



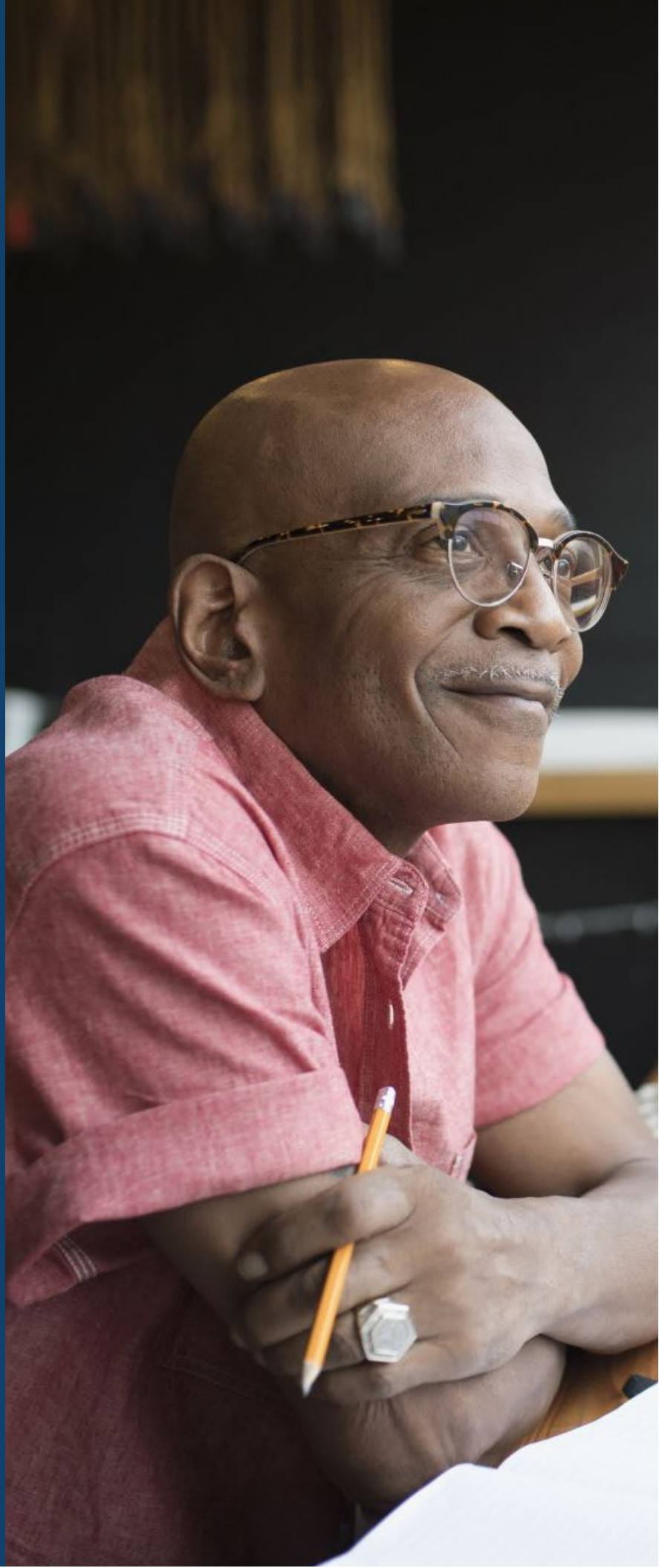
**SACRAMENTO COUNTY
BEHAVIORAL HEALTH
RACIAL EQUITY
COLLABORATIVE
(BHREC)**

**RACIAL EQUITY
ACTION PLANS
SUMMARY REPORT
JULY 2021**



Prepared for Sacramento County Behavioral Health Services (BHS)

By the California Institute for Behavioral Health Solutions (CIBHS)



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🎯 Recognition

The California Institute for Behavioral Health Solutions would like to acknowledge and thank the following individuals for their thoughtful contributions to the Sacramento County Behavioral Health Racial Equity Collaborative (BHREC).

BEHAVIORAL HEALTH RACIAL EQUITY COLLABORATIVE STEERING COMMITTEE COMMUNITY MEMBERS

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BEHAVIORAL HEALTH RACIAL EQUITY COLLABORATIVE SACRAMENTO COUNTY BEHAVIORAL HEALTH SERVICES VALUES AND VISIONING MEMBERS

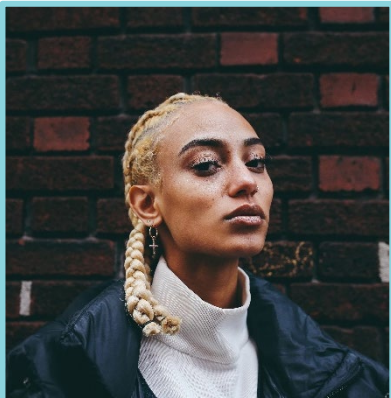
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Consumers Self Help Center	HeartLand Child & Family Services	The Sacramento LGBT Community Center	Stanford Sierra Youth & Families
Turning Point Community Programs	UC Davis Health Children's Hospital: CAARE Diagnostic and Treatment Center	Uplift Family Services	Visions Unlimited

FOCUS GROUP

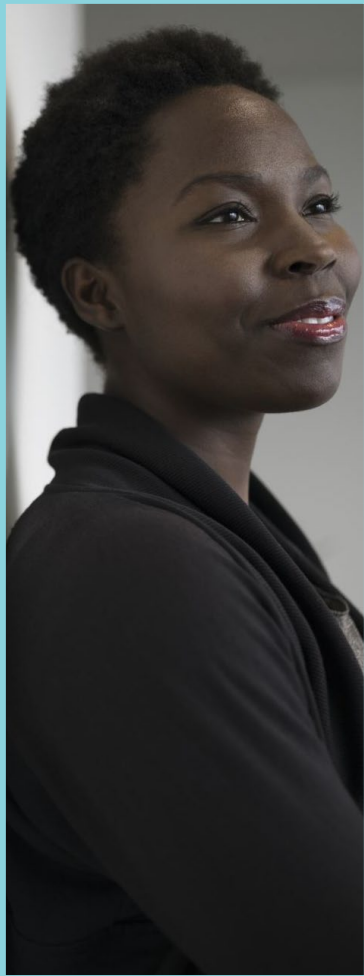
The California Institute for Behavioral Health Solutions appreciates the focus group and key informant individuals who provided their individual perspectives in accessing behavioral health services in Sacramento County.



A large group of African American/Black/Of African Descent individuals living in Sacramento representing a diverse array of ages and gender identities were asked to offer their perspectives about how to improve equity in Sacramento's behavioral health services. Their responses informed the BHREC goals for the Racial Equity Action Plans.



BACKGROUND



“In all the meetings I have gone to at Sacramento County Behavioral Health Services, I have never seen a Black male.”

❖ Focus Group Respondent

Sacramento County Behavioral Health Services (BHS), in collaboration with the California Institute for Behavioral Health Solutions (CIBHS) and Adèle James Consulting (AJC), facilitated the Sacramento County Behavioral Health Racial Equity Collaborative (BHREC) beginning in November 2020 and ending in August 2021. The intention of the BHREC was to use a targeted universalism approach to advance behavioral health equity for the African American/Black/of African Descent (AA/B/AD) communities in Sacramento County, California. The collaborative was led by a Steering Committee comprised of community leaders and BHS management staff. The overarching goals for the BHREC were to:

- a) Increase trust and authentic partnership between BHS and the AA/B/AD community.
- b) Identify community-defined goals to promote behavioral health equity across BHS.
- c) Support all BHREC participants, including the BHS and eight providers to create Behavioral Health Racial Equity Action Plans (REAPs).

The purpose of these BHREC REAPs is to define each organization’s strategy to promote behavioral health equity for the AA/B/AD communities. A series of focus groups and key informant interviews were conducted with members of the AA/B/AD communities in Sacramento to gain direct input about how services could be improved by Sacramento County BHS and its provider organizations so that race is no longer a proxy for behavioral health and wellness. This information, along with qualitative data from the BHREC Steering Committee and state level reports, was used to define and prioritize the BHREC racial equity program level goals. The Action Plans were in turn informed by these program level goals.



© Summary of Focus Areas

Across the nine BHREC Racial Equity Plans, there were two key areas of focus:

Focus Area I: Prepare the Workforce to Promote Behavioral Health Equity

Focus Area II: Promote Health Equity Through Community Partnerships and Collaboration

The goals and strategies represented across the two focus areas were reflective of nationally recognized best practices for promoting health equity including the National Standards for Culturally & Linguistically Appropriate Services (CLAS Standards) developed by the Office of Minority Health. The purpose of the CLAS Standards is to advance health equity, improve quality and help eliminate health care disparities by establishing a blueprint for health care organizations.

Focus Area I:

Prepare the Workforce to Promote Behavioral Health Equity

Equity in the workplace exists when all potential employees are provided with the resources they need to gain employment access, support and training to ensure successful retention, as well as further opportunities for promotion and leadership roles.



When participants in the BHREC Focus Group were asked what changes they would recommend in Sacramento County’s behavioral health services to promote equity and reduce disparities, they prioritized increasing the representation of AA/B/AD individuals in behavioral health provider organizations. They specifically asked for an increase of representation not only among clinicians and direct care staff, but also in leadership. This requires intentional strategies to create equity in the workplace. Equity in the workplace exists when all potential employees are provided with the resources they need to gain employment access, support and training to ensure successful retention, as well as further opportunities for promotion and leadership roles. Without workplace equity, achieving this community defined goal will be a challenge. Impediments to equitable outreach, recruitment, hiring, retention, and promotion of AA/B/AD employees includes conscious and unconscious biases among hiring managers, lack of access to networks to diversify candidate pools, such as relationships with AA/B/AD behavioral health professional associations, job descriptions that do not place emphasis on lived experience, and lack of training, internship, and mentorship programs, to name a few. The behavioral health organizations that created REAPs with an emphasis on preparing the workforce to promote behavioral health equity specifically took on these challenges. They established goals and strategies to diversify their workforce at all levels, including leadership, and ensure training to increase knowledge about promoting behavioral health equity across the workforce. In addition, providers identified accountability measures to evaluate the effectiveness of their strategies. This ongoing evaluation allows for course correction if their strategies are not promoting behavioral health equity and reducing disparities.

Among the CLAS Standards reflected by the BHREC provider strategies were:

- ❖ Standard 3: Recruit and promote diverse leadership and workforce to strengthen responsiveness to the population served.
- ❖ Standard 9: Establish culturally appropriate goals and management accountability and infusing throughout the organization’s planning and operations.

Focus Area II:

Promote Health Equity Through Community Partnerships and Collaboration

“They want to know that they are being heard. You ain't gotta believe what I say, you ain't gotta accept what I say, you ain't gotta take it as gospel, but let me know that you hear me, validate my reality for me. Do not make me feel like what I'm going through is just me. I want to know that you really understand that I'm experiencing this.”

Focus Group Respondent

Focus group participants also recommended that Sacramento County behavioral health providers partner with community members and leaders, as well as community-based organizations, where potential and current users of behavioral health services already had developed trusted relationships. These community leaders and organizations play the important role of serving as cultural brokers between the BHS and AA/B/AD communities. The trusted community-based organizations identified by focus group participants included faith-based organizations and agencies that address social determinants of health such as housing, food insecurity, and transportation. These agencies meet immediate needs of AA/B/AD community members that in turn positively impact their behavioral health. Focus group participants stressed the importance of traditional behavioral health providers partnering with the existing community infrastructure as compared to building in isolation from what already exists. The partnerships could create a network of services all of which can ultimately improve the behavioral health and wellbeing of the AA/B/AD community members across Sacramento County.

Strategies and activities identified by BHREC behavioral health providers in Focus Area II sought to develop a strong foundation for their improvement of service quality through the building of community partnerships and collaboration efforts. Several of the selected strategies reflected the CLAS Standards, including:

- ❖ Standard 12: Conduct regular assessment of community needs and use results to plan/implement responsive services.
- ❖ Standard 13: Partner with the community to design, implement, and evaluate policies, practices, and services to ensure cultural and linguistic appropriateness.



© Summary of Goals, Strategies & Performance Measures Associated with Each Focus Area

The following summary provides an overview of each of the focus areas and their corresponding program level goals, strategies and performance measures identified by the BHREC providers in their Racial Equity Action Plans.

🎯 Focus Area 1: Prepare the Workforce to Promote Behavioral Health Equity

Three key goals emerged in this focus area that centered around a) increasing innovation in staff outreach and recruitment efforts; b) improving current retention efforts and investing in leadership development; and c) promoting effective health equity trainings as well as accountability for skill development after employee's participation in training events.



Goal 1: Increase outreach and recruitment to the AA/B/AD communities using innovative practices, including social media and partnership with local and national organizations that focus on the AA/B/AD communities.

Implementation

Strategy 1:

Equity Practices

As used here, “equity practices” refer to new strategies’ providers proposed to ensure equitable outreach to and recruitment of AA/B/AD candidates.

Equity practice strategies included activities such as:

- ❖ Design tools to be used by hiring panels to assess for implicit bias in their own hiring process.
- ❖ Require managers provide a summary of why AA/B/AD candidates were not chosen for positions when they presented with similar qualifications to chosen candidates.
- ❖ Intentionally diversify hiring panels to include not only more AA/B/AD individuals but also members representing LGBTQ+ community.
- ❖ Include questions in the exam supplemental questionnaire to assess each applicant’s knowledge of the AA/B/AD community.
- ❖ Fund a leadership position that is dedicated to building equity strategies in the Human Resources department.
- ❖ Development of a monthly, 90-minute, targeted meeting with Executive Leadership to explore the impact of White Supremacy on the organization’s hiring practices.
- ❖ Creation of an internship program tailored for LGBTQ AA/B/AD youth with appropriate compensation for their time and support in finding paid positions for graduate students who successfully graduated from the internship program.

Goal 1: Increase outreach and recruitment to the AA/B/AD communities using innovative practices, including social media and partnership with local and national organizations that focus on the AA/B/AD communities.

Implementation

Strategy 1:

Performance Measures

All BHREC participants identified performance measures to assess the impact of proposed equity practice strategies

The performance measures for equity practice strategies fell into one key category:

1. Tracking representation of AA/B/AD individuals applying for BHS positions and on staff

- ❖ Identify baseline and then increase percentage of AA/B/AD staff represented across all programs and leadership where there is underrepresentation from X percent to X percent.
- ❖ Measure and increase number of AA/B/AD individuals applying for posted positions from X percent to Y percent of applicant pool.
- ❖ In the next six months, the number of AA/B/AD candidates interviewed will increase by at least X percent as evidenced by interviews conducted.
- ❖ Implementation of equity practices in hiring decisions as evidenced by submission of written justification provided for all AA/B/AD candidates with comparable qualifications who are not selected for open positions.
- ❖ Demonstrate racial equity in the promotion and utilization of internships opportunities through comparison of demographic data of individuals applying/selected for internships and professional development programs.

Goal 1: Increase outreach and recruitment to the AA/B/AD communities using innovative practices, including social media and partnership with local and national organizations that focus on the AA/B/AD communities.

Implementation

Strategy 2:

Partnership

Many of the partnership strategies focused on building relationships with local and national groups to focus on the AA/B/AD communities to increase recruitment pools and more effective use of social media.

Partnership strategies included activities such as:

- ❖ Foster relationships with AA/B/AD professional networks, historically black universities, and Black Student Unions at local colleges and universities to identify broader potential candidate pools.
- ❖ Initiate outreach to local high schools, community colleges, and technical education programs to encourage younger AA/B/AD students to consider entering the behavioral health field.
- ❖ Increase relationships with religious organizations and community centers to recruit potential candidates.
- ❖ Decrease reliance on traditional social media and job board websites such as Linked In and Indeed and diversify use of recruitment websites by exploring sites such as blackcareernetwork.com, blackjobs.com, and diversityjobs.com, and hbcuconnect.com.

Implementation

Strategy 2:

Performance Measures

All BHREC participants identified performance measures to assess the impact of proposed partnership strategies.

The performance measures for partnership strategies fell into two key categories:

1. Tracking posting of employment opportunities, marketing & recruitment language:

- ❖ Number and type of recruiting platforms posted.
- ❖ Post at least X employment opportunities to at least X national and local groups as well as shared with community leaders focused on the AA/B/AD community including LGBTQ+ groups, sororities, and fraternities to increase visibility of employment opportunities in the AA/B/AD community.
- ❖ Increase number of new job-posting sites identified by X percent and length of time posted on those sites by at least X percent.
- ❖ Revise recruitment advertising to include statements reflecting a commitment to racial equity, diversity, and inclusion to attract a more diverse work force.

Goal 1: Increase outreach and recruitment to the AA/B/AD communities using innovative practices, including social media and partnership with local and national organizations that focus on the AA/B/AD communities.

Implementation

Strategy 2:

Performance Measures

continued

2. Tracking relationships with partner organizations:

- ❖ Number of active relationships with Black/Indigenous/People of Color organizations.
- ❖ Increase number of AA/B/AD resource outlets/networks effectively partnered and advertise with from X percent to X percent that lead individuals to completing an application.
- ❖ Increased percent of all applicants who were recruited through AA/B/AD community partnerships.

Goal 2: Improve retention efforts and leadership development of AA/B/AD staff members including transgender staff and those with lived experience.

Implementation

Strategy 1:

Retention

Retention strategies centered around tailoring efforts to target the retention of AA/B/AD employees, including an emphasis on AA/B/AD employees who are transgender and/or have lived experience.

Retention strategies included activities such as:

- ❖ Internally investigate key classifications experiencing a decrease in representation of AA/B/AD employees and design targeted strategies to increase retention.
- ❖ Integrate professional development opportunities into organizational workforce diversity goals.
- ❖ Designate a component of the organization’s required Learning Academy to the teaching of DEI Principles.
- ❖ Assessment of factors considered for employee raises and promotions.
- ❖ Assessment of work/office environment to ensure welcoming culture.

Implementation

Strategy 1:

Performance Measures

All BHREC participants identified performance measures to assess the impact of proposed retention strategies

The performance measures for retention strategies fell into two key categories:

1. Tracking number and retention of employees

- ❖ Retention rate reports.
- ❖ Increased number of AA/B/AD individuals, including those who identify as transgender, recruited, and retained more than X months after hire.
- ❖ Identify baseline and then increase number/percent of AA/B/AD staff represented across all programs and leadership where there is underrepresentation.
- ❖ Satisfaction ratings of AA/B/AD staff and interns, as measured annually.

2. Tracking engagement of AA/B/AD transgender and AA/B/AD staff with lived experience

- ❖ Increase the number of AA/B/AD transgender staff as well as AA/B/AD staff with lived experience recruited and retained for more than X months after hire.
- ❖ Satisfaction ratings of AA/B/AD transgender staff as well as AA/B/AD staff with lived experience measured annually.

Goal 2: Improve retention efforts and leadership development of AA/B/AD staff members including transgender staff and those with lived experience.

Implementation Strategy 2:

Leadership Development

Leadership development strategies focused on increasing mentoring and coaching opportunities for AA/B/AD employees.

Leadership development strategies included activities such as:

- ❖ Provide professional development and mentorship opportunities for colleagues who desire to move into management, placing particular emphasis on underrepresented groups.
- ❖ Development of a targeted, organizational workforce plan that supports a career ladder to increase the inclusion of AA/B/AD individuals in leadership behavioral health roles.

Implementation Strategy 2:

Performance Measures

All BHREC participants identified performance measures to assess the impact of proposed leadership development strategies.

The performance measures fell into two key categories:

1. Tracking improvements in promotion processes:

- ❖ Standard (for raises and promotions) established.
- ❖ Increase in knowledge about raises/promotions.
- ❖ Demonstrate racial equity in the promotion and utilization of internships and professional development opportunities through comparison of demographic data of individuals applying/selected for internships and professional development programs.
- ❖ Annual percentage of employees with performance plans.

2. Tracking number of mentors:

- ❖ Build a corps of X AA/B/AD mentors for staff/program participants for professional development & employment opportunities.

Goal 3: Increase effectiveness of equity trainings and accountability for skill development and behavior change in staff following trainings.

Implementation

Strategy 1:

Training

Training strategies focused on increasing the availability of behavioral health equity training and increasing accountability for improvement in provider's skills as a result of the training.

Training strategies included activities such as:

- ❖ Create an online, asynchronous training platform dedicated to behavioral health equity that can be used by all staff on demand.
- ❖ Routinely disseminate information about health equity training from sources outside of the organization.
- ❖ Create staff training cohorts for groups of staff to access training as a team and work collaboratively to improve self-awareness, reduce bias, and increase skills in supporting the AA/B/AD community members and staff.
- ❖ Increase onboarding training dedicated to promotion of behavioral health equity.
- ❖ Develop a needs assessment survey for all BHS staff to identify training needs and growth development goals related to advancing behavioral health equity.
- ❖ Based on a needs assessment, dedicate resources to create a behavioral health equity training plan for BHS that outlines mandatory training for all staff, including management.
- ❖ Establish evaluation surveys to assess whether staff believe they experienced increased awareness of racial equity as a direct result of their racial equity training.
- ❖ Establish consumer perception survey to assess whether they experienced a qualitative change in their providers behavior.

Goal 3: Increase effectiveness of equity trainings and accountability for skill development and behavior change in staff following trainings.

Implementation

Strategy 1:

Performance Measures

All BHREC participants identified performance measures to assess the impact of proposed training strategies

The performance measures for training strategies fell into three key categories:

1. Tracking representation of AA/B/AD individuals applying for BHS positions and on staff

- ❖ Minimum of X training events that address racial equity, diversity, inclusion, unconscious bias, microaggressions and cultural humility.
- ❖ 100 percent of staff (including management) will complete mandatory, annual racial equity training by the end of the training program.

2. Measuring effectiveness of trainings

- ❖ X percent of providers will agree or strongly agree they experienced growth and an increased awareness of racial equity as a direct result of their racial equity training.
- ❖ Use pre-test/post-test scoring to measure retention.

3. Measuring downstream impacts of training

- ❖ Number of complaints submitted, resolved, and unresolved.
- ❖ X percent of consumers will rate their racial equity experiences with providers as an average score of X or higher.
- ❖ Use ongoing consumer satisfaction surveys to measure implementation of training goals.
- ❖ Number and type of policies, programs, and practices assessed with a racial equity lens.
- ❖ The percent of yearly meetings where diversity, equity, and inclusion (DEI) topics/agenda items are discussed.

© Focus Area 2: Promoting Health Equity through Community Partnerships

Two goals emerged from this focus area that centered around a) increasing ease of access through engagement of existing community hubs and other settings, and b) building trust through equitable resource distribution.



Goal 1: Develop more partnerships with the community to determine their service needs and priorities and align organizational actions with these priorities.

Implementation

Strategy 1:

Community

Engagement

Community engagement strategies focused on increasing collaboration with the community to ensure they are defining their behavioral health service needs.

Community engagement strategies included activities such as:

- ❖ Work with local leaders and trusted organizations within the Black Community (Greater Sac Urban League, GHC, etc.) to develop a focus group of AA/B/AD youth to provide feedback and ideas.
- ❖ Reach out to known community organizations and cultural hubs in the area such as Fortune Schools, SCOE Core Schools, GHC, Greater Sac Urban League, St. Hope, etc. and host events to increase relationships.
- ❖ Engage in ongoing and consistent outreach to AA/B/AD and LGBTQ+ communities/cultural hubs through direct and written communication.
- ❖ Partner with neighborhood libraries and community churches to provide behavioral health resources to neighborhood families.
- ❖ Hold bi-monthly meetings of the Melanin Movement Group, a support group for AA/B/AD trans women.

Implementation

Strategy 1:

Performance Measures

All BHREC participants identified performance measures to assess the impact of proposed community engagement strategies

The performance measures for community engagement fell into two key categories:

- 1. Tracking community engagement in program assessment**
 - ❖ X AA/B/AD youth responses to the survey.
 - ❖ Host at least X focus groups for AA/B/AD youth by X date.
- 2. Track effectiveness of linkages to community hubs**
 - ❖ X community hubs will be identified with working partnerships established.
 - ❖ Identification and documentation of policies and protocols for linkage and referral to community hubs and staff trained on implementation processes.

Goal 1: Develop more partnerships with the community to determine their service needs and priorities and align organizational actions with these priorities.

Implementation

Strategy 2:

Funding Positions to Identify/Address Community Needs

This strategy focused on dedicating resources to hire cultural brokers, leadership staff, and consultants to assist with identifying community needs and building bridges with community partners.

This strategy included activities such as:

- ❖ Develop a peer cultural broker position to assist in creating bridges with marginalized communities and increase accountability.
- ❖ Engage a consultant to survey staff and community members to assess whether current services and programs are welcoming to AA/B/AD individuals and how these programs can be improved.
- ❖ Create a new management position (Director of Employee & Community Development) to hold primary responsibility for developing community resources and shape organization’s racial equity initiatives.
- ❖ Formally create a Diversity, Equity, and Inclusion (DEI) Office that will be led by a DEI Officer.

Implementation

Strategy 2:

Performance Measures

All BHREC participants identified performance measures to assess the impact of dedicating resources for Cultural Brokers.

The performance measures fell into one key category:

1. Tracking hiring that promotes accountability for partnership with diverse communities

- ❖ The hiring and onboarding of a peer cultural broker.
- ❖ Tracking hiring that promotes assessment of agency service performance to diverse communities.
- ❖ The hiring of a consultant to conduct staff and community assessment of agency service performance to diverse communities.

Goal 2: Build trust with the community through equitable resource distribution and increasing access by building behavioral health services at existing community sites.

Implementation

Strategy 1:

Building services and locating them to increase ease of access

This strategy focused on creating services in zip codes where a high population of AA/B/AD individuals live but where behavioral health services currently do not exist, as well as locating services in community hubs to increase ease of access.

This strategy included activities such as:

- ❖ Hold listening sessions with community members and potential new providers in zip codes 95828 and 95842 to learn more about the types of behavioral health services needed.
- ❖ Development of a competitive selection process for new providers to ensure behavioral health services and resources are distributed across all of Sacramento County.
- ❖ Open an extension of the Q Spot to provide activities tailored to meet the needs of Queer AA/B/AD youth.
- ❖ Offer assistance with BH referrals at existing and trusted community hubs in order to make the process less intimidating, more easily trusted and understood.

Implementation

Strategy 1:

Performance Measures

All BHREC participants identified performance measures to assess the impact of partnering with the community to increase access.

The performance measures fell into one key category:

1. Tracking the number of new providers and effectiveness of linkages with the community

- ❖ Number of new providers funded in underserved communities.
- ❖ X community hubs will be identified with working partnerships established.
- ❖ Identification and documentation of policies and protocols for linkage and referral to community hubs and staff trained on implementation processes.
- ❖ Conduct meetings at X intervals with hub partners to review linkage efforts, identify barriers, and revise protocols as needed
- ❖ Consumer Satisfaction surveys completed and establishment of a baseline for improvement of future services

JULY 2021

CONCLUSION



As a Black employee, I am not looking for equal opportunities any longer, I am looking for equal results to White employees.

Focus Group Respondent

Sacramento County Behavioral Health Services, inclusive of the County and eight providers, will be implementing their Racial Equity Action Plans (REAP) in FY 21/22 and FY 22/23. By the end of that period, the intended outcome is to have made significant internal changes across the organizations so they are better prepared to advance behavioral health equity. In addition to internal changes, all of the BHREC participants have strategies in place to increase trust with the community, build relationships, increase stakeholder engagement, and ultimately use these community engagement strategies to increase access to quality behavioral health services for the AA/B/AD communities. Collectively, by the end of FY 22/23, Sacramento County BHS hopes to see:

- ❖ An increase in the number and percent of AA/B/AD individuals employed by each organization.
- ❖ An increase in the number of community engagement activities conducted quarterly by the County and providers.
- ❖ An increase in engagement and skill development as a result of behavioral health equity trainings.

Sacramento County intends to sponsor an Implementation Collaborative to support the BHREC providers as they move forward with the implementation of their REAPs.



© Appendix A

An overview of all BHREC Goals, Activities, and Performance Measures organized by County and Provider teams.

Consumers Self Help Center (CSHC)

GOALS	ACTIVITIES	PERFORMANCE MEASURE
Eradicate Barriers to Job Entry	<ul style="list-style-type: none"> ▪ Assess current conditions and barriers ▪ Revise job descriptions to display consistent and inclusive language ▪ Develop a clear, expansive recruitment plan/policy ▪ Foster relationships with new recruitment outlets, CBOs, BIPOC professional networks and re-entry programs 	<ul style="list-style-type: none"> ▪ Increase in applicants with more diverse life, education, and professional experiences ▪ Number and type of recruiting platforms posted to ▪ Number of active relationships with BIPOC organizations
Create Paths to Promotion That Are Transparent and Work to Advance Equity	<ul style="list-style-type: none"> ▪ Determine standard factors considered for raises and promotions and make this information available to staff ▪ Develop a formal and transparent process for raises and promotions ▪ Internally investigate key classifications experiencing a downturn in employee diversity and set forth strategies and training opportunities to support employee development to achieve mobility 	<ul style="list-style-type: none"> ▪ Standard established ▪ Increase in knowledge about raises/promotions ▪ Intervention to identified classifications implemented
Retain Top Talent with Professional Development Benefits	<ul style="list-style-type: none"> ▪ Add an online training educational platform for use by all employees from anywhere at anytime ▪ Routinely disseminate information from outside sources regarding relevant trainings to all staff via email 	<ul style="list-style-type: none"> ▪ Training participant reports ▪ Annual percentage of employees with performance plans ▪ Retention rate reports
Foster An Intentional Organizational Culture That Is Committed to Inclusion and Belonging	<ul style="list-style-type: none"> ▪ Ensure that the agency’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging ▪ Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity ▪ Ensure that all staff meetings center a diverse range of speakers and inclusive topics in a transparent manner ▪ Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community 	<ul style="list-style-type: none"> ▪ Number of offered trainings/learning opportunities and their capacity. ▪ Number of work units provided with applicable assessment tools and resources. Number and type of policies, programs, and practices assessed with a racial equity lens. ▪ Utilization rates of one-on-one wellness checks. ▪ Utilization rates of wellness activities. ▪ Number of complaints submitted, resolved, and unresolved.

HeartLand Child and Family Services

GOALS	ACTIVITIES	PERFORMANCE MEASURE
<p>Develop more partnerships with the community (i.e., peer brokers, practicing/learning skills in empathy, consistency in communication)</p>	<ul style="list-style-type: none"> ▪ Connect with community agencies (WIC, Urban League, Mutual Assistance), community churches around the clinic to build relationships and establish community partnerships. ▪ Partner with neighborhood libraries to provide resources to neighborhood families. ▪ Enhance relationships with the school system and build partnership based on student needs. 	<ul style="list-style-type: none"> ▪ Four community agencies will be identified and contacted with informal partnerships established. ▪ Host four community events. Conduct retrospective pre and post event surveys to collect data on awareness of HeartLand and positive attitude toward mental health services. ▪ Participate in 100% of Sacramento County Office of Education (SCOE) collaborative meetings.
<p>Reduce Provider Bias and Judgment in Care/Increase effective and re-occurring equity trainings and increase accountability for skill development and behavior change in staff following training.</p>	<ul style="list-style-type: none"> ▪ Create a new management position (Director of Employee & Community Development) to hold primary responsibility for developing community resources to shape HeartLand's Racial Equity initiatives. ▪ Arrange meetings between HeartLand management and community leaders to impanel community members for the purpose of sharing their lived experience and perspective with HeartLand staff. Follow up with staff discussion groups to explore shared insight and enhance empathy and sensitivity to barriers encountered by this population. ▪ Director of Employee and Community Development will develop a calendar of trainings. 	<ul style="list-style-type: none"> ▪ Minimum of 6 training events and 2 panel discussions regarding lived experience for entire HeartLand staff focusing on racial equity, diversity, inclusion, unconscious bias, microaggressions and cultural humility. ▪ Four Community events hosted by HeartLand open to the public and focused on enhancing relationships and awareness of HeartLand as a community partner. ▪ Analysis of results of 3 standard surveys of HeartLand staff deployed over 15 months to measure improvement in knowledge and attitudes regarding racial equity, diversity, inclusion, unconscious bias, microaggressions, and cultural humility.

GOALS	ACTIVITIES	PERFORMANCE MEASURE
<p>Broaden recruitment efforts by increasing outreach to the AA/B/AD community regarding job openings, application processes, and career pathways. Partner on this outreach with local and national groups known to focus on the AA/B/AD community.</p>	<ul style="list-style-type: none"> ▪ HeartLand will solicit quotations or statements from our staff expressing personal values of inclusion. These will be used on our website, social media, in our clinics. 	<ul style="list-style-type: none"> ▪ HeartLand will revise recruitment advertising to include statements reflecting a commitment to racial equity, diversity and inclusion to attract a more diverse work force. Annual percentage of employees with performance plans ▪ HeartLand will post at least 10 employment opportunities with publicity flyers to at least 5 historically Black LGBTQ+ groups, UC/CSU AA/B/AD sororities and fraternities (Sacramento Chapters), and local community agencies and leaders to increase visibility of employment opportunities in the AA/B/AD community. ▪ The applications for the two paid internships will be developed and publicized with various graduate schools via meetings with field work directors. Recruitment will be ongoing, with candidates interviewed and accepted as appropriate. ▪ At least 10 quotations or statements from our staff expressing personal values of inclusion will be posted on our website, social media and in our clinics.
<p>Increase ease of access through the engagement with already existing community hubs and resources.</p>	<ul style="list-style-type: none"> ▪ HeartLand will increase staff diversity to include staff members from the AA/B/AD community and with lived experience to better inform our sensitivity to the needs of this population. We will also focus on staff training related to racial equity, diversity, inclusion, implicit bias, and cultural humility. 	<ul style="list-style-type: none"> ▪ Community Advisory Board will have two meetings. Four community hubs will be identified with working partnerships established. ▪ At least two HeartLand staff members will be identified to serve as liaisons for all four of the community hubs. Policies and protocols for linkage and referral assistance will be written and liaisons will be trained in implementation. ▪ Liaisons will meet monthly with partners from the four community hubs to review linkage efforts, identify barriers, and revise protocols as needed. Dates of monthly meetings will be reported to HeartLand Quality Improvement Department. Liaisons will respond to 100% of requests for referral assistance from community hub partners. Requests for referral assistance and outcomes will be tracked via reports by liaisons to HeartLand Quality Improvement Department.

Sacramento County

GOALS	ACTIVITIES	PERFORMANCE MEASURE
<p>Build trust with the community through equitable resource distribution across different areas of Sacramento County</p>	<ul style="list-style-type: none"> Competitive selection process for new providers in the underserved areas 	<ul style="list-style-type: none"> Begin by opening one behavioral health service provider in each target zip code Equitably fund new and existing programs (Equitably funding defined as the amount of funding needed to provide equitable access to behavioral health services within the targeted zip codes and relevant to community needs.) 90% of clients served in each site will be residents of the respective zip codes (95828 and 95842). (Will also report demographics of clients served, as well as percent of new clients to the Mental Health Plan.)
<p>Increase outreach to the AA/B/AD community regarding job openings, application processes, and career pathways. Partner on outreach with local and national groups known to focus on the AA/B/AD community</p>	<ul style="list-style-type: none"> Identify and partner with local and national groups known to focus on the AA/B/AD community Use of a variety of outreach tools (leverage technology, community groups, religious organizations, professional groups, community centers, libraries, social media, historically black colleges and universities, etc.) Collaborate with the Countywide Recruitment Team to increase focused community outreach (application workshops, job posting distribution, virtual events, include employees who represent the community in outreach efforts, etc.) Initiate outreach to local high school and college career and technical education programs to encourage students to enter the mental health field Collaborate with network providers to ensure collaboration in the recruitment of staff 	<ul style="list-style-type: none"> Increase the number of AA/B/AD resource outlets/networks we effectively partner and advertise with (Note: Effective means listings lead individuals to completing an application.) Identify at least 10 possible cultural hubs/organizations that represent and assist the BIPOC and LGBTQ+ communities Increase the number of applicants from the AA/B/AD community. (We will increase the number of applicants from the AA/B/AD community by 20% - from 20% of applicants to 40% of applicants received.)

GOALS	ACTIVITIES	PERFORMANCE MEASURE
<p>Increase recruitment, retention, and leadership development of AA/B/AD and transgender individuals who know the community.</p>	<ul style="list-style-type: none"> ▪ Develop a plan to integrate internships and professional development opportunities into workforce diversity goals ▪ Require leadership and hiring managers to be trained on issues of racial equity and implicit bias in hiring ▪ Include a question in the exam supplemental questionnaire to assess each applicant’s knowledge of the AA/B/AD community ▪ Work to create a process to collect data to measure effectiveness of outreach to the transgender community 	<ul style="list-style-type: none"> ▪ Increase the number of AA/B/AD individuals (including those who identify as transgender) recruited and retained. (Retained means new hires are retained more than 18 months after hire) ▪ All employees will annually complete mandatory racial equity training. ▪ Demonstrate racial equity in the promotion and utilization of internships and professional development opportunities (compare demographic data of individuals applying/selected for internships and professional development programs.)
<p>Increase effective and re-occurring equity trainings and increase accountability for skill development and behavior change in staff following training.</p>	<ul style="list-style-type: none"> ▪ Training will build skills and capacity, with quarterly measurement for targeted improvement within the organization. ▪ Incorporate consumer feedback to address staff training needs, creating a consumer-informed staff training plan. 	<ul style="list-style-type: none"> ▪ 75% of Providers will agree or strongly agree they experienced growth and an increased awareness of racial equity as a direct result of their racial equity training ▪ 75% of Consumers will rate their racial equity experiences with providers as an average score of 4 or higher ▪ Learning objective survey answers will average a score of 4 or higher, indicating the training was perceived as racial equity training, as intended. 75% benchmark by the end of the training program. ▪ 100% of staff (including management) will complete mandatory, annual racial equity training by the end of the training program.

Sacramento LGBT Community Center

GOALS	ACTIVITIES	PERFORMANCE MEASURE
<p>Ask community what they need and align actions with their requests (i.e., increase virtual connection opportunities, flexible meeting times, childcare, provide BH services at comfortable/known community hubs)</p>	<ul style="list-style-type: none"> ▪ Work with Director of Youth Programs and Director Housing Services at the Center along with local leaders within the Black Community (Greater Sac Urban League, GHC, etc.) to develop a focus group of B/AA/AD youth to provide feedback and ideas. ▪ Reach out to known community organizations and cultural hubs in the area such as Fortune Schools, SCOE Core Schools, GHC, Greater Sac Urban League, St. Hope, etc. ▪ Distribute a survey based on both current youth program offerings and feedback from focus group members. ▪ Create an internship program for B/AA/AD youth to lead workshops and events at the center with appropriate compensation for their time. 	<ul style="list-style-type: none"> ▪ 100 B/AA/AD youth responses to the survey. ▪ Host at least 5 focus groups for AA/B/AD youth in Fall/Winter 2021. ▪ Recruit and maintain at least 5 B/AA/AD youth interns at the Center.
<p>Community Engagement to Improve DEI: Embed the Marsha P Johnson Center South in the Queer AA/B/AD community in 95823</p>	<ul style="list-style-type: none"> ▪ Reach out to local AA/B/AD organizations to promote and build mutually aligned partnerships ▪ Hold bi-monthly meetings of the Melanin Movement Group, a support group for AA/B/AD trans women ▪ Open an extension of the Q Spot to provide activities tailored to meet the needs of Queer AA/B/AD youth ▪ Maintain Staff representation of the AA/B/AD community. ▪ Promote positive representations of the AA/B/AD community in the physical environment. 	<ul style="list-style-type: none"> ▪ By June 2022, host 12 Melanin Movement Meet-ups, serving at least 15 unduplicated members. ▪ Partner with three organizations in south Sacramento with demonstrated positive impacts to members of the AA/B/AD community ▪ Serve 100 new, unduplicated, AA/B/AD, queer youth.

GOALS	ACTIVITIES	PERFORMANCE MEASURE
<p>Develop more partnerships with the community (i.e., peer brokers, practicing/learning skills in empathy, consistency in communication, "nothing about us without us")</p>	<ul style="list-style-type: none"> ▪ We have engaged a consultant to lead us through the process of surveying staff and community members on how we are doing, what we can improve, and services/programs would be welcomed to serve BIPOC. ▪ We will be holding professional development opportunities, in cohorts, for staff to improve self-awareness, reduce bias and build skills in supporting BIPOC community members and staff. 	<ul style="list-style-type: none"> ▪ Five new, unduplicated AA/B/AD orgs are in partnership with the Center for EJP ▪ Survey deployed to staff, survey deployed to participants, professional development pods created & launched ▪ Build a corps of 15 B/AA/AD mentors for staff/program participants for professional development & employment opportunities.
<p>Embed the Marsha P Johnson Center in the Queer AA/B/AD community in South Sacramento</p> <p>Build trust with transgender community (host meetups, embed therapists in trans comm. sites, safe places to share about transition and intersectional trauma of being trans/black) and, when needed, provide support post focus groups</p>	<ul style="list-style-type: none"> ▪ Reach out to local AA/B/AD organizations, offer meeting/event space to attract attention to the space and the resources offered there ▪ Hold monthly meetings of the Melanin Movement Group ▪ Open an extension of the Q Spot to provide activities tailored to meet the needs of Queer AA/B/AD youth ▪ Maintain Staff representation of the AA/B/AD community. ▪ Promote positive representations of the AA/B/AD community in the physical environment. 	<ul style="list-style-type: none"> ▪ Hosting monthly social support groups in person and virtual for black trans community members in our midtown office and virtually. ▪ Increase accessibility for mental health services for our black/trans community in our Mid-town and South Sacramento office by providing once-a-month, two-hour, drop-in crisis intervention (emergency) first aid mental health counseling. ▪ Launch our Black Trans Health needs assessment survey as we prepare to open our gender affirming care services at The Marsha P. Johnson Center South community clinic. 40 black trans community members will complete the assessment.

Stanford Sierra Youth & Families

GOALS	ACTIVITIES	PERFORMANCE MEASURE
<p>When hiring staff, consider lived experience as equal to education</p>	<ul style="list-style-type: none"> ▪ Change hiring application to ask about description of lived experience and how that experience can enhance client services and promote equity. ▪ Work with HR to adapt application to include language that reflects agency stance on equity. ▪ Valuing the role and importance of peer roles (i.e. Family & Youth Partnership) in service delivery is integral part of the organization’s training plan that all staff receive when onboarding. Enhance the training to include specific training for HR and hiring managers to consider the value of lived experience and intersectional identities during the recruitment, interview, onboarding, and retention processes. ▪ Establish formalized P&P to ensure training and support (to include stipends) for identified Cultural Brokers (should include safety of staff in rural communities where there is a higher risk of safety concerns) ▪ Outreach and recruitment to African American high school and college level students (Pipeline/HR) ▪ Create awareness (education, training, champions, etc.) in rural communities regarding racial equity gaps and support strategies in hiring/contracting staff to meet those needs ▪ More trainings on Cultural Competency 	<ul style="list-style-type: none"> ▪ Percent of all applicants who opted to share intersectional lived experience on job application. ▪ Percent of applicants who opted to share intersectional lived experience and: Not interviewed; Interviewed; Not hired; Offered position; Did not accept; Hired. ▪ Percent of all applicants who were recruited through AA/B/AD community partnerships ▪ Percent of all recruited through AA/B/AD community partnerships who opted to share intersectional lived experience on job application
<p>Increase outreach to the AA/B/AD community regarding job openings, application processes, and career pathways. Partner on this outreach with local and national groups known to focus on the AA/B/AD community</p>	<ul style="list-style-type: none"> ▪ Career Pathways Coordinator and HR to partner with HBCUs and AA/B/AD serving organizations and other groups, as defined, to identify targeted recruitment opportunities. ▪ Create an inclusive EEO statement for job postings 	<ul style="list-style-type: none"> ▪ Identify baseline and then Increase percentage of AA/B/AD staff represented across all programs and leadership where there is underrepresentation. (Compared to FY 20-21) ▪ Increased Percent of all applicants who were recruited through AA/B/AD community partnerships.

GOALS	ACTIVITIES	PERFORMANCE MEASURE
<p>Increase recruitment, retention, and leadership development of AA/B/AD and transgender individuals who know community.</p>	<ul style="list-style-type: none"> ▪ Development of a monthly, 90 minute, targeted meeting with Executive Leadership to explore the impact of White Supremacy in our practices and decision making process in order for leadership to more effectively support influencing better hiring practices. ▪ Development of Diversity, Equity and Inclusion Screening Tools that support our organization in reviewing Policies & Procedures, Organizational Decisions, Hiring Practices/Questions, etc. ▪ Review of our Hiring Questions and Job Descriptions. ▪ Review of our recruitment strategies and development of mentorship opportunities. ▪ Provide professional development opportunities for colleagues who desire to move into management, placing particular emphasis on underrepresented groups. 	<ul style="list-style-type: none"> ▪ Identify baseline and then increase percentage of AA/B/AD staff represented across all programs and leadership where there is underrepresentation. (Compared to FY 20-21) ▪ Increased Percent of all applicants who were recruited through AA/B/AD community partnerships.
<p>Increase inclusion of black men in behavioral health roles.</p>	<ul style="list-style-type: none"> ▪ Career Pathways Coordinator and HR to partner in developing a targeted workforce plan that supports a career pipeline and ladder to help increase the inclusion of black men in behavioral health roles (i.e. increase mentorship opportunities/experiences for individual's in college/boys & girls club, etc. to engage those at a younger age) ▪ Career Pathways Coordinator and HR to partner with HBCUs and AA/B/AD serving organizations and other groups, as defined, to identify targeted recruitment opportunities. ▪ Create an inclusive EEO statement for job postings. 	<ul style="list-style-type: none"> ▪ Identify baseline and then Increase percentage of AA/B/AD staff represented across all programs and leadership where there is underrepresentation. (Compared to FY 20-21) ▪ Increased Percent of all applicants who were recruited through AA/B/AD community partnerships.

TURNING POINT COMMUNITY PROGRAMS
ACTION STEPS TO STRENGTHENING DIVERSITY, EQUITY, AND INCLUSION IN THE WORKFORCE

Action Step	How Decision Made	Expected Equity Outcome
Create a complete DEI organizational plan that promotes a work environment that is free from all forms of discrimination and which increases awareness of, appreciation for, and acceptance of DEI in the workplace.	Senior Leadership Team (SLT) in consultation with the Board of Directors	Demonstrates our commitment to DEI by identifying the steps we will take to ensure equitable outcomes for all, by establishing who is responsible for ensuring this happens, and by providing opportunities career development and personal growth.
Require that all management recruitments assess candidates' demonstrated understanding of DEI	Best HR practice recommended by our Chief, DPO	Requires applicants to demonstrate a sensitivity to, and understanding of, the inherent value and benefits of diversity in the workplace.
Designate a component of the Learning Academy to the teaching of DEI principles and ensure access to underrepresented groups	Recommendation of SLT	Enables a diverse population of colleagues to prepare in advance for management opportunities as they arise.
Formally create a Diversity, Equity and Inclusion (DEI) Office that would be led by DEI Officer	Best HR practice recommended by our Chief, DPO	Enables greater compliance with legal requirements and diversity initiatives throughout the organization.
Develop Career Ladders and Paths to share with staff	Best HR practice recommended by our Chief, DPO	Enables staff to clearly understand career opportunities in a way that is transparent. The research data shows this approach has been successful in increasing diversity amongst management ranks.
Update job descriptions to eliminate artificial barriers in hiring processes that prevent applicants from enjoying the benefits of DEI.	Best HR practice recommended by our Chief, DPO	Removes non-job-related requirements that have previously resulted in the exclusion of candidates in the hiring process. For example, requiring advanced degrees, excessive amounts of experience, etc.
Provide professional development opportunities for colleagues who desire to move into management, placing particular emphasis on underrepresented groups.	Recommendation of SLT	Enables a diverse population of colleagues to prepare in advance for management opportunities as they arise.
Assess the demographic makeup of the organization's staff at regular intervals in order to identify areas of opportunity for greater DEI.	Best HR practice recommended by our Chief, DPO	Enables analysis of where we are and what adjustments are needed to ensure alignment with the goals and objectives.
Demonstrate commitment by actively choosing to pursue diversity, equity and inclusion in all workforce decision.	Best HR practice recommended by our Chief, DPO	Leads by setting the example to ensure emulation of desired behaviors. (Social Learning Theory)
Partner with HBCUs, HSIs, AANAPISI¹; LGBTQIA² and other groups/community spaces as defined, to identify recruitment opportunities	Best HR practice recommended by our Chief, DPO	Increases the diversity of applicant pools.
Identify evidence-based DEI survey tools to use within the organization via the Qualtrics platform to measure success of DEI organizational plan.	Recommendation of SLT	Ensures measurement of DEI organizational plan objectives to monitor success of action steps and impact of action steps on the employee experience.

¹ Asian American and Native American Pacific Islander-Serving Institution - AANAPISI

² Lesbian, gay, bisexual, transgender, queer or questioning, intersex, and asexual or allied - LGBTQIA.

CAARE Diagnostic and Treatment Center

Department of Pediatrics

UC Davis Children's Hospital

GOALS	ACTIVITIES	PERFORMANCE MEASURE
<p>Broaden New Hire Search/Increase access in recruitment efforts</p>	<ul style="list-style-type: none"> ▪ Identify sites for recruitment; consider additional sites not yet identified, including sites that capture intersectionality ▪ Reach out and consult with Hospital Human Resource Department and proactively work to problem solve expected barriers ▪ Designate HR activities to a specific employee and fund their time to address BHREC goals. ▪ Develop and modify process in advance to avoid time as a barrier ▪ Seek input on process from staff and community; cocreate a better policy 	<ul style="list-style-type: none"> ▪ Increase # of AA individuals applying for posted positions; % of all applicants that are AA individuals by 20% ▪ Increase # of new job posting sites identified by 10% and length of time posted on those sites by at least 20% ▪ Measure and increase diversity within AA applicants: Increase #/% by gender identity, sexual orientation, religion, immigration status/nationality, disability by 20%.
<p>Reevaluate Selection Process During Hiring</p>	<ul style="list-style-type: none"> ▪ Provide training to hiring panel on implicit bias in hiring (e.g., IAT and SEED) (increases equity by making interviewers more aware of how their biases may influence the process of recruitment, hiring, and selecting applicants; this goal was selected because team recognizes that our organization and team members control/influence decisions related to equity) ▪ Designating an internal HR person to take the lead in reevaluating and revising position descriptions, screening tools, and interview questions. ▪ Develop and modify process in advance to avoid time as a barrier ▪ Seek input on process from staff and community; cocreate a better policy 	<ul style="list-style-type: none"> ▪ Increase the # and % of AA/B/AD staff interview & # and % of AA/B/AD staff selected/offered a position by 10% ▪ Increase the # and % of AA/B/AD staff accepting positions by 10%. ▪ Improve applicants' satisfaction with the transparency, perceived equity, and value of diversity ratings in the hiring process to at least 80% of total (i.e., a rating of 4 out of 5).
<p>Increase Retention and Leadership Development of AA/B/AD staff.</p>	<ul style="list-style-type: none"> ▪ Create leadership roles, consider internal development and consider outside recruitment of AA/B/AD staff only when internal AA/B/AD staff do not have an opportunity to apply. Plan to anticipate future needs. ▪ Redistribute responsibilities and cross train staff. ▪ Set aside time and funding for leadership development of internal staff 	<ul style="list-style-type: none"> ▪ Increase # and % of AA/B/AD staff in leadership roles by 10% Increased Percent of all applicants who were recruited through AA/B/AD community partnerships. ▪ Increase # and % of AA/B/AD staff in leadership roles by 10% ▪ Satisfaction ratings of AA/B/AD staff and interns, as measured annually.

Uplift Family Services

GOALS	ACTIVITIES	PERFORMANCE MEASURE
When recruiting, expand our outreach beyond typical recruitment searches and increase our diversity of staff	<ul style="list-style-type: none">▪ Work with HR on the Taleo screening application to identify barriers. Are we unintentionally screening out candidates?▪ Find alternative to outreach beyond online searches and develop relationships with a variety of schools for recruitment.▪ Assess work/office environment to ensure it is welcoming to all cultures.▪ When passing on a candidate of color, who matches other candidates in qualifications, we will have managers provide a summary of why they passed on a candidate to reduce implicit bias factoring in on hiring practices.	<ul style="list-style-type: none">▪ In the next six months the number of black/African American/African Descent candidates we interview will increase by at least 10% evidenced the interviews conducted by managers.▪ In the next three months we will reduce the percentage of client's who have demographic of "unknown" on race from 31% to 5%, to ensure that staffing model reflects populations we serve.

Visions Unlimited

GOALS	ACTIVITIES	PERFORMANCE MEASURE
<p>When hiring staff, consider lived experience as equal to education</p>	<ul style="list-style-type: none"> ▪ Work with HR to modify job postings to reflect the agency's value of lived experience. ▪ Ensure hiring panels are diverse and include individuals with lived experience. 	<ul style="list-style-type: none"> ▪ Percent of all applicants who opted to share information regarding lived experience on cover letter, resume, or job application. ▪ Percent of interviewees that choose to respond to questions with answers that disclose lived experience within the interview process ▪ Percent of individuals who shared lived experience and were ultimately offered a position. ▪ Ensure at least 1/3rd of interview questions bring out individuals intersectionality's, lived experience, and commitment to DEI.
<p>Develop more partnerships with the community.</p>	<ul style="list-style-type: none"> ▪ Use of consistent outreach to BIPOC and LGBTQ+ communities/cultural hubs through direct and written communication. 	<ul style="list-style-type: none"> ▪ The hiring and onboarding of a peer cultural broker ▪ Identify at least 10 possible cultural hubs/organizations that represent and assist the BIPOC and LGBTQ+ communities <ol style="list-style-type: none"> a. The number of attempted engagements b. Number of responses c. number of collaborative agreements made from responses d. Number of letters sent that received a response e. Number of collaborative agreements made from responses
<p>Ensure providers are building trust with the community.</p>	<ul style="list-style-type: none"> ▪ Create and present an environment that values and promotes diversity. 	<ul style="list-style-type: none"> ▪ Consumer Satisfaction surveys <ol style="list-style-type: none"> a. number of surveys completed b. number of responses indicating dissatisfaction/satisfaction with staff using language reflective of community, showing empathy for community experience especially with transgender community ▪ Website has language reflective of commitment to DEI ▪ Promotional material has language reflective of commitment to DEI ▪ Percent of surveyed respondents who identify knowledge of grievance process

GOALS	ACTIVITIES	PERFORMANCE MEASURE
<p>Increase effective and re-occurring equity trainings and increase accountability for skill development and behavior change in staff following training.</p>	<ul style="list-style-type: none"> ▪ Develop additional onboarding training reflective of commitment to diversity, equity, and inclusion. ▪ Modify existing training plans to include re-occurring equity related trainings ▪ Ensure staff meetings regularly include topics related to the service delivery of diverse populations. 	<ul style="list-style-type: none"> ▪ The number of employees who read and retain information related to incorporated DEI content <ul style="list-style-type: none"> a. The number of employees who freely read the materials without further prompt b. The number of employees that need further prompting to read the materials c. The number of employees that verbalize empathy/understanding of the importance of the material for effective service delivery. ▪ Use pre-test/post-test scoring to measure retention. ▪ Use ongoing consumer satisfaction surveys to measure implementation ▪ The percent of yearly meetings where DEI topics/agenda items are discussed.