



# North Sound BH-ASO DREI Maturity Assessment *Report Out*

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NORTH SOUND BH-ASO BOARD | FEBRUARY 2022

MICHELLE M. OSBORNE, J.D. & ASSOCIATES, LLC

Michelle M. Osborne, J.D. & Associates, LLC

# Expectations for Today

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- This is a **report out**, not training or work session
- There will be room for comments and questions at the end
- Findings represent **preliminary considerations**
- Sample sizes are small in total and in break outs
- Yet, when findings are taken in totality, they *can* reveal *possible opportunities*
- Insights may be revised, refined, and/or enhanced as time goes on
- Insights will inform the DREI interviews, functional interviews and strategic planning

# Our “Inside Out” Theorem

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We believe race equity work must begin within the organization in order to authentically deliver racially equitable services.

It is a win-win-win situation for the people who receive services, the people who provide the services, and the organization.

# Racism is...

“ ...the marriage of racist **policies** and racist **ideas** that produce and normalize racial inequity.”

"A **racist policy**

is any measure that produces or sustains **inequity** between racial groups. "

"A **racist idea**

is any idea that suggests one racial group is **inferior or superior** to another group in anyway."



Professor Ibram X. Kendi, PhD  
Center for Antiracist Research  
Boston University  
MacArthur Fellow



# Antiracist Lens to Review the Findings

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- **Equity** is more than a number, having the right people goes a long way
- Diversity can not automatically address antiracist policies and ideas
- **Diversity** can not create equity
- **History** and trends must be explored, not be ignored
- **Tokenism** is not diversity
- “One” can be a lonely number (a lot of pressure to “represent”)

# Antiracist Lens for Social Services

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- Cultural **competency** is important
- Awareness of increased **demographic complexity** is critical
- Importance of building **organizational capacity** to work with diverse populations
- Working through our own **biases** is vital
- Community **trust** is everything
- Productive **empathy** is more powerful than “sympathy”
- Client’s self-efficacy is central to sustained outcomes
- Issue spotting is important, **fixing** is more important
- Developing antiracist policies and ideas is **not a “one and done” effort**

# The Equity in Behavioral Health

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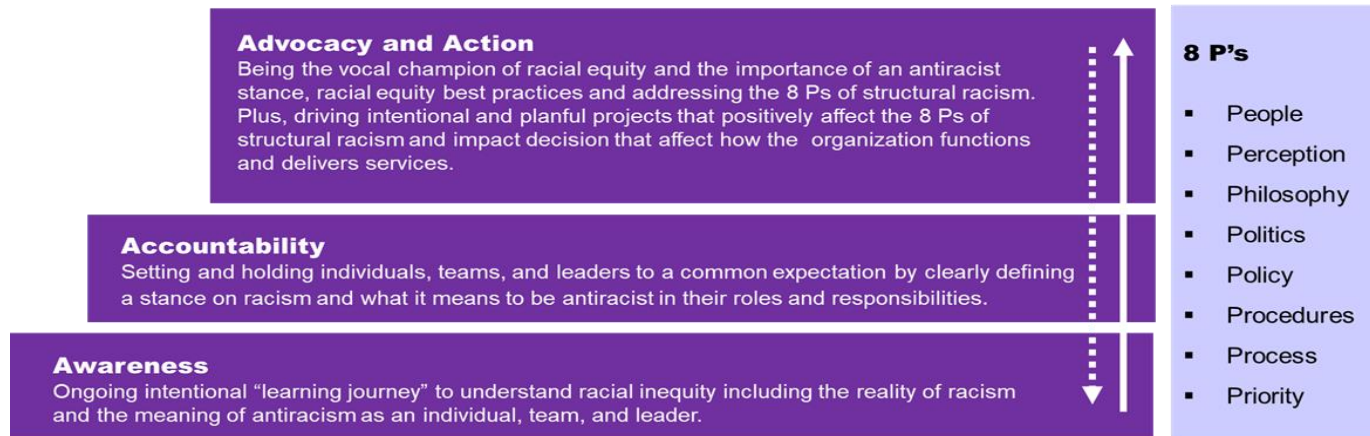
- Behavioral health challenges can affect “anyone” at any time
- **Bias**, an aspect of racism, **can create even greater behavioral health impacts**
  - **Access** and **outcomes** for those who need the services
  - Work culture and employee’s **ability to thrive**

# DREI Maturity Survey Objectives

1. Gain insight into the **current state** of diversity, racial equity and inclusion at NS BH-ASO as input to the 3-year Racial Equity Strategic Plan
2. Identify the **opportunities to advance** in your....



## Journey Toward Antiracism



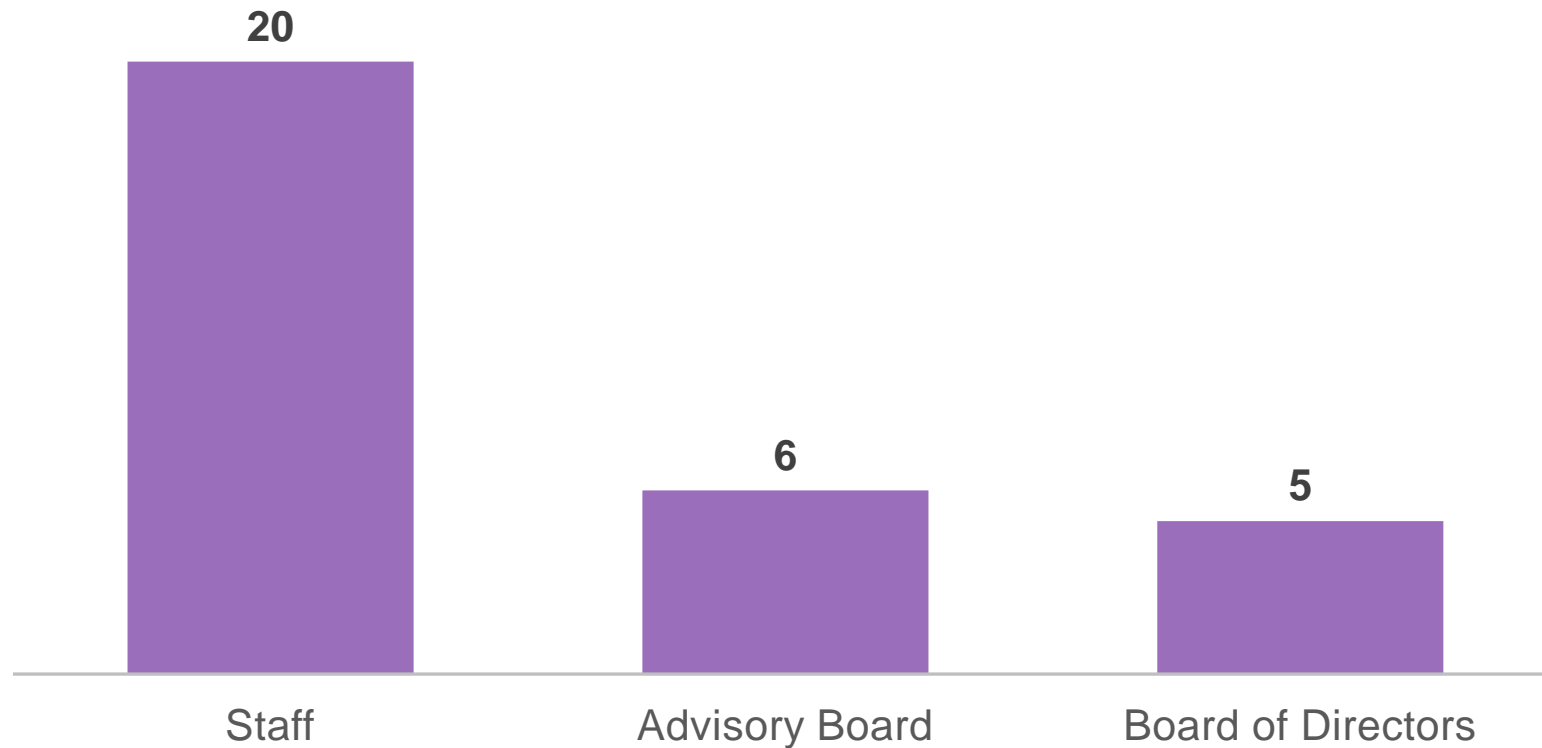
\* DREI = Diversity, Racial Equity, Inclusion

Kaleidoscope Leadership Institute™



# Survey Respondent Break Out

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**N = 31**  
survey  
respondents  
were not  
required to  
answer each  
question

# Survey Response Rate

	Total	Respondents	Response Rate
Staff	23	20	87%
Board	11	5	45%
Advisory	<u>18</u>	<u>6</u>	<u>33%</u>
<b>TOTAL</b>	<b>52</b>	<b>31</b>	60%

**N = 31**  
survey respondents were not required to answer each question.

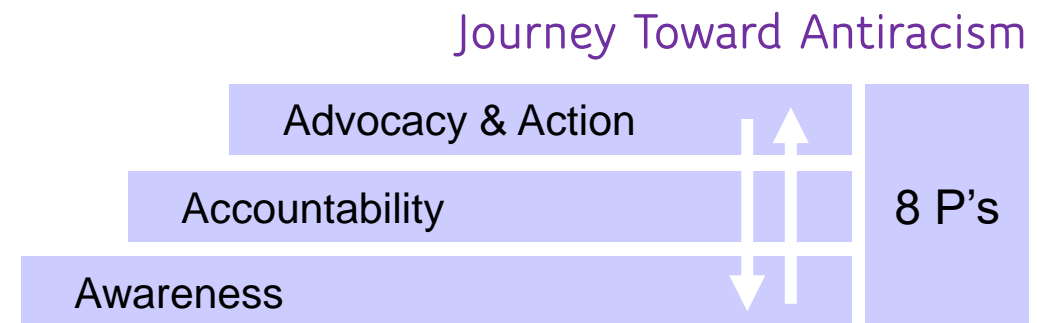
# Opportunities to Facilitate the Journey Toward Antiracism

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## Awareness

*Based on the findings, you have the opportunity to increase understanding of how racism impacts*

- People who seek behavioral health services in the North Sound Region
- Workers at NS BH-ASO



Source: Kaleidoscope Leadership Institute™

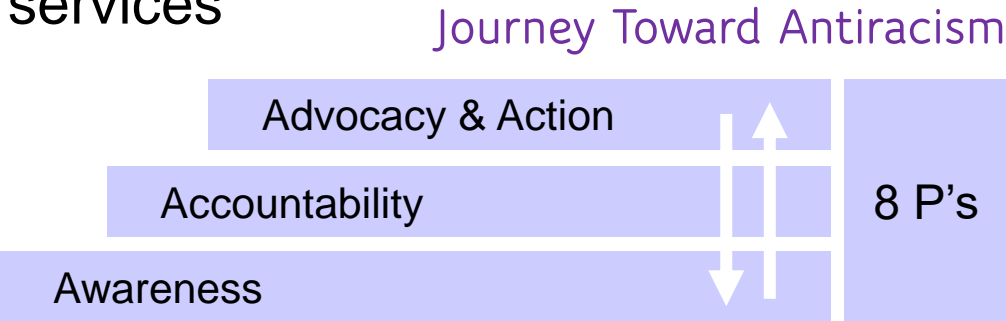
# Opportunities to Facilitate the Journey Toward Antiracism

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## Accountability

*Based on our findings*, you have opportunities to develop, implement, and continuously improve channels of accountability and access for people impacted by racism in the North Sound Region

- People who seek behavioral health services in the North Sound Region
- Workers at NS BH-ASO.



Source: Kaleidoscope Leadership Institute™

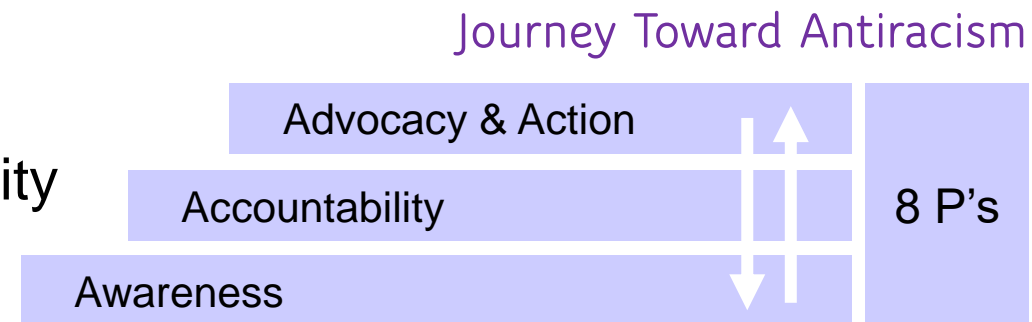
# Opportunities to Facilitate the Journey Toward Antiracism

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## Advocacy & Action

*Based on our findings, you have the opportunity to use*

- Evidence-supported program policies and practices specifically responsive to the needs of:
  - Clients impacted by racism
  - Workers impacted by racism
- Engagement and outreach that
  - Expand community accountability
  - Amplify client voice



Source: Kaleidoscope Leadership Institute™

# Demographic Context



	US	Snohomish	Skagit	Whatcom	Island	San Juan
2020 Population	<b>331,449 k</b>	822 k	130 k	227 k	87 k	18 k
White alone	<b>76.3%</b>	77.0%	90.3%	86.2%	85.2%	93.9%
White alone - not Hispanic or Latino	<b>60.1%</b>	68.1%	74.1%	78.3%	78.5%	88.0%
Hispanic or Latino	<b>18.5%</b>	10.6%	18.8%	9.8%	8.2%	6.8%
Black   African Amer	<b>13.4%</b>	3.8%	1.1%	1.3%	3.2%	0.8%
Asian alone	<b>5.9%</b>	12.0%	2.3%	4.8%	5.1%	1.5%
2+ Races	<b>2.8%</b>	4.9%	3.2%	4.0%	4.9%	2.6%
Amer Indian   AK Native alone	<b>1.3%</b>	1.6%	2.7%	3.4%	1.1%	1.1%
Native Hawaiian   Other Pac Islander	<b>0.2%</b>	0.7%	0.4%	0.3%	0.5%	0.2%

Source: Census data from 2019

## Q: What racial/ethnic groups do you identify with?\*

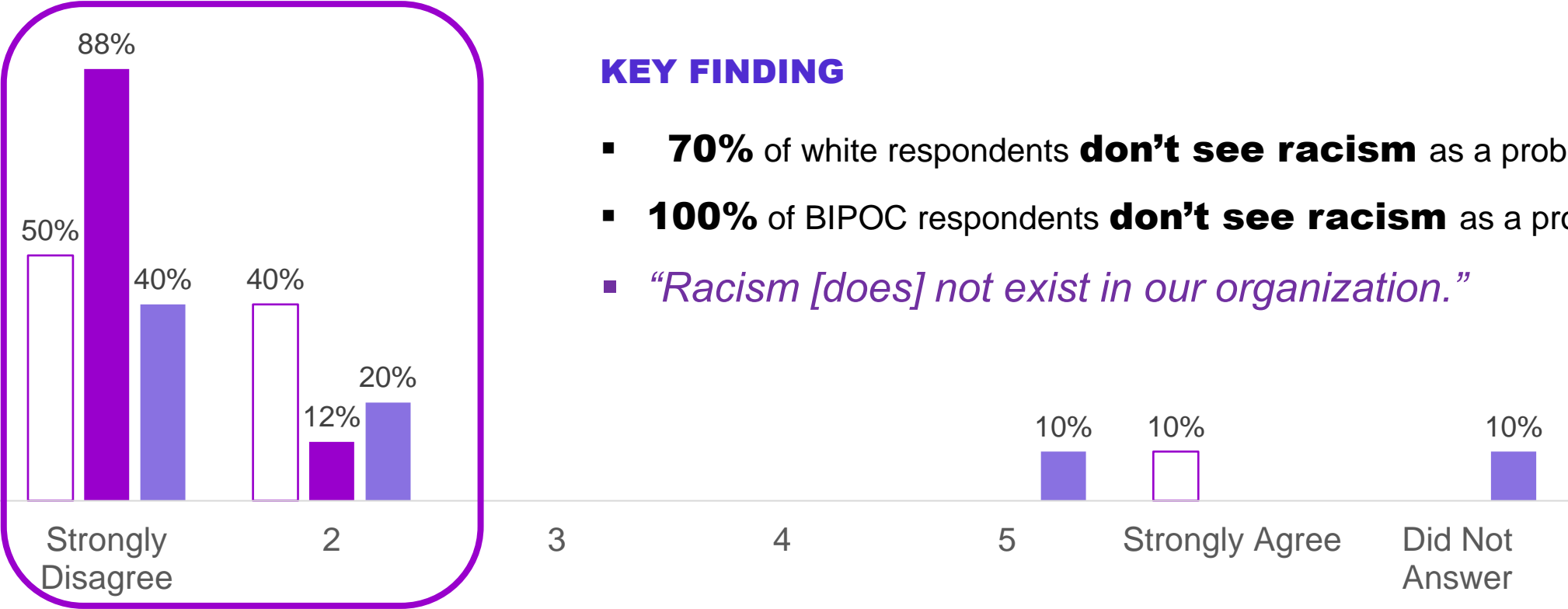
	Staff	Board	Adv Board	Total	Total %
White alone	<b>10</b>	<b>6</b>	<b>4</b>	<b>20</b>	65%
Hispanic or Latino	<b>1</b>	0	0	<b>1</b>	3 %
Black   African American	<b>1</b>	0	0	<b>1</b>	3 %
Asian alone	<b>1</b>	0	0	<b>1</b>	3 %
2+ Races**	<b>5</b>	0	0	<b>5</b>	16 %
Amer Indian   AK Native alone	0	0	0	0	0 %
Native Hawaiian   Other Pac Islander	0	0	0	0	0 %
Prefer not to disclose	2	0	1	3	10.0%
<b>TOTAL</b>	<b>21</b>	<b>6</b>	<b>4</b>	<b>31</b>	100.0%

\* Categories may be imprecise and overlapping

\*\* (2) White & Latino, (2) White & Native Amer Indigenous, (1) White & Native of Hawaii or the Pac Islands

# Q: Racism has been and is a problem at this organization/agency.

□ White Staff (n=10)   ■ BIPOC Staff (n=8)   ■ White AB & BOD (n=10)



### KEY FINDING

- **70%** of white respondents **don't see racism** as a problem here.
- **100%** of BIPOC respondents **don't see racism** as a problem here.
- *“Racism [does] not exist in our organization.”*

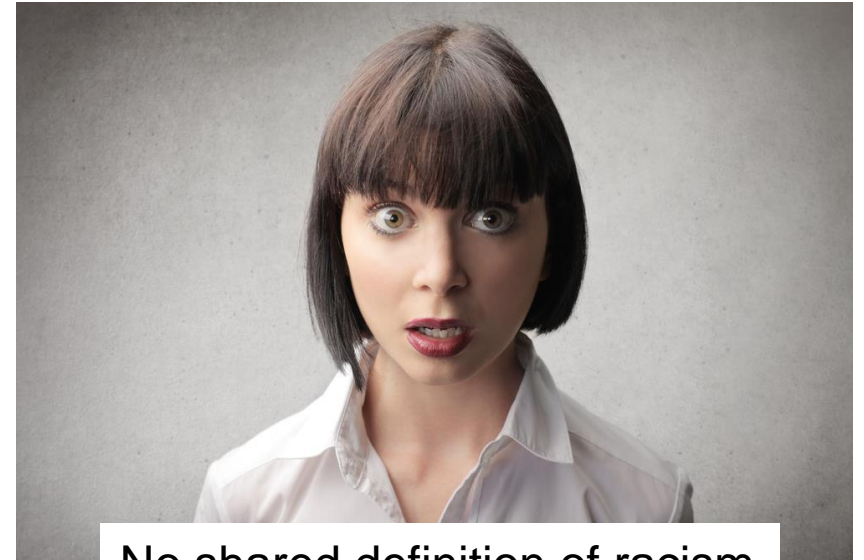


# Understanding About Racism

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**When asked to define** racism in an open-ended question, **36%** of respondents either ...

- Did not mention race, or
- Challenged the premise of racism



No shared definition of racism

# Understanding Racism

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Most respondents can **identify** some ...

- Racist ideas
- Racist policies
- Implicit biases
- Specific impacts of racism on NS-BSO
- Specific Impacts of the people NS-BSO serves



# Understanding Racism

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Many respondents **agree** that...

- Racist policies and ideas
  - Shape institutions and systems
  - Create and sustain racial Inequity
- Misogyny is deeply imbedded in culture
- Patriarchal ideas and systems continue to influence social policy
- Actions and decisions can be shaped by unconscious stereotypes



# NS BH-ASO serves ...

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- Island, San Juan, Skagit, Snohomish and Whatcom
  - “People in need of treatment for substance use disorder”
  - People in Crisis
  - “*Most vulnerable*”
- 
- People who do not have Medicaid benefits and cannot afford outpatient services
  - Youth and families who want to be involved in systems change work.

*“Specifics around who we serve are difficult to determine due to poor data gathering.”*

## NS BH-ASO has helped ...

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- People who qualify for services
- Families and children
- People in crisis
- Unhoused people
- Institutionalized people
- *“Most vulnerable”*
- *“Lots of working-class white people in their young adult to middle years.”*

# NS BH-ASO has paid specific attention to ...

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- Low-income people seeking behavioral health service
  - The Native American community
  - People with opioid use disorder
  - Unhoused and unstably housed people
- Stakeholders
  - Larger and “more urban” providers
  - Board of Directors
  - Funders
  - Insurance companies
- Male staff

*“... not to say that women and POC aren't listened to, or that our ideas aren't ever acted on. It's not completely intolerable. It's just obvious that white men have the advantage.”*

# NS BH-ASO may have overlooked, silenced, or otherwise harmed ...

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- Farmworkers
- Teenagers
- Native American people
- People who don't speak English,
- Trans people
- Undocumented people
- Rural and underserved populations
- Co-workers: *“there are a few very vocal people who will outright dismiss others' feelings, concerns, and boundaries.”*
- **30% of respondents said “I don't know/nobody”**



# Significant Concerns About Discussing Racism At Work

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*“I am concerned about inadvertently offending someone, and I often have feelings of guilt for what my ancestors have done.”*

- Conflict
- Doing harm
- Being called out in a group setting
- Feeling misunderstood
- Lack of trust
- Overburdening BIPOC co-workers
- Centering dominant voices
- Silencing BIPOC co-workers
- Giving offence
- Saying the wrong thing
- Retribution
- Damage to fragile relationships
- Fatigue
- Creating Racism



## DREI Practices Learned at NS BH-ASO

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- Organizational humility
- Recognizing and addressing the affects of historical trauma
- “...*the value of being a learner to other's experience...*”
- “*Culturally respectful approaches*”
- “*Include race explicitly in setting goals*”

Yet .... **32%** of staff either...

- Skipped the question, or
- Indicated they have not learned DREI practices at NS



## Q: Important changes NS BH-ASO has made in its work to become a racially equitable organization

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- *“Go beyond talking about anti-racist work to developing a plan to integrate recommendations and a vision”*
- *“Setting equitable hiring policies, targeting engagement with Native American community, translating brochures, making sure we have translation available for calls”*
- *“Greater breakdown of stats based on sex, age, and ethnic/racial groups to see how grievances compared to populations served and the general population”*
- Initiation of Tribal Mental Health Conferences
- Online cultural competency training
- *“Ombudsman reports”*
- *“Contract with Consejo”*



## Personal Antiracist Actions that Can and Are Being Committed to ...

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- **63%** feel **empowered** to effect and support racially equitable change at NS BH-ASO
- **70%** described at least one antiracist **action step** they can take this week
- **56%** identified who they would **share their antiracist action plan** with this week

# The Most Important Aspect of NS BH-ASO's Past that Must Be Reckoned With

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- Lack of diverse workforce
- Lack of diverse leadership
- Historical racism “*profession-wide*”
- “*That’s how it’s always been done ...*”
- Lack of trust
- Lack of services accessible to BIPOC communities





# DREI 18-month Project Timeline

	2021			2022														
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
<b>Waypoint 1:</b> <b>Recognizing Racism</b> Info and data gathering, Quantitative survey.																		
<b>Waypoint 2:</b> <b>Critical Reflection</b> Info and data gathering, assessment, interviews, and training																		
<b>Waypoint 3:</b> <b>Choose Antiracism</b> Interviews, training, and lunch-n-learns																		
<b>Waypoint 4:</b> <b>Advocate for Antiracist Policies and Ideas</b> Lunch-n-learns and plan development and cascade																		



# Immediate Next Steps

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- MMO Feb 10 Present findings to the Board of Directors
- MMO Late February Session 1 of the six-session training series
- MMO w/o Mar 27 Send link for DREI 30-minute 1-on-1 interviews with members of staff, Advisory Board, and Board

# The Road is Made by Walking

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*Caminante, no hay camino, se hace camino al andar.*  
Walker, there is no road, the road is made by walking.  
- Antonio Machado, Spanish Poet

