logic model for sustainable training and growth. Through this process short-term and long-term goals begin to develop.

The Pathway Tools prioritize input and buy-in from key stakeholders at all levels of the organization and development of an equity strategic plan and action steps.

Finally, the **Evaluation Tools** draw on the multiple assessment tools that established the organization's equity baseline metrics to evaluate their progress towards DEI&J goals.

The DEI&J toolkit takes organizations step-by-step through this method.

So, let us get started!

Model Assessment

Before you know where you are going, you need to know from where you are starting. The below tools combine to form a model assessment process for your organization.

Building Blocks Assessment Tool

The leadership team of the DEI&J initiative completes the Building Blocks Self-Assessment to better understand where your organization is today, what strengths you can build on, and what areas your organization's specific training program may want to focus on addressing. You can also have a designated group of line staff complete the assessment tool and see if the results match. This is one way to evaluate where the organization is at and to create and innovate from your organization's values and mission. This will help you approach the work with a focus on the potential new institutions you can make within your organization. This assessment tool is a conversation starter for the DEI&J process.

See this tool on page 14.

Baseline Equity Metrics

What gets measured gets done. To know if your organization has effected measurable change, you need to know how you measure at the start. Ask yourself: if you successfully implemented your equity plan, in 5 to 10 years what metric will have changed that tells you it worked? What do you want to brag about later? What will impact your persons-served the most? What will retain your staff the best? The answer to these questions is what we would consider your Miracle Metric and will be a guiding force for how you develop your plan.

You will repeatedly measure basic equity signifiers identified in the table shell tool, both employee based and persons-served-based, and your list of things you measure will continue to grow. What you are looking for is disparities in the data. Knowing what these disparities are will let you know what you need to change. The Baseline Equity Metrics Tool can help you get started.

See this tool on page 19.

Institutions Assessment Tool

How do you define success for an individual at your organization, both as an employee and as a person-served? What are the things in your organization that help an individual achieve that? What are the things in your organization that create barriers for an individual to achieve that? Those are institutions. The members of your DEI&J committee, together, would complete the Institutions Assessment Tool. The DEI&J committee is a cross-section of committed employees from all levels of the organization. It could include board members, persons-served, volunteers, direct care staff, managers, etc.

Institutions are all the structures that are repeated practices or habits that happen over and over again, but may not necessarily be written down, that create a culture. They may be formal like a policy manual, hiring procedures, organizational structure, etc. They may be informal like staff meetings, supervision, casual Fridays, etc. They may be external like employment law, funding sources, regulations, the geographic location of the organization, etc.

It is important to have a broad input process in naming and assessing the impacts of these institutions. Ensure that you are inviting people to the table in an inclusive way. Having a cross-section of the organization providing input on this process will help uncover all the hidden informal institutions in your organization.

See this tool on page 21.

Equity Climate Survey

If you want to know what is going on in your organization around equity, you need to ask the people doing the work and you need to ask in a way that protects people from the fear of retaliation. Be ready for the results of the survey to spur you into action. The biggest mistake an organization can make is offering a survey and then not doing anything with the results. Lack of follow through will create mistrust. Equity work requires trust and accountability.

To set yourself up for success after you create your survey, set out three target dates. The first date is when you send the survey out. The second is a deadline date to assess and understand what the survey tells you about the organization. Third is a deadline date to ensure you can take some actions very soon after you understand the information from the survey. This will help build trust and help you find co-leaders to move new initiatives forward faster.

The equity survey tool provided is a basic introductory survey that your organization is encouraged to customize for your needs. You know your organization best and know what questions you need to ask. Make sure to develop your survey in a way that ensures confidentiality. For example, you can include a disclaimer at the beginning of the survey like this:

A purpose of the survey is to obtain feedback on the experience of all staff members from the perspective of their identified group and from each experience as a staff of a program, therefore we are requesting your willingness to respond to the following questions to enable us to have greater clarity and focus in understanding the responses provided. We promise that the information provided will only be reported in aggregate by groups.

See this tool on page 22.

You have completed your Model Assessment, now what?

Pathway Tools

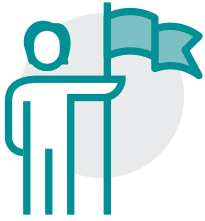
Pathway Guide

Often before starting a large project, you can get bogged down in all the steps you have to do. There is only one way to overcome this, you just have to start. **A very simple pathway guide has been created for you; follow these steps:**

1. **Start the assessment process with the Model Assessment Tool and the Institutions Assessment Tool.**
2. **Make a list of broad gaps between what you want for the organization and what is happening in reality.**
3. **Identify key metrics**, including your miracle metric (the metric that, when it changes, will tell you that you have succeeded in your DEI&J initiative).
4. **Survey, gather data.**
5. **Build the plan.**
 - a. Talk to leadership/middle managers/line staff.
 - b. Develop a review/practice/steering committee.
 - c. Set long-term goals, set short-term goals.
 - d. Create a task list, (who is going to do what and by when).
 - e. Make an implementation plan with metrics on it.
6. **Create a communication plan.**
7. **Take action** – follow through with your implementation plan. Start all the actions at the same time. Do not wait to do the long-term goals until the short-term goals are completed. You want to create momentum by flooding the organization with change.
8. **Keep communicating progress and actions.**
9. **Keep following through.**
10. **Check in on all metrics.** Readjust tasks/goals.
11. **Repeat.**

Make repetition of implementation a core organizational value. Trust is built by your follow through.

Group Planning Process



Senior Leadership

- Set the vision
- Consistently communicate it
- Lead by example
- Be vulnerable



Middle Management

- Be in alignment
- Implement the vision
- Be a conduit for feedback



Form a DEI&J committee

- Designate an internal lead
- Have a key stakeholders and influencers committee
- Do baseline DEI&J training with the committee
- Forming, Storming, Norming
- Use their input

To ensure that you are developing a comprehensive action plan for your organization, you must begin noticing who is in the room making decisions, who is setting culture, and if or how people who do not set policy can impact the organization. Start noticing who has a say, who can act and who has to carry out decisions leaders make. Then make whatever changes you need to bring those people into the room to develop your plan. This group needs to have a broad set of diversity, representing all levels and aspects of the organization. This means diversity in race, gender, sexuality, job title, management level, education, ability, etc.

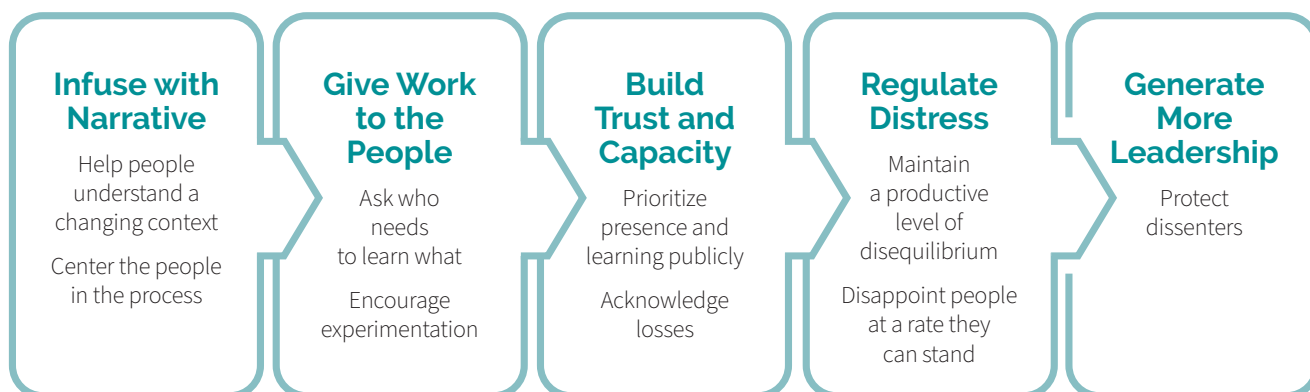
There will inevitably be a group forming, storming, norming process, so prepare for it. This is a standard group therapy process that applies to any group coming together to work on a shared goal developed by Bruce Tuckman. Make sure to develop common vocabulary and a common understanding of the goals for the process. The group will need to have a common definition of concepts like race, privilege, oppression and a common understanding of what the initiative is trying to accomplish. One resource to form this common language is the Racial Equity Tool website (www.racialequitytools.org/glossary). Just as much will be gained from this process as the eventual outcomes of your plan. This group will be a feedback focus group to test for the mistakes you will make and the learning environment that will need to be created. Making mistakes is a norm in this work.

At a certain point the initiative will start having an impact and at this point people will show signs of discomfort. Some will want you to move faster, others will want you to slow down. In this discomforting stage, your best course of action will be to keep a consistent steady pace and to keep communicating the long-term vision of the initiative. Use this group as your steering committee on the initiative. They will have direct input on goals and action steps. The organization, however, will have the responsibility of implementing it.

Buy-In Process

To get everyone on board you must prepare for the adaptive change process. Adaptive change works by leveraging a productive level of stress in an organization to create "buy in" for people to want and accept change to their habits and behaviors. Ensure senior leadership is ready to commit to the ups and downs of culture change, then prepare the organization for living in a learning environment. There will be losses for some along the way. It is important to acknowledge them. It is also important to be transparent. First, explain what the vision is and why the organization is embarking on it. Then, encourage experimentation, model what to do after you make a mistake, and hear feedback well and apply it. Be sure to safeguard those who disagree and push the organization further. This includes the dissenters that want to push change faster and those that want to obstruct movement. You want to hear their feedback and perspective and work to bring them along. You would not speed up or stop the process because of them, but they can help inform ways of reaching more people. If they are a hard and fast "never agree" dissenter, the culture change will impact them enough that they will leave the organization. Ultimately it is important that you take action to show that change can happen and will happen. Follow through is the only way.

Start Your Buy-In Process



Strategic Planning Process

Now let us make a plan. First you outline and sketch the vision you have in mind. Then hammer out the key things that need to be tackled to create change. The next phase is real transformation; think of this as creating a window where there was a wall before. In many ways the work of diversity, equity, and inclusion is a new way of seeing, a more specific view of the world and your organization's impact in the world. Lastly, ensure that the way people are in the new structure is stable enough to hold all the newness and fluid enough to be an atmosphere where people (both employees and persons-served) feel free to be their whole selves. This is what will make your plan sustainable. This toolkit adopts the approach used by WETC focusing on staff first to create a foundation before bringing a focus to our persons-served populations. Ideally, you want the workforce to have done their own work on DEI&J transformation before engaging with persons-served. This is a deliberate choice an organization has to make between focusing on staff first prior to bringing the work to persons-served.

Do not forget your metric miracle question. If you successfully implemented your equity plan, in 5 to 10 years what metric would have changed that tells you it worked? What do you want to brag about later? What will retain your staff the best? What will impact your persons-served the most? Infuse this metric in your plan.

Identify short-term and long-term goals. You can also add a mid-term goal. An example of a short-term goal is to ask each site to add something to the site on the walls or in the environment that shows representation of culture, race, sexual orientation that is not in the dominant culture. This goal is simple and can be done quickly and will start to demonstrate follow through right away.

An example of a long-term goal would be to review all job descriptions for bias, unnecessary requirements, and other barriers. This is an important goal, but will take a long time to complete, resources, and their own implementation plan. When these goals are completed, they create real structural change.

Once you define your goals, your next step will be to decide timelines, who will oversee resources and who will lead implementation.

One successful approach could be to use long-term goals as umbrella goals. Then develop the detailed action steps/tasks to make them happen (see a detailed Equity Action Plan Example on page 31).

Below are examples of five umbrella goals that can guide your plan.

1) Create trust.

Create an environment that invites and allows for vulnerability. To put it in concrete terms, it means to make a plan and stay with the plan. Ensure that projected outcomes are well resourced and check in on how this is being done. Creating specific communications and opportunities that build trust are essential as you work towards meeting this goal.

2) Have courageous conversations.

Have conversations that involve power dynamics, race, listening, apologies, and accountability. There are many strategies and ways to offer these conversations, however, the most important part is to create an atmosphere where such conversations become a regular part of the workspace culture. Ultimately, it is a shared language and the permission to use it.

3) Increase social capital.

This is a specific goal about helping people who are oppressed or marginalized gain the same access to things that can help build a career, or help persons-served, patients and clients build self-efficacy. This is where the most concrete tasks and activities will be.

4) Apply an equity lens.

This is the "new window" described earlier to look out in the organization and see if everyone has access to all the rights, privileges, and positives in the workplace.

5) Measure data & hold everyone accountable.

What you count counts. This helps you know what is working and what needs more hammering out.

This is also how you can build a business case for DEI&J. This is how you get the industry to lead the change of equitable work environments. This is what you constantly communicate back to your staff to show follow through and change.

***Once you make the plan, then tell everyone about it internally and externally.
Communicating the plan is the first and most important action item on your plan.***

Create and Tailor Your Own Plan

- *Internal lead is responsible for executing the plan*
- *Define and designate the resources to support the plan*
- *Develop the plan on your model*
- *Launch the plan*
- *Keep checking on it*
- *Report out results*

Vision Statement:

Outline Main Goals:

Create and Launch a Communication Plan

If you executed the best and most effective DEI&J plan and no one knows about it, did it happen? The answer is no. If no one knows about a plan and the follow through actions taken, then it is like it never happened. An intentional communication plan is essential to effecting change in any organization. As they say, "perception is reality." It is essential to reinforce your organization's commitment to antiracism through communication tools such as the internal employee website, promoting discussion boards, cross-program interactions, forums, and activities to cultivate and reinforce trust. Building community makes the impacts of your plan a visible reality. CEO messaging sets the tone for the organization. Then you need to relentlessly repeat the message in various ways. Develop a concrete communication plan with clear purpose and designated responsibilities for execution. Share the equity plan with staff and then share the progress on the goals at least annually. This transparency is a key principle in equity work. As you launch different action steps of your equity plan, be clear in communicating how it aligns with the DEI&J plan and furthers the overall goal. Be as transparent as possible with achievements, barriers, and failures. Readjust your DEI&J plan and communication plan as needed along the way. Be prepared for the communication that will come back at you. Make clear to other leaders in the organization their responsibilities and roles in aligning their communication.

See this tool on page 28.

Evaluation Tools

After you launch the plan you need to monitor it for progress and continuously assess your Baseline Equity Metrics Tool for changes and setbacks. You can follow the Plan-Do-Check-Act continuous quality improvement process (asq.org/quality-resources/pdca-cycle).



Continually monitor your plan for progress and assess your baseline for changes and setbacks.

Equity Action Plan Progress Tool

Make one. Which tasks did you complete and how quickly? Which tasks have now become continuous? What percent of the action plan is complete? Measuring and communicating the progress of the outputs from your equity action plan will keep momentum going while you wait for those outputs to start impacting outcomes.

Repeat Assessments

Determine regular intervals to repeat the Model Assessment Tool, Equity Climate Survey, Baseline Equity Metrics Tool, and any other tools that established your baselines. This regular data feedback will allow you to pivot where necessary and to know where to double down on your efforts.

Report Out

Do not forget to share your progress and your data. This transparency will be vital to building and sustaining trust. Make it easy to read and understand and be clear about what the targets are for each of those measures.

Conclusion

Just do it. Start. Now. And then repeat it.



The Tools

These tools have been successfully used at Wayside and other non-profits to reduce turnover of staff of color, increase managers of color at all levels, and increase employee engagement.

Building Blocks Assessment Tool Example

Take our Building Blocks Self-Assessment to better understand where your organization is today, what strengths you can build on and what areas your specific training program may want to focus on addressing. Think of building an equity plan like building a house. You need to set the foundation before you start designing the interior. The leadership team of the DEI&J initiative completes the Building Blocks Self-Assessment to better understand where your organization is today. You can also have a designated group of line staff complete the assessment tool and see if the results match.

Answer True or False

BUILDING DIVERSITY:		
Our Organizational Leadership has proportional representations of BIPOC leaders.	True	False
Our Organizational Leadership has proportional representations of LGBTQIA+ leaders.	True	False
Our Organizational Leadership has proportional representations of leaders with a disability.	True	False
Our Organizational Leadership has proportional representations of leaders with a lived experience.	True	False
Our Strategic Plan has specific goals for advancing our DEI&J work.	True	False
We prioritize hiring of diverse candidates at all levels of the organization.	True	False
We have job postings in languages other than English.	True	False
Our workforce has proportional demographic representation to our clients/patients/persons-served.	True	False
The Board of Directors is involved in DEI&J conversations and goal setting for the organization.	True	False
BUILDING INCLUSION:		
We offer in-depth trainings/conversations on Diversity, Equity, Inclusion & Justice to all staff.	True	False

Our organization has a shared vocabulary regarding antiracism (ex. BIPOC, microaggressions, white privilege).	True	False
We have policies and procedures that specifically address microaggressions/racial abuse.	True	False
We have policies & procedures that specifically address microaggressions on gender identity & sexual orientation.	True	False
If an employee experiences a microaggression/oppression/discrimination - it is clear where to go for help within the organization.	True	False
There is visual representation of BIPOC, LGBTQIA+, disabled, persons with lived experience, etc. communities in the posters/brochures/website or other marketing materials the organization uses.	True	False
Our website can be translated into other languages that reflect the populations we serve.	True	False
The bathrooms within the organization are gender neutral and fully accessible.	True	False
The forms the employees and persons-served fill out represent the languages and reading levels of the employees and persons-served.	True	False
We have employee affinity groups such as a women's group, Black employee resource group, people of color association, etc.	True	False
BUILDING EQUITY:	True	False
We measure the satisfaction of our BIPOC employees and our white employees annually and report out the results for all to see.	True	False
We measure the satisfaction of our LGBTQIA+ employees, employees with disabilities, etc. annually and report out the results for all to see.	True	False
We measure ourselves against goals we have set and report on our progress annually (staff of color retention, internal promotions, etc.).	True	False
We measure client/patient/persons-served data using demographics such as race, ethnicity, gender identity, sexual orientation, to ensure we are not perpetuating systemic racist actions.	True	False
BIPOC employees have supervision or mentoring opportunities by those who understand the impact of racial trauma and can support BIPOC employees in their work.	True	False
BIPOC employees are not asked to educate white employees about antiracist work.	True	False
White employees can safely challenge and engage other white employees when they witness a micro aggression or racist action.	True	False
We have many ways at our organization to help folks increase their social capital (i.e. licensing test prep classes paid for by agency, tuition reimbursement, leadership training/ career mapping/job coaching).	True	False
We prioritize using Black owned/women-owned/LGBTQIA+-owned/minority- owned businesses or vendors for organizational needs (graphic designers, printing companies, marketing materials).	True	False

Answer Key: Count how many statements were true for your organization.

If you answered 0 to 7 statements as true:

Designing Your Blueprint Stage

Key Items For Your Organization to Outline & Sketch: Negation, Conformity, Justifying

Organizations who are at this stage of their building process have a difficult time recognizing the existence of cultural differences and view whiteness and white culture as the default norm in our society and in the way they operate. Similarly, the organization views things from a heteronormative perspective and operates as though everyone is able-bodied. Organizations still designing their blueprint are experiencing denial, conformity and defensiveness and have not yet had extensive contact with people and organizations that look different from themselves.

In addition, while designing your blueprint as an organization, you recognize the existence of other cultures in our society and within your workplace, but not their validity. Cultural differences are seen as problems to be overcome, versus understanding; your organization believes "...we're all the same; I don't see color – why can't we just get along?" Your organization does not believe these differences exist or that they are important to "talk about."

If your organization is at this stage, it dismisses claims of racism and bias against marginalized groups with explanations like, "This whole 'they' thing is too much to keep up with – people make things so difficult...Well, that person must have been doing something illegal to be stopped by the police – like selling drugs maybe?...This seems too political." Your organization also expresses the view that everyone has struggles and people of color should just "get over it" and go forward with "yeah, but this isn't really about race though," and statements like "be more professional". If your organization is at this stage you probably minimize others' experiences and their cultural differences by telling yourself that we are more similar than dissimilar, and that racism is a thing of the past. At this stage the organization has no understanding of racial trauma and are not engaging in culturally competent work.

Challenges to consider tackling at this stage:

- Creating a foundational understanding of DEI&J and how it impacts your operations, workplace and programs/services
- Launching courageous conversations within your organization to address fundamental issues

If you answered 8 to 14 statements as true:

Building Your Foundation

Key Thing to Hammer-Out: Embracing

If your organization is at this stage, then it has begun to recognize all cultures as viable alternatives to its own worldview. Your organization knows and accepts that the people within its organization are genuinely different from each other and accept the inevitability of different value systems and behavioral norms; it no longer sees cultures, races, languages, sexualities, genders, religions, etc., within its organization as threatening, wrong, or inferior. However, in accepting this the organization has not yet adapted to real change. The organization has begun its understanding, but does not have a firm standing to be an ally to all.

At this stage the organization is also beginning to expose itself to some education, i.e. books, podcasts, articles, conversations, etc. Some topics may seem complex and at times difficult to understand, but the organization

accepts that this is crucial to its employees. At this stage, the leaders in the organization are beginning to understand the concept of racial trauma and begin to have employee resource groups (ERGs) or affinity groups for employees to connect and explore the impacts of racial trauma and how it shows itself in the workplace. The organization is preparing managers and supervisors to have culturally competent training.

Challenges to consider tackling at this stage:

- Creating a foundational understanding of DEI&J and how it impacts your operations, workplace and programs/services
- Launching courageous conversations within your organization to address fundamental issues of race
- Creating a more equitable and respectful internal environment for employees
- Addressing power dynamics and structural processes that may limit professional growth

If you answered 15 to 21 statements as true:

Framing the House

Key Thing to Drill: Transformation

If your organization is ready for the reframing of your building, then it views identities within people as a valuable resource. Because your organization views identities as positive, it consciously adapts its behaviors to the different cultural norms within its internal environment. If the organization is reframing, it is able to name specific organizations or role models they look to as examples.

As an organization where privilege is imbedded, meaning a predominantly white, male, cisgender, Christian, heterosexual organization, for example, your organization is committed to being uncomfortable and holding space for its own discomfort in this learning and framing process as it is crucial at this stage, and part of the development. Racial trauma concepts begin to be rooted within the culture with the understanding of it as fundamental to supporting staff and persons-served of color. Managers understand they have individual work to do in understanding power dynamics through the lens of racial trauma.

Self-education is crucial to the adaptation and growth of the organization's leaders. From webinars, lectures, and workshops to blog posts, books, and documentaries, the organization studies the complexities of systemic racism (and other -isms) and the many ways it manifests within our society and businesses, but especially within the organization's employees and their well-being. This stage is quite important to the building process because you need a solid framing to understand white supremacy ideology and to begin the work of dismantling your organization's culture and practices that perpetuate and uphold this within our society.

Challenges to consider tackling at this stage:

- Creating a foundational understanding of DEI&J and how it impacts your operations, workplace and programs/services
- Launching courageous conversations within your organization to address fundamental issues of race
- Creating a more equitable and respectful internal environment for employees
- Addressing power dynamics and structural processes that may limit professional growth
- Offering more competent care to clients, patients and persons-served

If you answered 22 to 28 statements as true: Designing Your Interior Space and Getting Ready for Your Grand Opening

Putting Your Finishing Touches: Integration/Antiracist/Ally

At this stage, your organization has integrated all the learnings of the previous stages into the larger fabric of its culture and mission. This is where your organization takes it a step further and disarms itself from defensiveness and distractions that have been used to bypass the work of antiracism and harm people of color within its organization and our society. This is where your organization begins to implement tools of accountability to improve its culture.

Sitting in the discomfort continues to be an aspect of your organization's grand opening because the work never ends. It embraces the many ways it can continue fighting for human equality even while realigning some of its privileges within and outside of the organization. The organization has a holistic commitment to lowering the impact of racial trauma for both employees and persons-served. This perspective is woven into all institutions across the organization (i.e. policies, practices, procedures, and protocols).

If your organization is at this stage, then it is aware of its own privileges and its complicity in white supremacy culture. It is also able to be more aware, identify when interpersonal and systemic issues of bias come up at meetings or between employees, and has the tools to address them effectively. The organization maintains a sense of clarity about its specific commitments as an antiracist organization, allyship to the LGBTQIA+ community, etc., as evidenced by its actions.

Challenges to consider tackling at this stage:

- Creating a foundational understanding of DEI&J and how it impacts your operations, workplace and programs/services
- Launching courageous conversations within your organization to address fundamental issues of race
- Creating a more equitable and respectful internal environment for employees
- Addressing power dynamics and structural processes that may limit professional growth
- Offering more competent care to persons-served
- Viewing the challenges and burdens persons-served face as a direct result of race and adjust individual interactions, programs and policies to address race-based traumas, mental health issues, physical health concerns, etc.
- Improving relationships between staff and families; limit risks of implicit and explicit bias on communication and relationship building

Baseline Equity Metrics Example

Many of these metrics can be pulled from an organization's Human Resources Information System (HRIS) or are tracked by your human resources department. If any of the below metrics are not being tracked, then you should engage in a process of understanding why that is and taking steps to start tracking them.

Overall Demographics Analysis

- Percent staff of color, age, gender, bilingual, LGBTQIA+ status, disability, immigration status, years of service
- Compare it to persons-served demographic analysis. Is it proportional?

Leadership Analysis

- Percent managers of color, age, gender, bilingual, LGBTQIA+ status, disability, immigration status, years of service
- Compare it to persons-served demographic analysis. Is it proportional?
- Compare it to staff demographic analysis. Is it proportional?

Turnover Analysis

- Disaggregate by race, age, gender, bilingual, LGBTQIA+ status, disability, immigration status, years of service
- Are there disparities?

Engagement Surveys

- Disaggregate by race, age, gender, bilingual, LGBTQIA+ status, disability, immigration status, years of service
- Are there disparities?

Equity Climate Surveys

- Disaggregate by race, age, gender, bilingual, LGBTQIA+ status, disability, immigration status, years of service
- Are there disparities?

Salary Analysis

- Disaggregate by race, age, gender, bilingual, LGBTQIA+ status, disability, immigration status, years of service
- Are there disparities?

Benefits Enrollment Analysis

- Disaggregate by race, age, gender, bilingual, LGBTQIA+ status, disability, immigration status, years of service
- Are there disparities?

Others?????

- Disaggregate by race, age, gender, bilingual, LGBTQIA+ status, disability, immigration status, years of service
- Are there disparities?

Guided Table Shell Example

The below data fields can be used as a basis for the reports to pull from your Human Resources Information System (HRIS) to then complete your Baseline Equity Metrics analysis.

Fields

- Employee Last Name (to be used for initial data integrity verification and then removed)
- Employee First Name (to be used for initial data integrity verification and then removed)
- Employee Number
- Job Name
- Employee EEO Description
- Management Level
- Location Name
- Department Name
- Base Rate
- Pay Class
- Pay Type
- Normal Weekly Hours
- Employee Gender
- Age
- Age Band
- Hire Date
- Termination Date
- Termination Reason
- Years of Service
- Years of Service Band
- Language Capacity
- Ethnicity/Race Self Identification
- Employee Registered Disabled

Institutions Assessment Tool Example

List below the institutions that are part of your organization. After you do this, think about if there are current barriers for members of your organization in successfully navigating them. Then think about whether those barriers are creating an equity issue. Below are a few examples. Remove these and write your own.

Institution Type	Institution Name/ Description	Possible Current Barriers	Is This An Equity Issue?
Formal	Ex. Hiring Process	Ex. Minimum requirements on job postings (sometimes arbitrary, keeping candidates with right skills/traits from applying if do not have a degree or listed years of experience)	Ex. Yes (candidates with lived experience with services provided not considered)
Informal	Ex. Personnel Committee Meeting	Ex. Meets during shift change time and not widely advertised (excludes our shift working staff from attending, only people with time and who know about it attend)	Ex. Yes (shift staff are mostly of color and lowest paid)
External	Ex. Funding Source	Ex. Only funds services delivered in the office	Ex. Yes (persons-served with mobility challenges unable to travel to office)
Informal	Ex. Regulations	Ex. Requires all staff providing services to be independently licensed	Ex. Yes (staff of color are licensed at lower rates)

Equity Climate Survey Example

This equity climate survey example is meant to be completed by staff. You can also tailor these questions to be completed by your board or for persons-served.

A purpose of the survey is to obtain feedback on the experience of all staff members from the perspective of their identified group and from their experience as a staff of a program, therefore we are requesting your willingness to respond to the following questions to enable us to have greater clarity and focus in understanding the responses provided. We promise that the information provided will only be reported in aggregate by groups.

■ **Do you perceive your organization as committed to diversity, equity, inclusion and justice?**

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

■ **Do you perceive your program as committed to diversity, equity, inclusion and justice?**

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

■ **Rate your view of your organization as being an inclusive place for people from a diversity of backgrounds (i.e. feeling safe to have conversations regarding the topic or to feel valued for who we are), such as:**

■ **Immigrants**

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

■ **People with Disabilities**

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

■ **LGBTQIA+ People**

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

■ **Black, Indigenous, and People of Color**

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

■ **Lower Socioeconomic Status (Working Class/Impoverished)**

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

■ **Persons with Lived Experience**

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

■ **Have you experienced being mistreated based on your racial or group identity within your organization's work environment?**

- Yes
- No

Comments:

■ **Have you observed intentional or unintentional acts of bias directed towards staff identified as members of commonly targeted groups within your organization's workplace (at the office, in meetings, and/or in providing services)?**

- Yes
- No

Comments:

■ **If you experienced or observed intentional or unintentional acts of bias within your organization's workplace, for what reasons? (check all that apply)**

- | | |
|---|--|
| <input type="checkbox"/> Race/Ethnicity | <input type="checkbox"/> Lower Socioeconomic status (Working Class/Impoverished) |
| <input type="checkbox"/> Gender | <input type="checkbox"/> Age |
| <input type="checkbox"/> Sexuality | <input type="checkbox"/> Immigration Status |
| <input type="checkbox"/> Ability | <input type="checkbox"/> Lived Experience |
| <input type="checkbox"/> Religion | <input type="checkbox"/> Other |

- **If you experienced or observed intentional or unintentional acts of bias within your organization's workplace, did you intervene in any way? If so, what did you do? If not, what were the barriers to intervening?**

- Yes
- No

Comments:

- **Do you feel isolated due to your racial or group identity within your organization's work environment?**

- Yes
- No

Comments:

- **Would you be interested in attending an Affinity Group (a support and learning group that shares a common lived experience i.e. a BIPOC group, LGBTQIA+ group, white activists for racial justice affinity group, etc.)?**

- Yes
- No

Comments:

- **At this point how prepared are you to engage in courageous conversations regarding diversity, equity, inclusion and justice with people different than you? (1 - Not prepared at all; 10 = Extremely prepared)**

- **If you do not feel prepared, what would be helpful to you to become prepared to engage in courageous conversations regarding diversity, equity, inclusion and justice?**

Comments:

- **What other actions or trainings must be taken, at all levels of the organization, to facilitate diversity, equity, inclusion and justice being fully integrated within the culture?**

Comments:

- **Please feel free to provide comments, feedback, or recommendations regarding the questions on the diversity, equity, inclusion and justice initiative.**

Comments:

Demographics Section

Program: _____

■ **With regard to Race/Ethnicity, how do you self-identify? Please check all that apply:**

- ☐ Asian or Asian-American
- ☐ Black or African-American
- ☐ Caribbean/West Indian American
- ☐ Hispanic, Latino, Latina, Latinx
- ☐ Middle Eastern or North African Descent
- ☐ Native American/American Indian or Alaska Native
- ☐ Native Hawaiian or Pacific Islander
- ☐ White or Caucasian
- ☐ I do not know
- ☐ I prefer not to say
- ☐ Other
- ☐ If 'Other,' please share more: _____

■ **What is your sexual orientation? (Check One)**

- ☐ Gay
- ☐ Lesbian
- ☐ Straight or heterosexual
- ☐ Bisexual
- ☐ Asexual
- ☐ Pansexual
- ☐ I do not know
- ☐ I prefer not to say
- ☐ Other Sexual Orientation: _____

■ **What is your gender identity? (Check One)**

- ☐ Female
- ☐ Male
- ☐ Transgender Female/Trans Woman
- ☐ Transgender Male/Trans Man
- ☐ Non-binary/Gender Variant
- ☐ I prefer not to say
- ☐ Other Gender Category (please specify): _____

■ **Do you self-identify as a person with a disability?**

- ☐ Yes
- ☐ No
- ☐ I prefer not to say

■ **Do you self-identify as a person with lived experience or in recovery?**

- ☐ Yes
- ☐ No
- ☐ I prefer not to say

Pathway Guide

1. **Start the assessment process with the Model Assessment Tool and the Institutions Assessment Tool.**
2. **Make a list of broad gaps between what you want for the organization and what is happening in reality.**
3. **Identify key metrics**, including your miracle metric (the metric that, when it changes, will tell you that you have succeeded in your DEI&J initiative).
4. **Survey, gather data.**
5. **Build the plan.**
 - Talk to leadership/middle managers/line staff.
 - Develop a review/practice/steering committee.
 - Set long-term goals, set short-term goals.
 - Create a task list, (who is going to do what and by when).
 - Make an implementation plan with metrics on it.
6. **Create a communication plan.**
7. **Take action** – follow through with your implementation plan. Start all the actions at the same time. Do not wait to do the long-term goals until the short-term goals are completed. You want to create momentum by flooding the organization with change.
8. **Keep communicating progress and actions.**
9. **Keep following through.**
10. **Check in on all metrics.** Readjust tasks/goals.
11. **Repeat.**

Group Planning Process Exercise

There will inevitably be a group forming, storming, norming process so prepare for it. This is a standard group therapy process that applies to any group coming together to work on a shared goal developed by Bruce Tuckman¹. Make sure to develop common vocabulary and a common understanding of the goals for the process.

Forming	Storming	Discomforting	Norming
Baseline Training for DEI&J Group: <ol style="list-style-type: none"> 1. Ice Breaker 2. Identify goals of the group 3. Brainstorm expectations and vision 4. Establish ground rules 5. Define roles and responsibilities 6. Set norms, create common language 7. Reflect 	Create a Learning Environment: <ol style="list-style-type: none"> 1. Reinforce ground rules 2. Model listening and incorporating feedback 3. Form task-oriented subcommittees 4. Discuss major goals and tasks as a whole group 5. Expect conflict and disagreement 	Be Steady, Do Not Turn Back: <ol style="list-style-type: none"> 1. Model responding, not reacting 2. Notice the communication challenges 3. Note the push and pull of “not enough” vs. “this is too much.” 4. Stay the course at a steady pace 5. Continue to communicate the long-term vision 	Start the Work: <ol style="list-style-type: none"> 1. Advance the work in between meetings and seek feedback along the way 2. Build consensus 3. Invite input 4. Continue to challenge the group and protect dissenters

Adapted from:

1 <https://actonalz.org/sites/default/files/images/Stages%20of%20Group%20Development%20-%202010-21-14%20Extension%20Presentation.pdf>

Communication Plan Template

Determine your goals, message, methods, audience, and frequency of your core communications about your DEI&J plan. Below are a few examples. Remove these and write your own.

	Details	Example
Communication	Name of campaign, goal to achieve with communication	Launch of DEI&J Plan
Message Details	Bullet points/talking points	<ul style="list-style-type: none"> • Share the Commitment • Share the Why • Share the What
Target Audience	i.e. Whole organization, a component, certain programs	Initial message - Middle Managers Full message – Whole organization
Channel	Employee Intranet, email, video, text message, mailer, in person, meeting	<ul style="list-style-type: none"> • Email to Middle Managers • Live meeting with Middle Managers • Email to whole organization • Post on Employee Intranet
Frequency	One time, daily, weekly, quarterly, annually, etc.	One time launch
Roles & Responsibilities	Drafter of message, editor, video producer	<ul style="list-style-type: none"> • Initial draft by Chief Diversity Officer • Final draft and authorship by CEO • Posting on Employee Intranet by Human Resources
Who Delivers It	Author of message	CEO
Due Date	Date message needs to be complete	Beginning of Q2
Publish Date	Date to publish	Second week of Q2
Complete	Yes/No/Pending/Cancelled	Pending
Results (Views, Feedback, etc.)	Number of views, anecdotal feedback, survey feedback	Pending



Strategic Planning Decision Exercises

Use any or all of the below strategic planning decision exercises to develop your plan.

SWOT Analysis

1. Brainstorm Strengths, Weaknesses, Opportunities and Threats (SWOT) for the organization as a whole in regards to DEI&J.
2. Brainstorm Strengths, Weaknesses, Opportunities and Threats (SWOT) for the institutions identified in the Institutions Assessment Tool.
3. Develop goals and priorities from the analysis.

Must Haves, Nice To Haves, and Impossibles

1. Look through your Baseline Equity Metrics exercise.
2. Sort them by color coding your Must Haves, Nice To Haves, and Impossibles.
3. Designate roles and responsibilities for measuring, implementing, and executing your Must Haves.
4. Identify supports necessary and a timeline for measuring, implementing, and executing your Nice To Haves.
5. Problem solve the measures needed to be implemented to turn some of your Impossibles into Possibles.

Start, Stop, Continue

1. Look through the institutions section of your Institutions Assessment Tool.
2. Sort them by color coding your institutions to Start, Stop, and Continue.
3. Designate roles and responsibilities for the institutions you will Stop.
4. Identify supports necessary, roles, responsibilities, and any changes to institutions you will Continue.
5. Problem solve the resources needed, identify roles, responsibilities, and a timeline for measuring, implementing, and executing the institutions you will Start.

Short-Term, Mid-Term, Long-Term

1. Look through the barriers section of your Institutions Assessment Tool.
2. Sort them by color coding your Short-, Mid-, and Long-Term priorities to address and convert them into goals.
3. Designate roles and responsibilities for measuring, implementing, and executing your Short-Term goals.
4. Identify supports necessary, roles, responsibilities, and a timeline for measuring, implementing, and executing your Mid-Term goals.
5. Problem solve the resources needed, identify roles, responsibilities, and a timeline for measuring, implementing, and executing your Long-Term goals.

Easy Wins

1. Identify three immediate actions that can be done quickly.
2. Start them now before the plan is complete.
3. Keep them on the plan and communicate to the organization when they are complete.

Equity Action Plan Example

Vision

(Include your organizational equity dream.)

.....

Framework: *An Equity Continuum*

This organization seeks to continue its movement beyond an awareness of the importance of diversity and a focus on recruitment and retention, to creating and living in an inclusive culture that is accepting and affirming of all staff and persons-served.

We will work to become an organization that addresses institutional mechanisms inside the organization to reflect and reinforce these values.

We will accomplish this through the attainment of 5 goals:

- 1) Create trust and maintain trust.**
- 2) Have courageous conversations.**
- 3) Increase social capital.**
- 4) Apply an equity lens.**
- 5) Measure data & hold everyone accountable.**

Goal	Action Steps	Who Is Responsible	Metric	Target Date	Action Completed
GOAL 1: Create Trust & Maintain Trust	1. Continue Program Assessments, Consults, and Coaching & formalize a process for tracking progress on these – assess each program’s unique cultural institutions and dynamics and provide a consultation and or coaching on how to implement and achieve the DEI&J work within the program. Create a process to follow up on these consultations and measure progress.		# of program assessments Turnover by program		
	2. Continue to include DEI&J as focus element in the on-boarding process through online trainings, on-boarding module, the DEI&J Baseline training to establish the DEI&J mission and culture, standards and expectations.		Early churn turnover Post training survey		
	3. Verify that the Program Specific On-boarding meets DEI&J standards and uses the established curriculums, focus on consistent application across the agency.		Output #		
	4. Widely publicize DEI&J tools and resources available through the internal employee website, promote discussion boards, cross program interactions, forums, and activities to cultivate and reinforce trust, while building community.		Output # # of views		

Goal	Action Steps	Who Is Responsible	Metric	Target Date	Action Completed
GOAL 2: Have Courageous Conversations	1. Through Courageous Conversations Champions (CCCs) encourage and promote conversations within programs to advance open dialogue, which creates learning, increases awareness, understanding and equity. Develop curriculums for these trainings and document/log them when completed.		# of sessions Post session survey		
	2. Support managers and supervisors to advance their skills to facilitate courageous conversations within supervision and within program culture; as necessary provide coaching and mentoring to support skill acquisition and confidence.		Output # 360 feedback survey from staff		
	3. Continue to make introductory training available to employees, continue to establish the courageous conversations process as a norm of interaction within the workplace.		# of participants		
	4. Continue to recruit and train CCCs to serve as supports and liaisons for courageous conversations.		# of participants		

Goal	Action Steps	Who Is Responsible	Metric	Target Date	Action Completed
GOAL 3: Increase Social Capital (increase resources like social networks, access, relationships, licensing, training, and information)	1. Increase Managers of Color by: <ul style="list-style-type: none"> • Leadership Academy for identified staff • Mentoring & coaching to identified individuals and or dyads • Completing career development plans for staff and provide career consults • Facilitating job shadowing • Increasing internal trainings • Bringing in resources for staff 		% of BIPOC managers Retention of BIPOC managers		
	2. Continue to explore grant opportunities to submit funding application to support DEI&J initiatives.		Success rate of obtaining grants		
	3. Assess the organization's benefits offerings for alignment with the organization's DEI&J goals. <ul style="list-style-type: none"> • Monitor the organization-wide employee recognition program for parity and recognition for things that are valued in a multicultural perspective. • Consult on ways fatigue/burnout manifest from a multicultural perspective. 		# of benefits changes % of access of benefits by demographics		
	4. Consult on ways education, access to resources, and definitions of work-life balance manifest from a multicultural perspective.		% of access of benefits by demographics		

Goal	Action Steps	Who Is Responsible	Metric	Target Date	Action Completed
GOAL 4: Apply Equity Lens (a way of analyzing, planning and decision making that finds ways to eliminate barriers)	1. Support Bilingual/Bicultural staff by: <ul style="list-style-type: none"> Continuing to update and make accessible translated documents to all staff. Creating spaces within program culture in which Bilingual/Bicultural staff are valued as assets to achieve program outcomes. Finding ways to support productivity standards in relationship to requirements/demands associated to multicultural/multilingual staff. 		# of bilingual staff Retention rate		
	2. Institutions - continue to foster alignment with DEI&J goals and provide recommendations for improvement when needed.		# of institution changes		
	3. Conduct “Town Hall” meetings with CEO and Director of DEI&J within programs to promote and engage conversations regarding DEI&J, retention choices, satisfaction and safety.		Engagement survey feedback		
	4. Assure that staff trainings in all areas i.e. substance use, adopts an equity lens within the content of the training.		Qualitative analysis of feedback		
	5. Support advocacy and access efforts with legislators related to items where the organization's DEI&J goals and our client/patient/persons-served needs meet.		# of legislative changes		
	6. Support efforts to integrate the organization’s DEI&J goals in client/patient/persons-served treatment planning.		Client/patient/persons-served outcomes report		
	7. Begin the work of holding external partners to the standards of equity the organization holds for itself.		# of partner changes		

Goal	Action Steps	Who Is Responsible	Metric	Target Date	Action Completed
GOAL 5: Measure Data & Hold Ourselves Accountable	1. Conduct annual Equity Climate Survey		Survey results		
	2. Conduct equity analysis by program, by job title, and by pay		Equity improvements		
	3. CLIENT/PATIENT/PERSONS-SERVED OUTCOMES: Measure culturally sensitive service delivery through client/patient/persons-served satisfaction and compliance surveys and calls to ascertain client/patient/persons-served review of staff competency and expertise through a satisfaction survey. Provide the information in aggregate form without staff or program identification.		Client/patient/persons-served outcomes report		

Notes:

[illegible]



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Building Strength, Hope and Resiliency

Wayside is committed to an inclusive, diverse, vibrant workforce that reflects the communities we serve, celebrates the rich diversity of our children, youth, families and employees. We believe that by harnessing the power of our collective similarities and differences we can better serve our mission.



ASSOCIATION
FOR BEHAVIORAL
HEALTHCARE

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ABH is a statewide association representing over eighty community-based mental health and addiction treatment provider organizations. Our members are the primary providers of publicly-funded behavioral healthcare services in the Commonwealth, serving approximately 81,000 Massachusetts residents daily, 1.5 million residents annually, and employing over 46,500 people. ABH's Senior Leadership Committee on Diversity, Equity, Inclusion & Justice focuses on achieving equitable access to quality mental health and addiction treatment services for the people and communities of The Commonwealth who face systemic, cultural, ethnic, racial, linguistic, ability, gender, socioeconomic, age, religious, and LGBTQIA+ disparities.