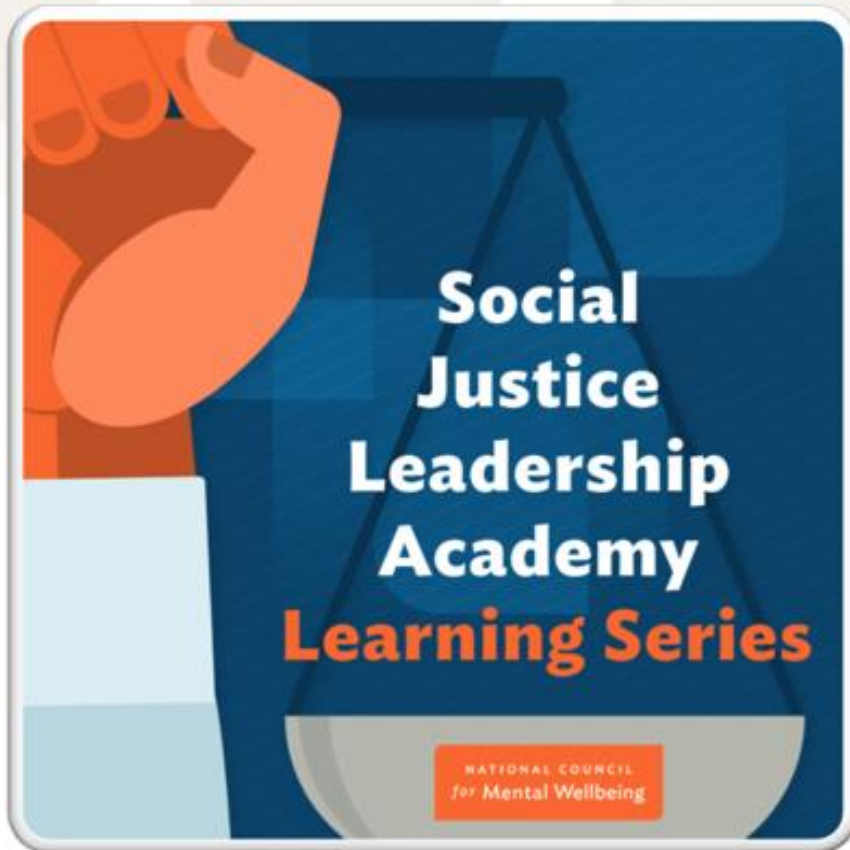


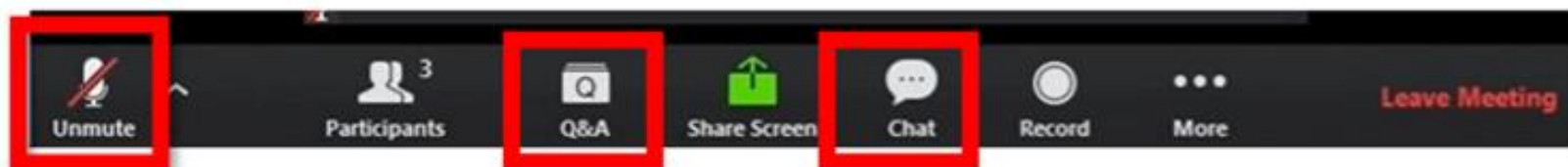
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Health Equity  
Workshop Series Part 2:  
*Practical Steps for  
Application*

November 2022

# How to Ask a Question



**All functions are located at the bottom of your screen**

- Ask questions by using the Q&A function
- Use the chat for discussion & interactive activities

# SJLA Community Norms

- Practice empathy: discussions around social justice and equity touch on sensitive topics that require us all to be understanding of each other's backgrounds and experiences.
- As you participate in today's webinar, please remember to stay committed to openness and learning.

## Chat Norms:

- We may have differing opinions on ideas, but **those differences should always be discussed respectfully to facilitate education and growth.**
- Insulting, bullying, inflammatory, and offensive language will result in removal from the webinar.
- If you have any questions or concerns or are experiencing issues in the group, feel free to reach out to one of the moderators privately in the chat or by emailing [SJLA@thenationalcouncil.org](mailto:SJLA@thenationalcouncil.org). We are here to help!

# Frequently Asked Questions

- **All Learning Series events are recorded and will be made available to view on demand, along with a copy of these slides, on our SJLA webpage** within 48 hours following the event's conclusion.
- **The SJLA Workbook is not required to participate in the Learning Series**, however if you are interested in purchasing a copy it is available on our SJLA website.
- The SJLA Learning Series **is not CEU accredited**.
- **There will not be a certificate of completion for attending the SJLA Learning Series**. However, if you would like proof of attendance for your employer, please email [SJLA@thenationalcouncil.org](mailto:SJLA@thenationalcouncil.org) and we would be happy to provide you with an email verification.

# Today's Presenters



**Amelia Roeschlein, DSW,  
MA, LMFT**  
Consultant, Practice  
Improvement & Consulting,  
National Council for Mental  
Wellbeing



**Aaron Williams, MA**  
Senior Advisor,  
Practice Improvement &  
Consulting, National Council  
for Mental Wellbeing

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# Equity in Practice

# Learning Objectives

Participants will...

## Recognize

Recognize the impact implicit bias has on hiring interview and appraisal processes.

## Describe

Be able to describe what an equitable hiring and performance process is.

## Describe

Be able to describe how to culturally adapt evidence-based practices.

## Articulate

Be able to articulate the process of choosing or adapting the appropriate evidence-based practice for the population being served

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# Recruitment, Hiring, Retention Processes

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# Behavioral Health Workforce Crisis

## **Organizations are having trouble recruiting and retaining employees.**

- Nearly all member organizations surveyed (97%) say it has been difficult to recruit employees, including 78% who say it has been *very difficult*.
- In an open-ended question, organizations say the main obstacles they're facing in recruiting employees include a lack of applicants overall, specifically a lack of qualified applicants; not being able to offer a competitive salary; and burnout from COVID-19.
- Morning Consult, a survey research company, found one in five health care workers have quit their jobs since the pandemic began, while 12% have been laid off.
- Additionally, 31% of the remaining healthcare workforce have considered leaving their work and 79% said the national worker shortage has significantly affected them and their place of work. Staff and employers cited the following factors as contributors to the exodus of healthcare workers:
  - » COVID-19 pandemic
  - » Insufficient pay and opportunities
  - » Burnout

# Key findings



Demand for services continues to increase



Waitlists are growing



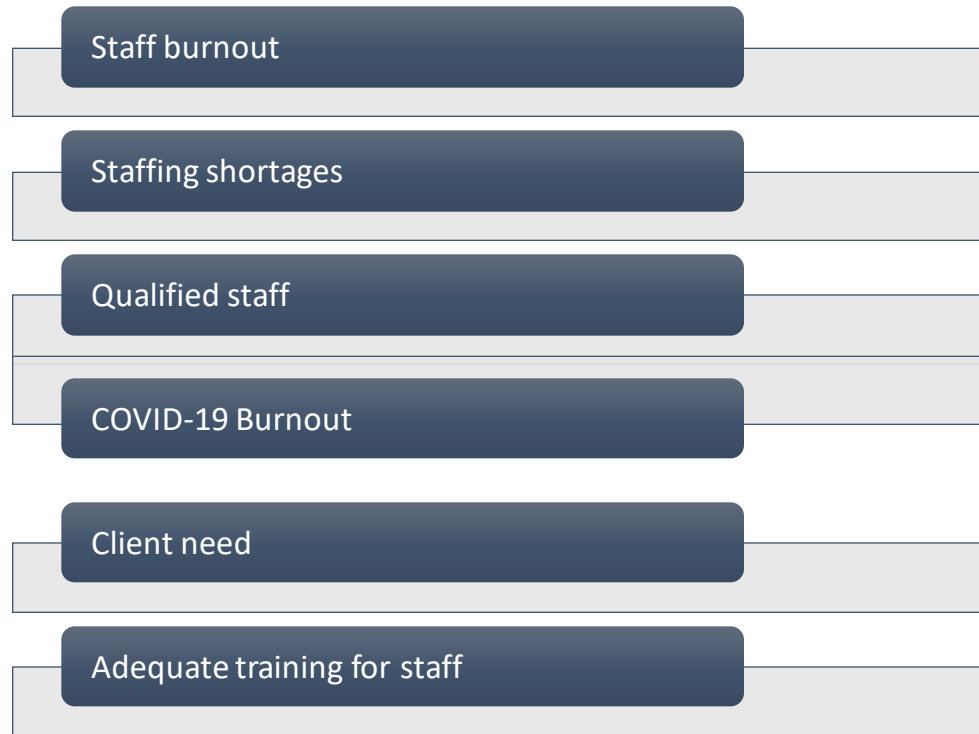
Challenges with recruitment and retention



Additional funding and attention to administrative burdens are needed

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# Top Concerns



# Healthcare worker experiences

Stressed out and stretched too thin

Worried about exposing loved ones

Emotionally and physically exhausted

Not getting enough emotional support

Struggling with parenting

<https://mhanational.org/mental-health-healthcare-workers-covid-19>

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# SUD Treatment Workforce

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- The supply of addiction counselors is projected to increase 6% between 2016 and 2030
  - Demand for addiction counselors may increase 21-38% by 2030
- Each year, 25% of SUD clinicians leave the job
- Workforce shortages → decreased access to care
  
- <https://bhw.hrsa.gov/sites/default/files/bhw/nchwa/projections/addiction-counselors-2018.pdf>
- <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2937083/>
- <https://bhw.hrsa.gov/sites/default/files/bhw/health-workforce-analysis/research/projections/Behavioral-Health-Workforce-Projections.pdf>

# Lack of Diversity

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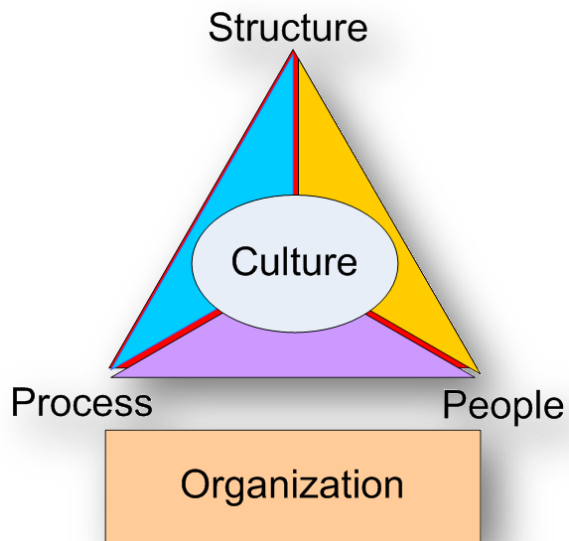
- Recent data from American Psychiatric Association indicates only 2 percent of the estimated 41,000 psychiatrists in the U.S. are Black, and just 4 percent of psychologists are Black.
- On college campuses, close to 61 percent of counseling center staff are White, and 13 percent are Black, according to a 2020 Association for University and College Counseling Center Directors survey.

<https://www.insightintodiversity.com/addressing-the-lack-of-black-mental-health-professionals/>

# Barriers to Recruitment and Retention of BIPOC staff

- Lack of knowledge and stigma about mental health and substance use within communities of color
- Poor Personal Experiences with SUD/MH Services
- Need for Mentorship
- Salary/Educational Cost
- Lack of Focus on Self-Care

# Equitable Organizational Infrastructure



- Leadership
- Human Resources
- Policies and Procedures
- Workforce Development
- Community Engagement
- Data Collection



# Hiring Practices- What Works?

*Removing bias from process, not people.*



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# Preparations Before the Interview

- Job posting
  - Requirements and Needs
  - Credentials
  - Coverage
  - Staffing shortages
- Develop a consistent interview process
- Create communication cues in advance



# The Interviewing Process

- Setting the culture
- Diversity, Equity, and Inclusion considerations
- Understanding the job description
- Highlight support, professional development, advancement, and non-financial benefits



# Behavioral Interviewing is Key



- Bias is rooted in the brain
- Even with sustained effort, the brain can only catch 20% of bias in the moment.
- Easy to recognize bias in others, hard to recognize in yourself.
- The answer : Creating a Process that removes as much bias as possible.

Source: Halvorson & Rock, 2015

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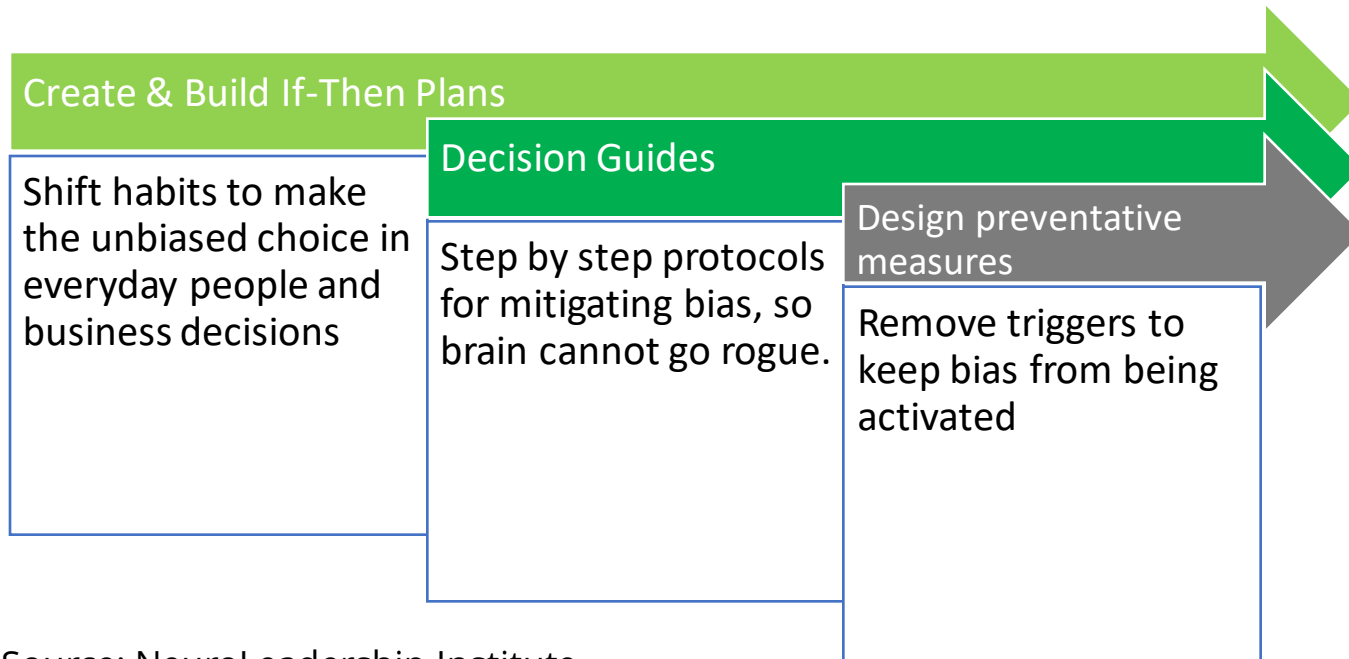
# To Mitigate Bias through Teaming, remember...



Source: Halvorson & Rock, 2015

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# Steps for an equitable hiring process



Source: NeuroLeadership Institute

# What about performance reviews?

*Assessment is a human process, therefore it is highly subjective and subject to bias.*



## Some Stats.....

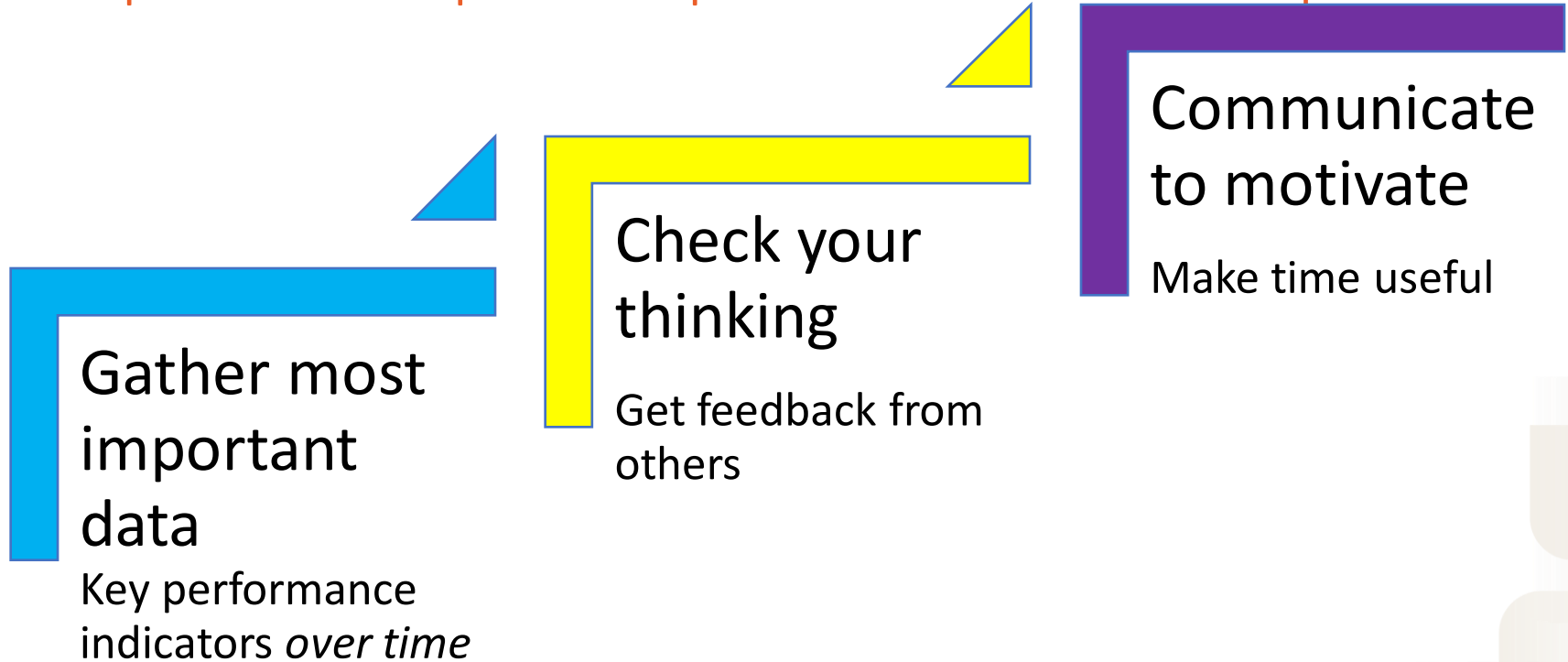
- Conventional wisdom says people can evaluate performance objectively and fairly- science disagrees. Evaluations will be biased unless you used mitigation strategies.
- Studies, for instance, have indicated that as much as 62% of a rater's judgment of an employee is a reflection of the rater, not the person getting reviewed.
- Despite this, survey data from a recent summit we hosted on performance management indicated that 57% of companies weren't doing anything to remove bias from their performance reviews.
- Recognition that 77% HR Executives say performance reviews do not accurately reflect employees
- Almost all 200 CEO's report favoritism as part of upward mobility

Source: <https://hub.neuroleadership.com/webinar-differentiate-demo-7-24-2020>





# Steps for an equitable performance review process









Source: NeuroLeadership Institute

# How are we doing?



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Applicant	<p data-bbox="430 108 569 215">Ami Burns</p> 	<p data-bbox="654 108 865 215">DeAndre Burton</p> 	<p data-bbox="948 108 1081 215">Maria Diaz</p> 	<p data-bbox="1164 108 1348 215">Ji Hoon Park</p> 	<p data-bbox="1418 108 1572 215">Vonda Jones</p> 	<p data-bbox="1663 108 1812 215">Daniel Miller</p> 
<p data-bbox="98 418 324 534">Individual Ratings</p> <p data-bbox="98 608 274 723">(Mean; Range)</p>						
<p data-bbox="98 943 253 1059">Group Rating</p>						

# Cultural Adaptions to Evidenced-Based Practices

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Evidence Based Practice is not the same  
as a Best Practice

# EBP ≠ Best Practice

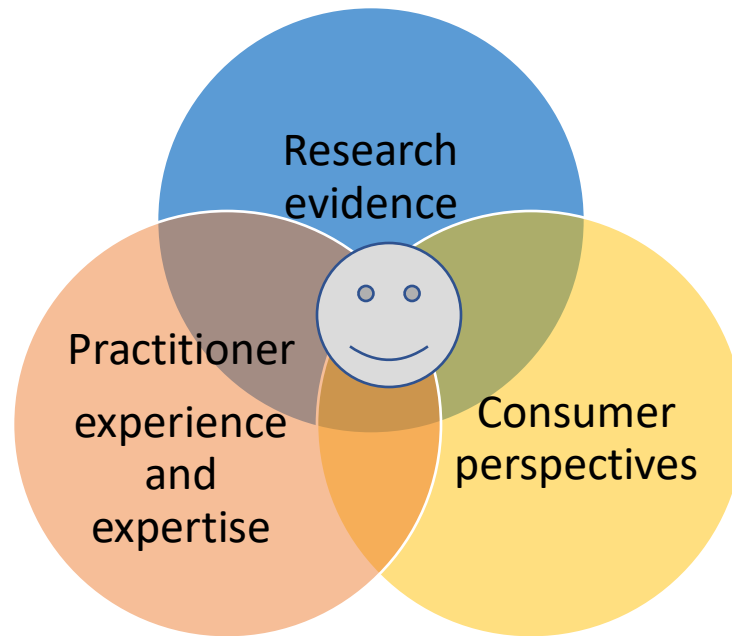
<http://bit.ly/1JcQtx8> - Tony Salerno, PhD

Ted Style Talk at NatCon 2014

The Evidence Based Practitioner

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# A Best Practice



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# The Promise of Evidence-Based Practices

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- Provides a great starting place
- Many practices provide tools and resources to support implementation
- Professional ethics
- Practices offer training supports to enhance staff competencies

Yet..... it is suggested that it takes “an average of 17 years for research evidence to reach clinical practice.”\*

[\\*Balas E, Boren S Managing Clinical Knowledge for Health Care Improvement. : van Bemmel JH, McCray AT, Yearbook of Medical Informatics. Stuttgart: Schattauer Verlagsgesellschaft mbH, 2000:65–70](#)



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# Limits of Evidence in Specific Practices: Implementation Challenges

- Difficult to maintain a high level of fidelity
- Developer expectations and reality
- Lack of flexibility



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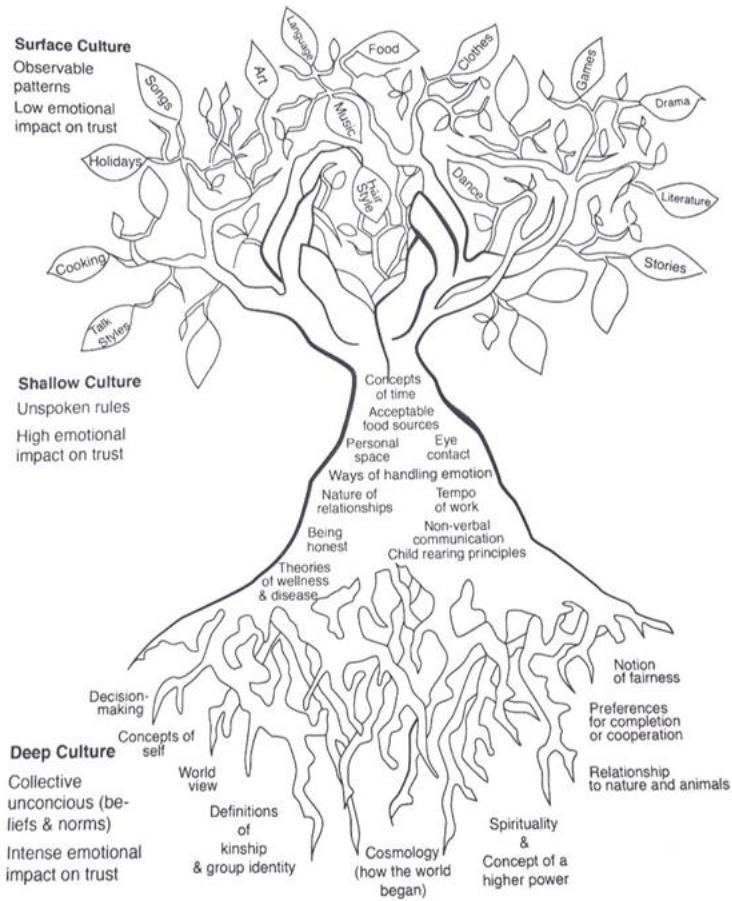


# Thoughts to consider...

- **When selecting an EBP or Best Practice:**
  - Is the model relational?
  - Is the model founded on accurate information about how our bodies react under stress?
  - Does the model support acquisition of resilience skills?
  - Does the model recognize that cognition is not the only way people heal/stabilize?
- **From a systems perspective:**
  - Does the model fit with the length of time clients are engaged in services?
  - Does the model allow for changes to meet the needs of the client *and* the setting?
  - Does the model provide technical support?

# Unexamined Assumptions

- If a person gains insight into a behavior that isn't working for them, they will change.
- Our job as helpers is to restore the client's/student's/patient's function.
- Sitting and talking is the best way to interact with people.
- Helping people verbalize how they feel is therapeutic.
- We are the experts.



## Broad Look at Culture:

- **Surface Culture**
- **Shallow Culture**
- **Deep Culture**

Aliza Maynard <https://www.africanawoman.com/post/the-culture-tree>

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# Collectivist

# Individualist



- Interdependence & group success
- Reliance on wisdom and resources of the group.
- Belief that group members take care of each other
- Learning happens through group dialogue & interaction
- Collaborative
- Relational
- Collectivist

- Individualistic
- Focused on independence and individual achievement.
- Belief that one should take care of yourself
- Learning happens through individual study and reading
- Individual contributions and status are important
- Competitive
- Technical/Analytical

# Why culturally tailor interventions?



- The majority of evidence-based interventions are not tested with culturally diverse populations
- Diverse groups have unique needs and often fall through the cracks of service and healthcare systems
- Interventions tailored for specific populations, needs and outcomes can address these needs and reduce disparities



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# EBP in Diverse Communities

## What is cultural adaptation?

- “...reviewing and changing the structure of a program or practice to more appropriately fit the needs and preferences of a particular cultural group or community”

Sanders, 2000; Samuels, Schudrich, & Altshcul, 2009 (slide borrowed from Sandra Vanegas)

# Models of Cultural Adaptation

(applies to culturally derived interventions too)

## Surface level adaptation

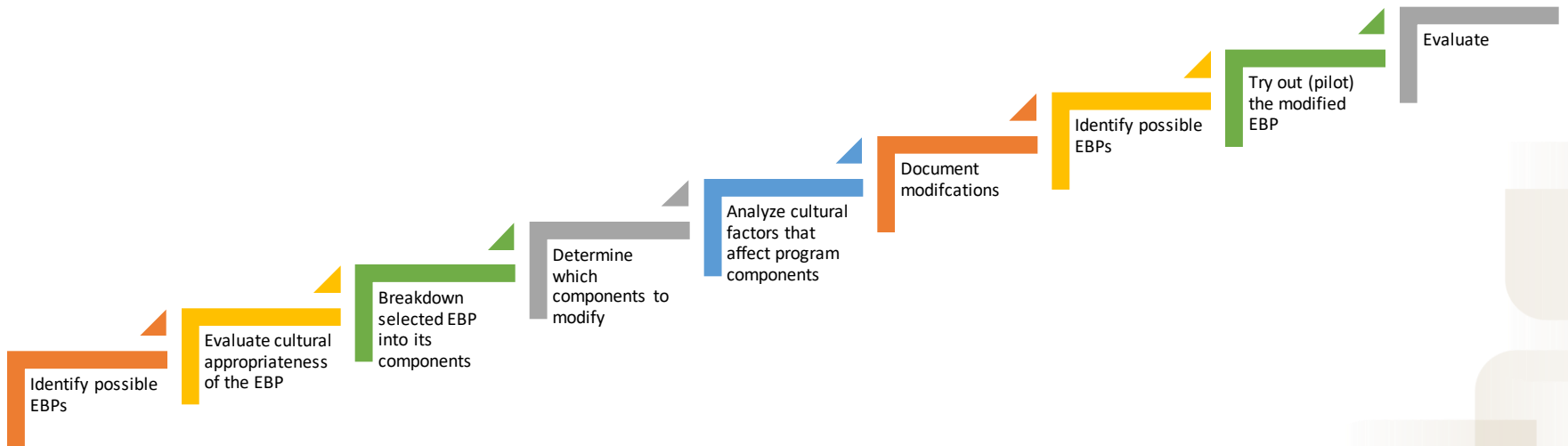
- Identified sociocultural needs of the family
- Use bilingual/ bicultural staff
- Use of culturally specific interpersonal style

## Deeper structure approach

- Also embed values, practices, traditions that reflects help seeking behaviors and view of the world
- How social, cultural, environmental and historical factors influence health related behaviors & practices

(Barrio & Yamada, 2010; Resnicow & Baranowski, 1999)

# EBP in diverse communities- process



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# Include a Paid Bilingual and Bicultural Peer Mentor, Navigator or Interventionist

Situation within organization

Outreach, Recruitment

Endorsement by community member can support adoption in community

Help with delivery of intervention

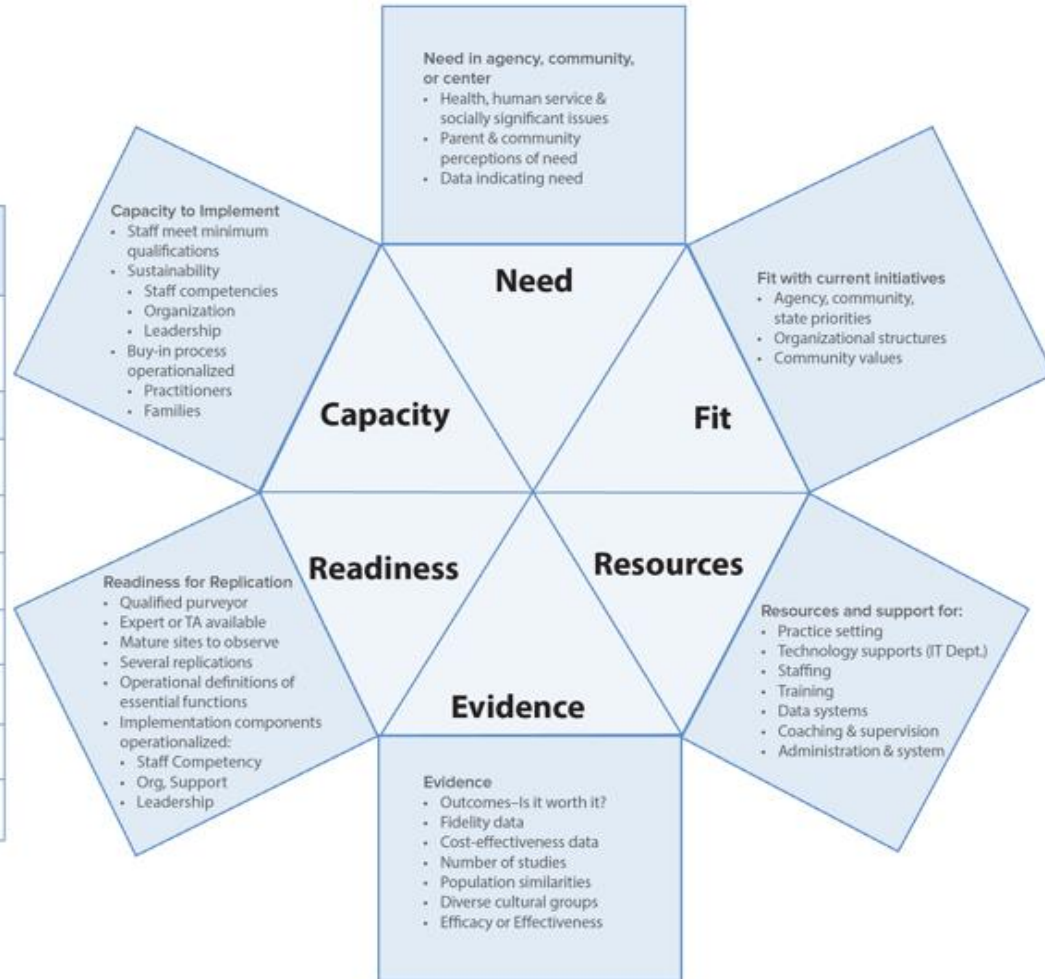
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### The Hexagon Tool

The Hexagon Tool can be used as a planning tool to evaluate evidence-based programs (EBP) and practices during the exploration stage of implementation.

EBP under Review:			
5 Point Rating Scale: High=5; Medium=3; Low=1. Midpoints can be used and scored 2 or 4.			
	High	Med	Low
Need			
Fit			
Resource			
Evidence			
Readiness for Replication			
Capacity to Implement			
Total Score			

Figure 1. Hexagon Tool  
Source: Blase, Fixsen, & Mets, 2017



1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100

# In Conclusion

- Remember Evidenced Based Practice is not always Best Practice
- The majority of evidence-based interventions are not tested with culturally diverse populations
- Diverse groups have unique needs and often fall through the cracks of service and healthcare systems
- Interventions tailored for specific populations, needs and outcomes can address these needs and reduce disparities



*Questions are the path to learning*

# Social Justice Leadership Academy Learning Series: Upcoming Events

**December Learning Series Event:** *Health Equity Workshop Series: Office Hours* – December 7<sup>th</sup>, 12 – 1 p.m. EST

Register Here: [https://thenationalcouncil-  
org.zoom.us/meeting/register/tJUvcuyurTwsGdeMpRapzrFg0g4gd4VXVizL](https://thenationalcouncil.org.zoom.us/meeting/register/tJUvcuyurTwsGdeMpRapzrFg0g4gd4VXVizL)



\*Registration information will be emailed to all attendees from today's event and will be posted on our SJLA 'Events' Webpage:

<https://www.thenationalcouncil.org/program/the-social-justice-leadership-academy/events/>

# SJLA Leadership Ambassador Community

- **This site is a space for interactive discussion and networking between participants in the Social Justice Leadership Academy Learning Series.** Following Learning Series events, we will post discussion prompts, SJLA Workbook exercises, or other interactive learning activities on this page.
- We will continue to use the Social Justice Leadership Academy's **main website** as the library of previous Learning Series Event recordings and slides.
- We will be sending out a form in our follow up email where you can sign up, or feel free to opt in on our December registration page.
  - If you have already signed up, keep an eye out for an email from the SJLA team with further instructions on how to activate your account within the next week!

# Evaluation

Please provide your feedback on this SJLA Learning Series webinar event at the link below.  
Scan the QR code or type the URL into your browser.



<https://www.surveymonkey.com/r/SJLASession8>

# Thank You!

Have more questions? You can reach out to us via email:

Aaron Williams - [AaronW@TheNationalCouncil.org](mailto:AaronW@TheNationalCouncil.org)

Amelia Roeschlein - [AmiR@TheNationalCouncil.org](mailto:AmiR@TheNationalCouncil.org)