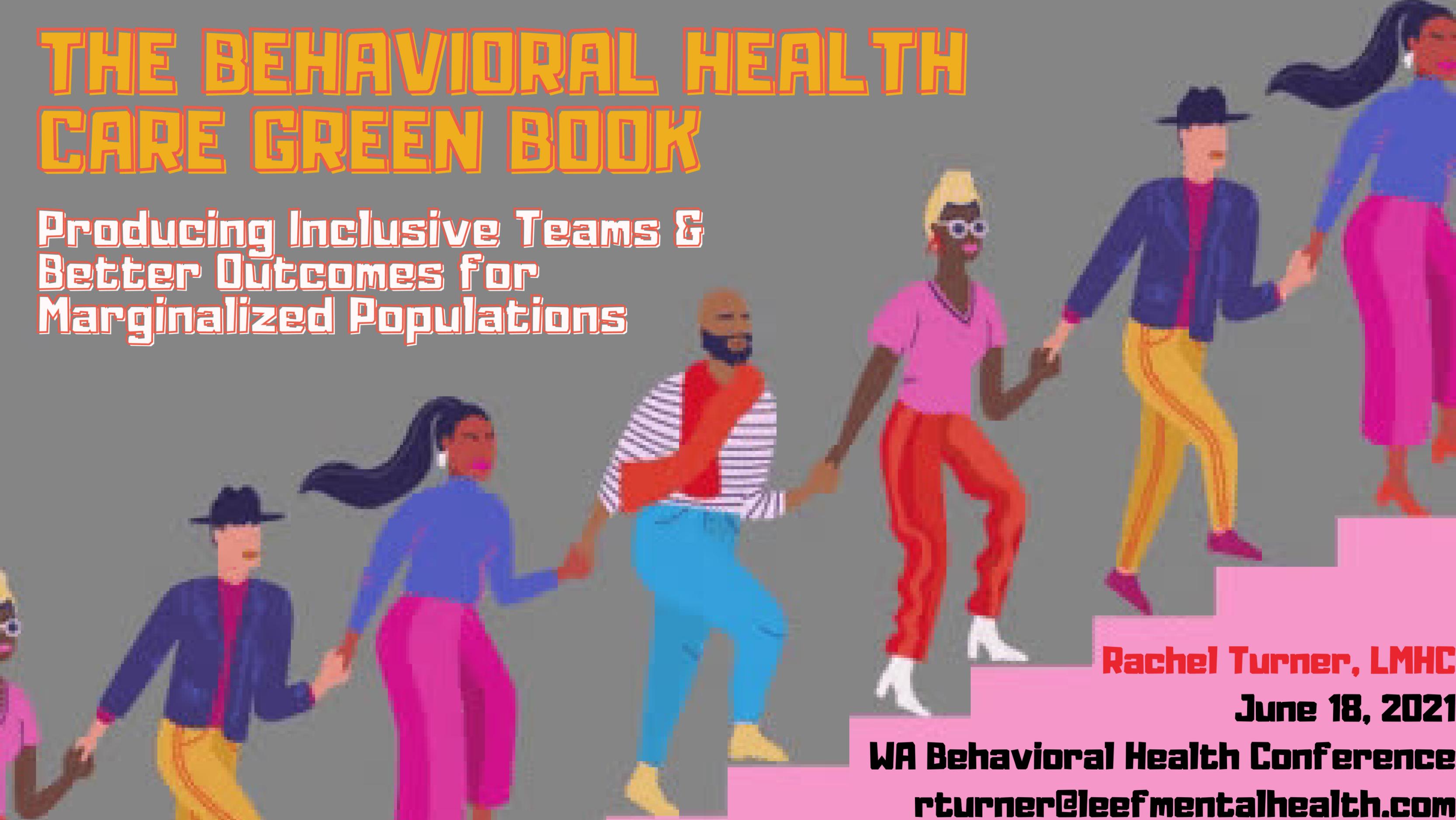


THE BEHAVIORAL HEALTH CARE GREEN BOOK

Producing Inclusive Teams & Better Outcomes for Marginalized Populations



Rachel Turner, LMHC

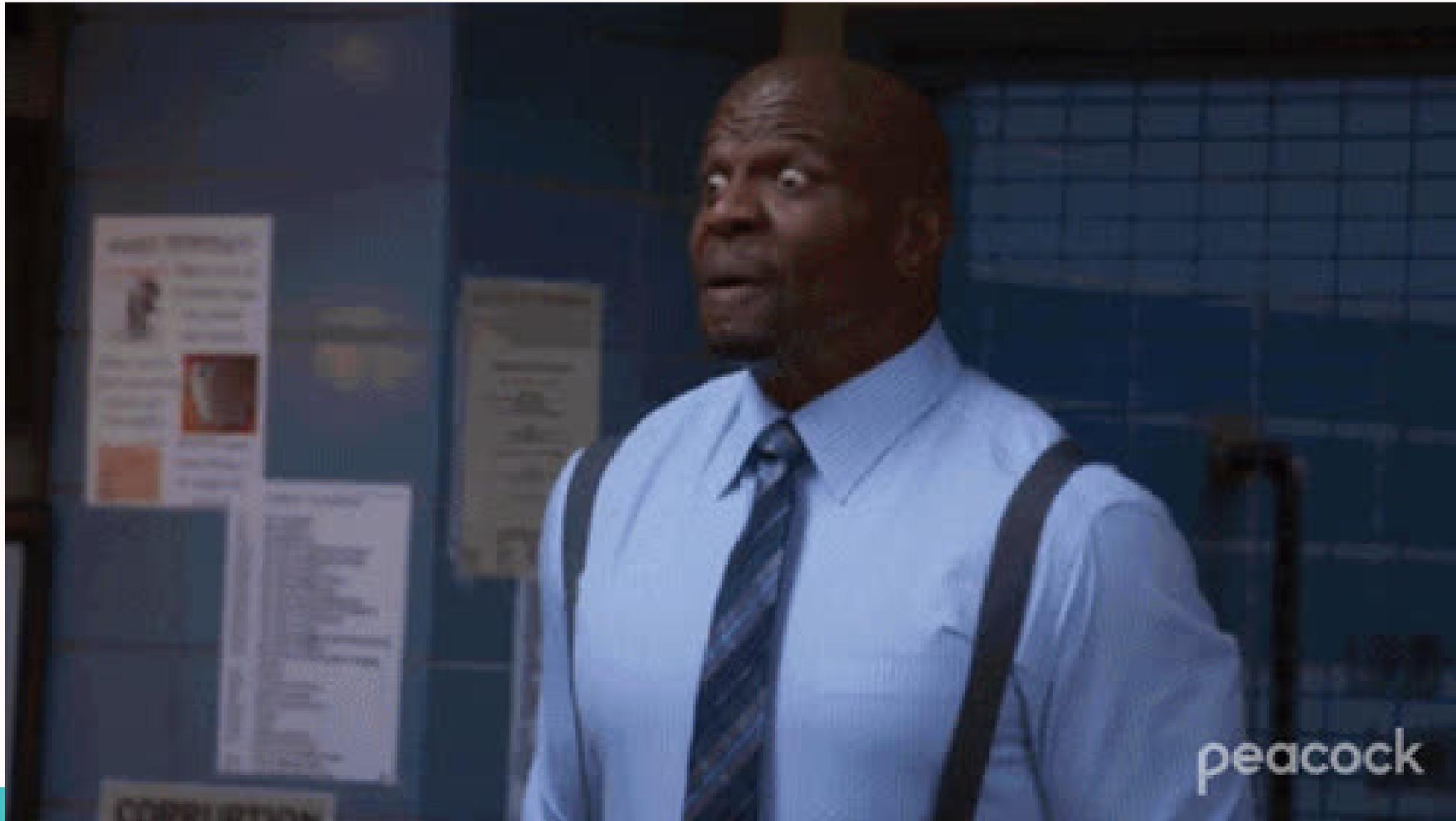
June 18, 2021

WA Behavioral Health Conference

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Welcome!

Are you excited for a fun learning session?



Allow me to introduce myself...

- MA Forensic Mental Health Counseling @ John Jay College of Criminal Justice
- Settings: non-profit, state/county governments, jail, private practice, prison, community corrections, residential treatment, state forensic hospital
- Populations: adult/juvenile offenders, insanity, special needs/high acuity
- Licensed Mental Health Counselor, founded LEEF Mental Health, LLC
- DCYF Juvenile Rehabilitation Psych Assoc., serving *crossover youth*
- Studying to become Certified Diversity Professional



Today's Realistic Expectations

You **will not** walk away with *the* overnight solution to your workplace's toxic culture.

You **will** walk away with:

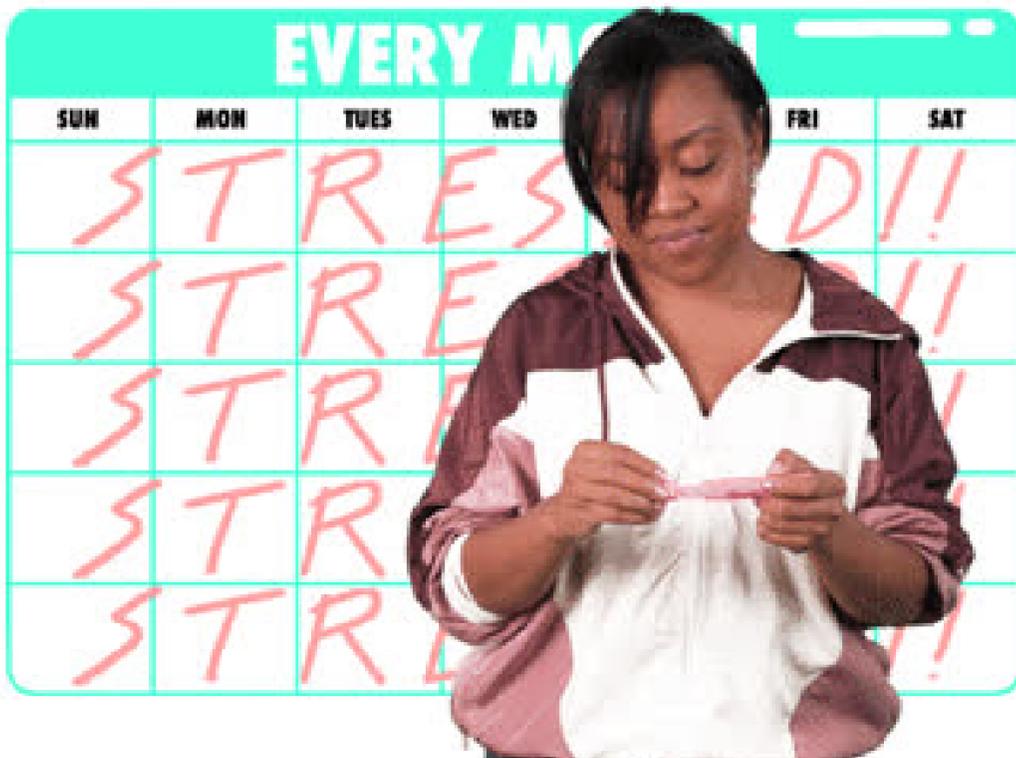
- A greater appreciation for your BIPOC colleagues and awareness of their struggle and value to your organization.
- Ideas/plans towards improving: retention, morale, communication, inclusion, & cultural competency
- Increased confidence in your efforts to be a strong ally on your team and to the individuals and communities you serve.



Keeping it 100% Real



Critical dialogue on Blackness, equity, inclusion. Good vibes only. No flames or fires. Just empirical and personal truths!



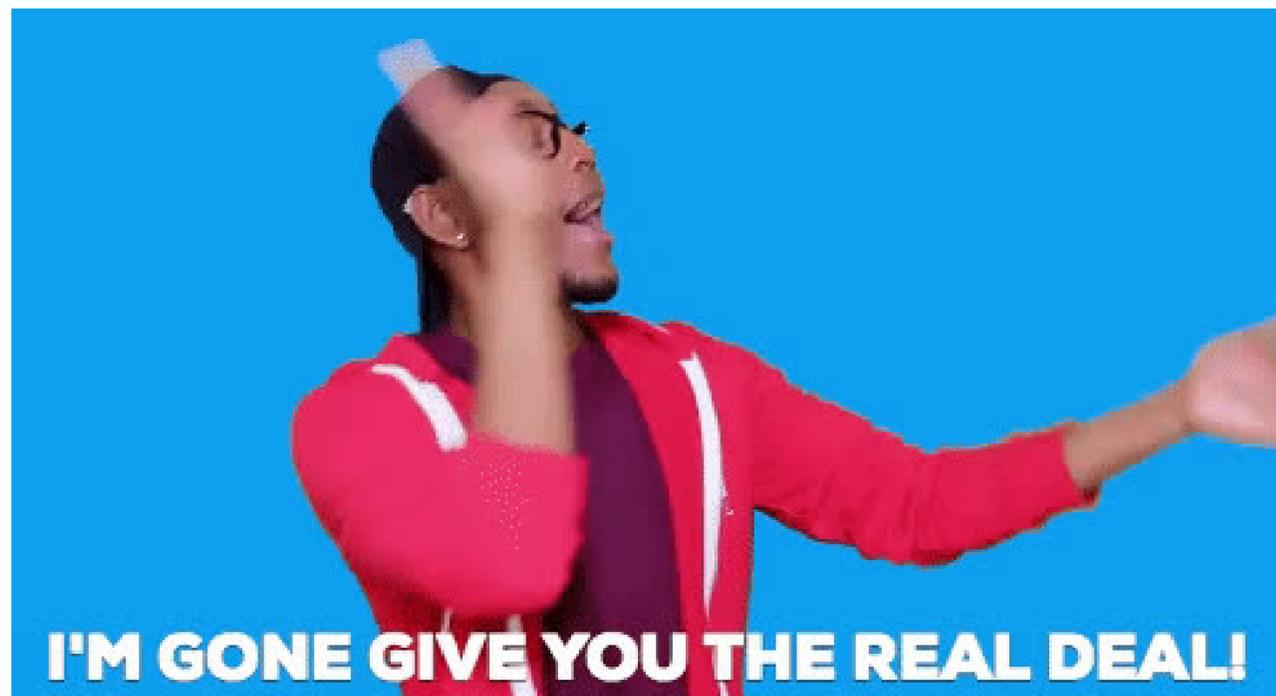
This field can be highly stressful. Change is harder for some. Organizational and personal development is essential for serving marginalized populations.

With all of that in mind, please understand...

This presentation is infused with humor and lived experience. The tone does not bely the stark reality of generational racial trauma and systemic racism inherent in the Black Experience.



Try sitting with discomfort as safely as you can. It's perfectly acceptable to disengage for a few moments to "get centered"..



Today's Objectives

1. **Address** key definitions and concepts related to racialized trauma.
2. **Identify** the need to recruit/retain Black Behavioral Health Professionals (BHP) because of their strengths and underrepresentation.
3. **Learn** why teams and organizations should increase support and allyship to Black BHP due to the unique challenges and negative factors they frequently encounter through their work and in society at-large.
4. **Discuss** equity, diversity, inclusion (EDI) research and how to apply them to our Behavioral Health teams.



Why the Green Book?

“There will be a day sometime in the near future when this guide will not have to be published. That is when we as a race will have equal opportunities and privileges in the United States. It will be a great day for us to suspend this publication for then we can go wherever we please, and without embarrassment.”

– Negro Motorist Green Book



CALLING FOR A BEHAVIORAL HEALTHCARE GREEN BOOK

A few years ago, I was the only Black female employed (sole BIPOC health professional) at an isolated male prison largely staffed by the surrounding homogenous and conservative community. The workplace culture left a lot to be desired and contributed to the suffering of myself and others. At any time I could be the only Black person within a 60 mile radius not behind bars. One of my patients called me a "House n*****". My struggle was a prison of my own making.

Why didn't anyone warn me exclusion and "othering" was going to be so overwhelmingly devastating? I already left two jobs in OR, is there a safe place for me in the PNW or do I return home?

I needed a Behavioral Health Green Book to warn others and protect myself. I knew such a book was not in existence. But, I could not bare the thought of others having to endure what I did, racialized trauma.

Key Concepts & Definitions [1/3]

Adapted from Merriam-Webster:

- *****Race:** "First, the [2020 US Census] question [about race] is based on how you identify. Second, the race categories generally reflect social definitions in the U.S. and are not an attempt to define race biologically, anthropologically, or genetically. We recognize that the race categories include racial and national origins and sociocultural groups." — United States Census Bureau
- **Individual Racism:** a belief that race is a fundamental determinant of human traits and capacities and that racial differences produce an inherent superiority of a particular race.
Systemic Racism: the use of systems to oppress a racial group to the social, economic, and political advantage of another.
Structural Racism: *"Discriminatory housing practices, redlining neighborhoods, underfunded education, lack of access to healthcare, racial profiling, police brutality and mass incarceration are just a few examples of cage wires that all together contribute to structural racism."*— Sylvia Luetmer, activist
- **Racial (Race, Race-based) Discrimination:** prejudicial outlook, action, or treatment: the act, practice, or an instance of discriminating by race rather than individually.
- **Prejudice:** injury or damage resulting from some judgment or action of another in disregard of one's rights, especially detriment to one's legal rights or claims; preconceived judgment or opinion; an adverse opinion or leaning formed without just grounds or before sufficient knowledge; an instance of such judgment or opinion; an irrational attitude of hostility directed against an individual, a group, a race, or their supposed characteristics.



@NOWTHISNEWS

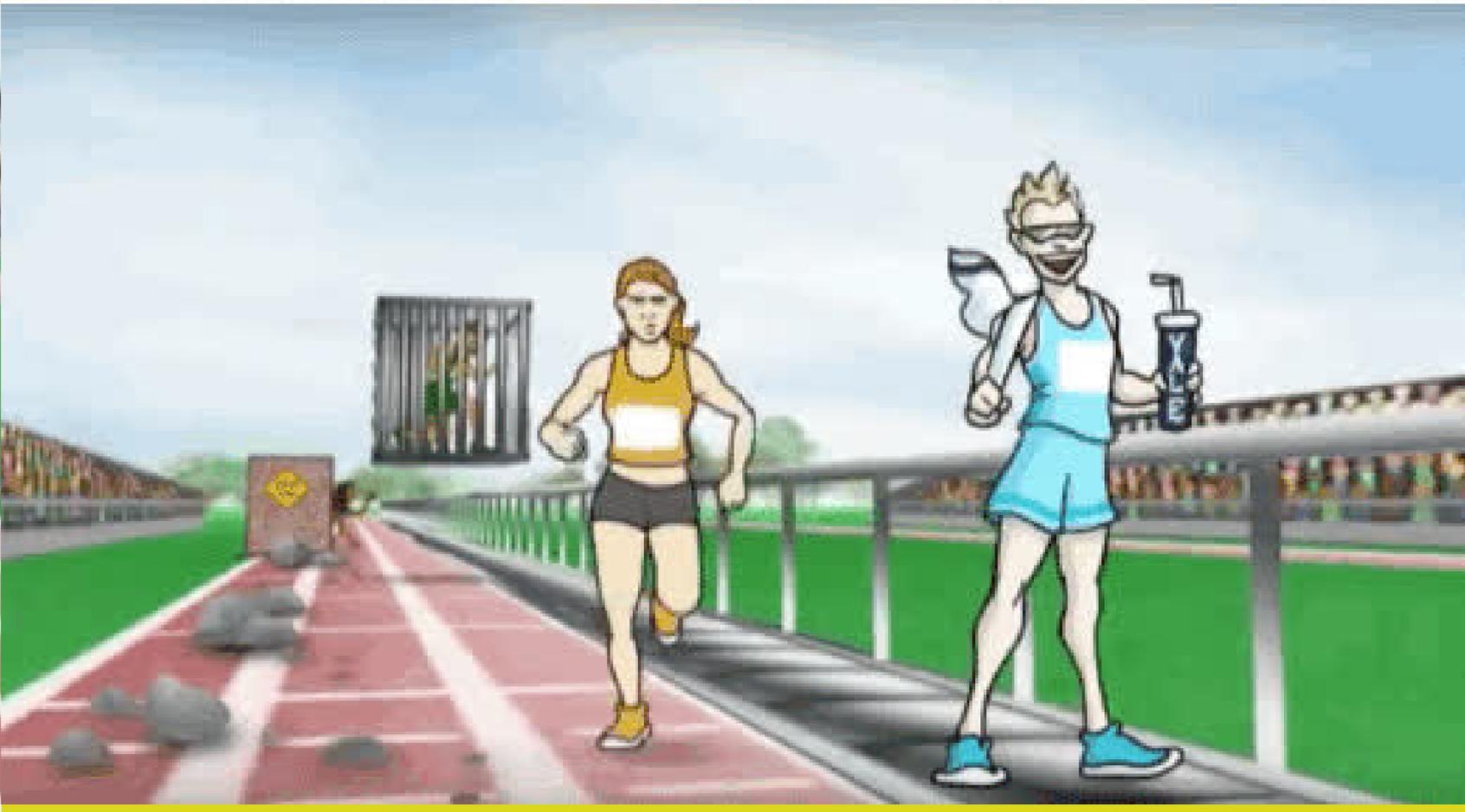
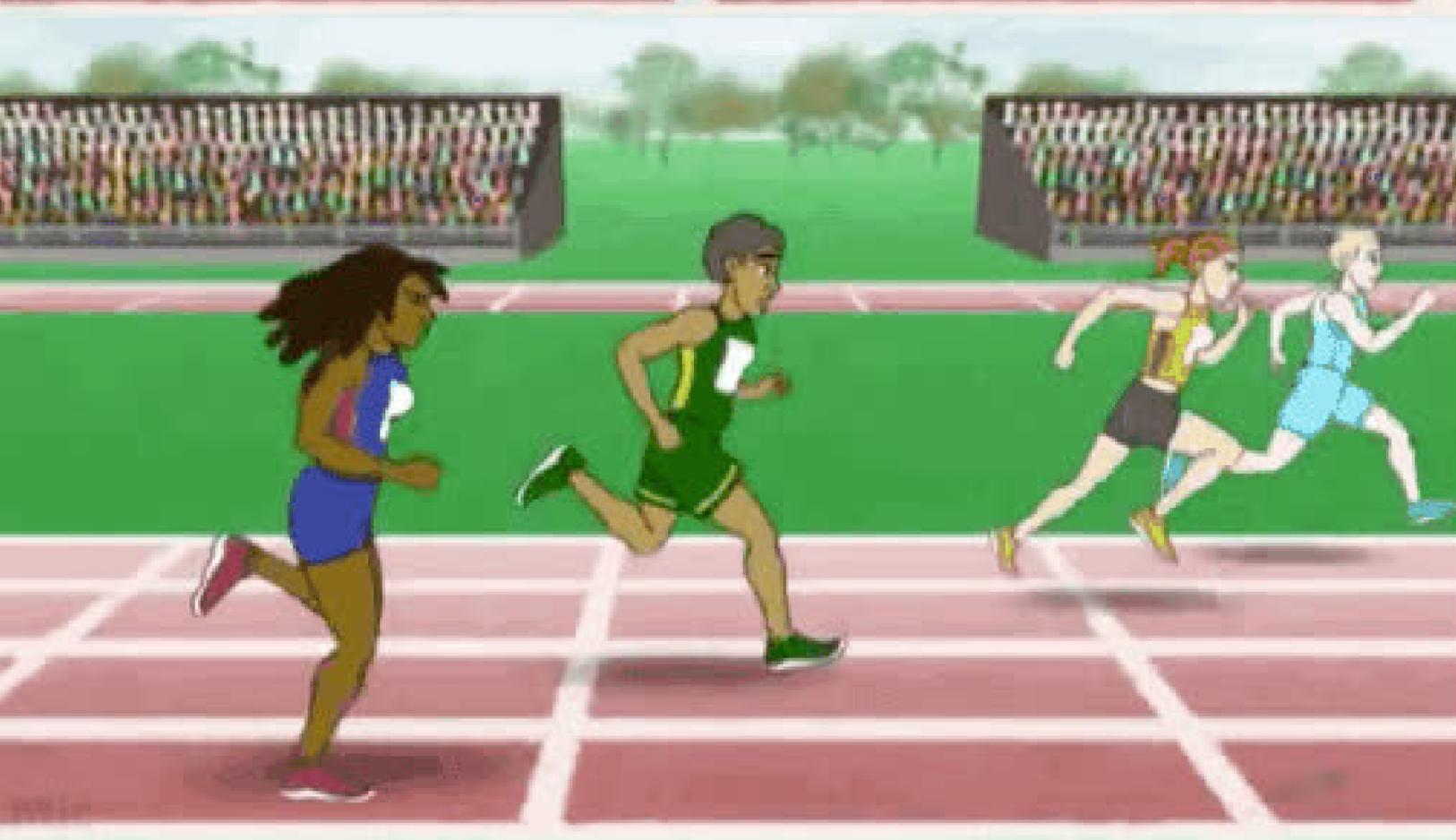


*The world won't always see you
in those caps and gowns.*



Key Concepts & Definitions (2/3)

- **White Supremacy:** the social, economic, and political systems that collectively enable white people to maintain power over people of other races
- **White Privilege:** the set of social and economic advantages that white people have by virtue of their race in a culture characterized by racial inequality. "... *by discussing the reality of white privilege, we're not negating or invalidating other hardships that may come with each individual's circumstances. Rather, we intend to shed light on the reality that white people are granted rights (whether they're subtle or obvious), immunities, and opportunities by their skin color, regardless of whether they asked for that privilege or not.*" — Mehak Anwar "To be white is to be afforded one's individuality. Afforded the presumption of innocence. Afforded the assumption of intelligence. Afforded empathy when crying or raging. Afforded disproportionate amounts of policy-making power. Afforded opportunity from a white network. Afforded wealth-building homes and resource-rich schools. Afforded the ability to vote quickly and easily." — Ibram X. Kendi
- *****White Fragility:** the near-universal response of white people to deny they harbor racist intentions. In a rush to be defensive, white people eschew any productive conversation to repair the relationships or make a change (DiAngelo, 2018).
- *****Critical race theory (CRT):** "intellectual movement and loosely organized framework of legal analysis based on the premise that race is not a natural, biologically grounded feature of physically distinct subgroups of human beings but a socially constructed (culturally invented) category that is used to oppress and exploit people of colour." (Encyclopedia Britannica)



Key Concepts & Definitions (3/3)

- **Social Justice:** a state or doctrine of egalitarianism (belief in human equality especially with respect to social, political, and economic affairs; social philosophy advocating removal of inequalities among people).
- **Equity:** justice according to natural law or right, specifically freedom from bias or favoritism
- **Diversity:** the condition of having or being composed of differing elements; variety especially the inclusion of people of different races, cultures, etc. in a group or organization. *"Diversity is being asked to the party; inclusion is being asked to dance."*
- **Inclusion:** the act or practice of including and accommodating people who have historically been excluded (as because of their race, gender, sexuality, or ability) *Inclusive workplaces value the individual differences of employees. It is an attitude of welcoming and accepting people with different backgrounds, opinions, and abilities, encouraging them to come as their authentic selves.*
- **Allyship:** the state or condition of being an ally; supportive association with another person or group, specifically with the members of a marginalized or mistreated group to which one does not belong. *"Poor allyship is speaking over marginalized people by taking credit and receiving recognition for arguments that the unprivileged have been making for their entire lives."*— Hallie Sebastian
- **Safe Space:** a place intended to be free of bias, conflict, criticism, or potentially threatening actions, ideas, or conversations. *"Women, sexual assault victims, people of color, transgender students. College campuses have created "safe spaces" for all sorts of marginalized groups."*— Catherine Rampell

A GUIDE TO ALLYSHIP

- 1) DON'T BE AFRAID TO BE WRONG
- 2) BLACK PEOPLE ARE NOT REQUIRED TO EDUCATE YOU
- 3) GET UNCOMFORTABLE
- 4) CONTRIBUTE THROUGH YOUR GIFTS, RESOURCES AND SKILLS
- 5) USE YOUR PRIVILEGE
- 6) DESTROY THE MYTH
- 7) HOW YOU SPEND YOUR MONEY IS POLITICAL

Crucial Concept: Race-Based Trauma

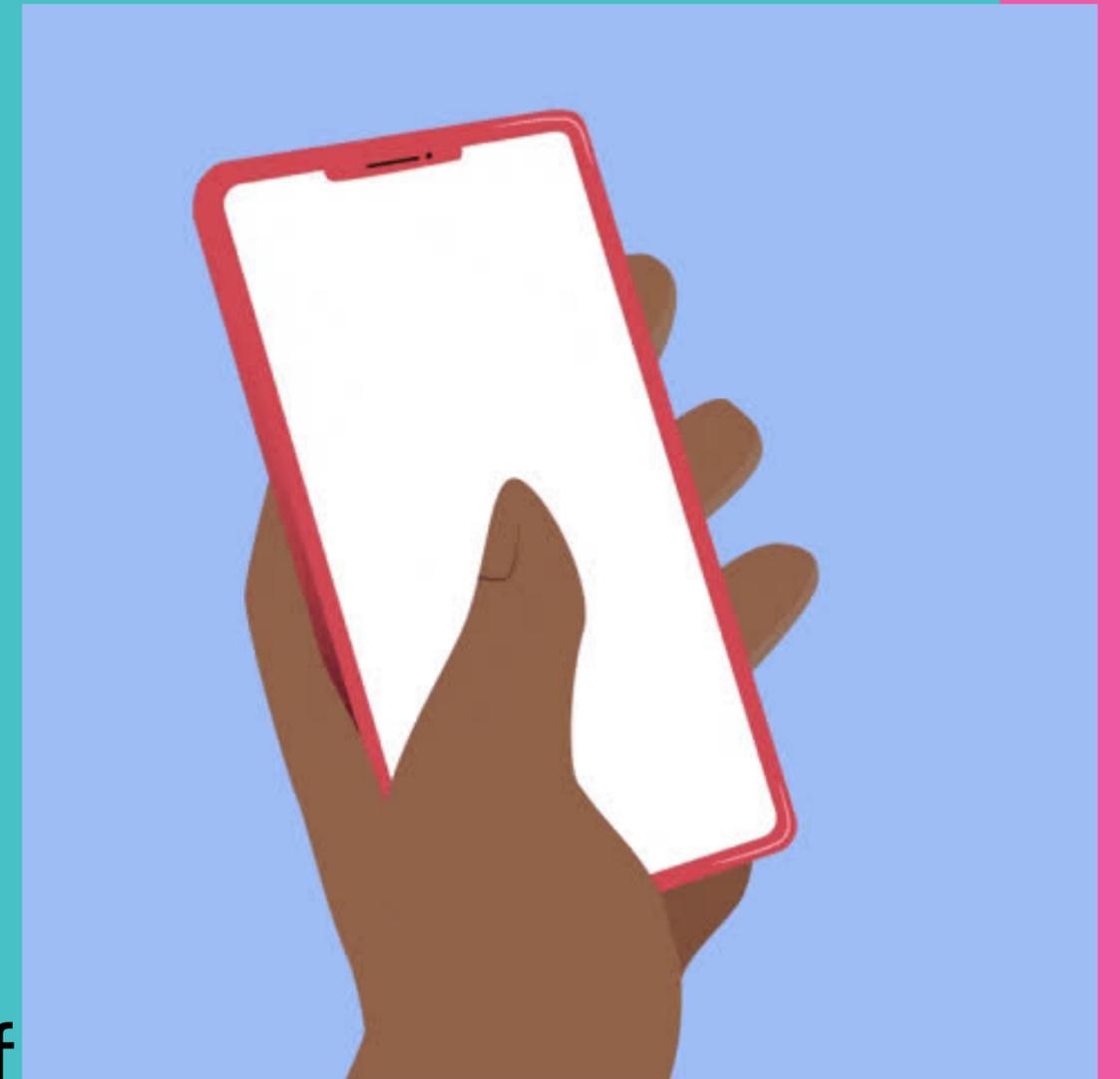
- **Race-Based Traumatic Stress (RBTS):** the mental and emotional injury caused by encounters with racial bias and ethnic discrimination, racism, and hate crimes. Race-based traumatic injury can result from a racist encounter (Helms et al., 2012; Carter et al., 2013).
- Prolonged exposure to distressing incidents of racism can lead individuals to experience symptoms similar to PTSD and Major Depression, low levels of happiness, and decreased life satisfaction (Comas et al., 2019).
- BIPOC individuals are most vulnerable to RBTS. Symptoms can present differently across cultural groups.
- RBTS is not considered a mental disorder; perhaps due to lack of representation of racism in DSM-5.

Crucial Concept: Race-Based Trauma

- **Vicarious cataclysmic events:** witnessing 'identity group others' experiences of severe racism (Helms et al., 2016)

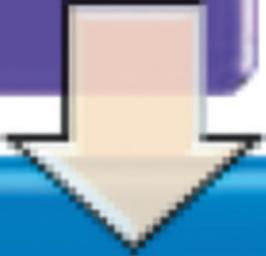
According to MH America:

- **Vicarious Traumatic Stressor:** indirect impacts of living with systemic racism and individual racist actions.
- **Transmitted Traumatic Stressor:** sustained collective trauma makes them highly vulnerable to developing mental disorders.
- **Direct traumatic stressors:** direct impacts of living within structural racism or receiving individual racist attacks.



Surviving Being Black and a Clinician During a Dual Pandemic: Personal and Professional Challenges in a Disease and Racial Crisis [Lipscomb & Ashley, 2020]

Theme 1: Feeling overwhelmed, afraid and soul wounding



Theme 2: Challenge with holding clinical space for African American/Black clients as a Black clinician



Theme 3: White clients wanting to share their sentiments regarding racial injustices

Surviving Being Black and a Clinician During a Dual Pandemic: Personal and Professional Challenges in a Disease and Racial Crisis [Lipscomb & Ashley, 2020]

- "The dual pandemic experience of global exposure, ongoing systemic targeting, increased vulnerability, quarantined isolation, and societal devaluation creates a considerable emotional burden and a trauma catalyst for many African Americans that negatively impacts their mental health and well-being."
- Black therapists cannot avoid micro/macro concepts of race, privilege, and racial injustices in therapy.
- Future studies should examine:
 1. Relationship between black therapists & self-care practices during racial crisis
 2. Explorations of race in teletherapy contexts with Black & White clients
 3. Deeper examination of the nature and type of racist events that occur outside of therapy & how they present in clinical spaces with Black therapists.

"Impacted staff do not have the privilege of "opting out" of facing the realities of racism and systemic injustice like white staff members do... more likely to work in the lowest rung, frontline positions of organizations, companies, and foundations – meaning they are likely doing the groundwork of organizing, doing direct service or education work that puts them in direct contact with the trauma of white supremacy more than white staff members who are likely in management or executive roles."

– Bryce J. Celotto, JEDI Founder

**Black people
are tired,
y'all...**



Recruit, Support, Retain Black Employees

- Ask what people need; share options.
- Be protective of their labor/energy.
Adjust/abolish deadlines for projects.
- Provide Impacted Staff flexible work schedules.
- Provide Impacted Staff with funds/access for wellness/mental health.
- Stop asking Impacted Staff about videos of police brutality.
- Create affinity groups for BIPOC to discuss anti-blackness & non-Black folks to examine roles in combating anti-Blackness.



Adapted from: *"How to Manage When Things Are Not Okay (And Haven't Been For Centuries)"* by The Management Center; *"Supporting Black Staff In Times of Crisis: What Managers and Organizational Leaders Can Do To Support Black Lives"* by Bryce J. Celotto, Justice, Equity, Diversity, Inclusion (JEDI) Foundation; *"How U.S. Companies Can Support Employees of Color Through the Pandemic"* by Robert et al (2021)

Recruit, Support, Retain Black Employees

- Review organizational calendars. Expand beyond EDI trainings.
- Honestly look at your organization's commitment to racial/social justice. Consider public action to accelerate measures/policies
- Challenge biased/racist/xenophobic behaviors in the moment especially in team settings.
- Avoid colorblind organization communications minimizing the disproportionate strain on BIPOC.
- Audit the diversity and equity implications of all talent decisions.



Recruit, Support, Retain Black Employees

- How does our organization contribute to the dismantling of systemic racism?
- What are we doing to improve the lives of Black people (staff, clients, stakeholder, community) and contribute to Black liberation?
- What are we doing to hear the perspectives of Black people and other marginalized people on our team and in our community?
- Is our commitment to racial justice and anti-racism reflected in the markers of our organizational identity?
- How do covert & overt white supremacy show up in our organization?

Adapted from: *"How to Manage When Things Are Not Okay (And Haven't Been For Centuries)"* by The Management Center; *"Supporting Black Staff In Times of Crisis: What Managers and Organizational Leaders Can Do To Support Black Lives"* by Bryce J. Celotto, Justice, Equity, Diversity, Inclusion (JEDI) Foundation; *"How U.S. Companies Can Support Employees of Color Through the Pandemic"* by Robert et al (2021)

Role of Black Professionals with Clients

- Black clients tend to strongly prefer working with Black providers (Cabral & Smith, 2011; Townes et al., 2009).
- Easier/faster therapeutic connections, ability to serve as role model & intervene in more culturally congruent ways with nuanced understanding.
- May be more likely to feel personally invested in Black clients and use identities, experiences, and knowledge of the Black community to inform how they relate to Black clients (Rastogi et al. 2005; Goode-Cross, 2011; Goode-Cross & Grim, 2014).
- Minority/marginalized clients frequently prefer to work with BIPOC providers due to their belief these providers have a greater understanding of their life experiences.

Roles of Black Professionals on Teams

- Underrepresented at all levels: 1.6% psychiatrists, 1.9% psychologists, 3.8% counseling professionals, 6.4% social workers. Shortage in culturally-competent therapy options (Vasquez & Jones, 2006; Townes et al, 2009).
- Black providers supervised by other POC believe shared psychological experiences of race positively impacted their supervisory relationship (Jernigan et al., 2010). Shared heritage amongst client-therapist-supervisor can result in parallel processes of empowerment (Rastogi et al., 2005).
- Black providers reported mentorship by experienced Black therapists most valuable for learning to work effectively with Black clients (Goode-Cross & Grim, 2014).
- Increased representation enhances quality & sensitivity of services provided to ethnic minority clients, new perspectives for theory development & social issues application & greater commitment to social justice (Vasquez & Jones, 2006).

EDI What Not to Do!



EDI Research Review

- 41% of all managers state “being too busy” as a reason to implement any kind of diversity and inclusion initiatives (WhatToBecome).
- Meta-analysis of 260 independent diversity trainings: reactions and attitudinal/affective learning decayed over time, cognitive learning remained stable sometimes increased. Greater positive effects when training was complemented by other diversity initiatives targeting awareness and skills development over a significant period of time, proportion of women in training group associated with more favorable reactions (Bezrukova et al., 2016).
- Group leaders impact the effect of group diversity on turnover through the quality of the relationships developed with followers. High-quality relationships reduce turnover. Inclusion of decision-making influence, access to sensitive work information, and job security is present in high-quality exchanges with leaders (Nishii & Mayer, 2009).
- “Rather than simply enacting their preferred style, leaders must actively determine when to display certain behaviors to be effective. To do so, leaders require cognitive understanding, social perceptiveness, and behavioral flexibility. These competencies can be developed and learned over time by stimulating multicultural experiences or by training leaders’ cultural and emotional intelligence. Leaders who possess higher trait-level openness to experience or behavioral flexibility are more likely to have these competencies (Homan et al., 2020)”
- The Construct of Inclusion in Workplaces need to be further developed.

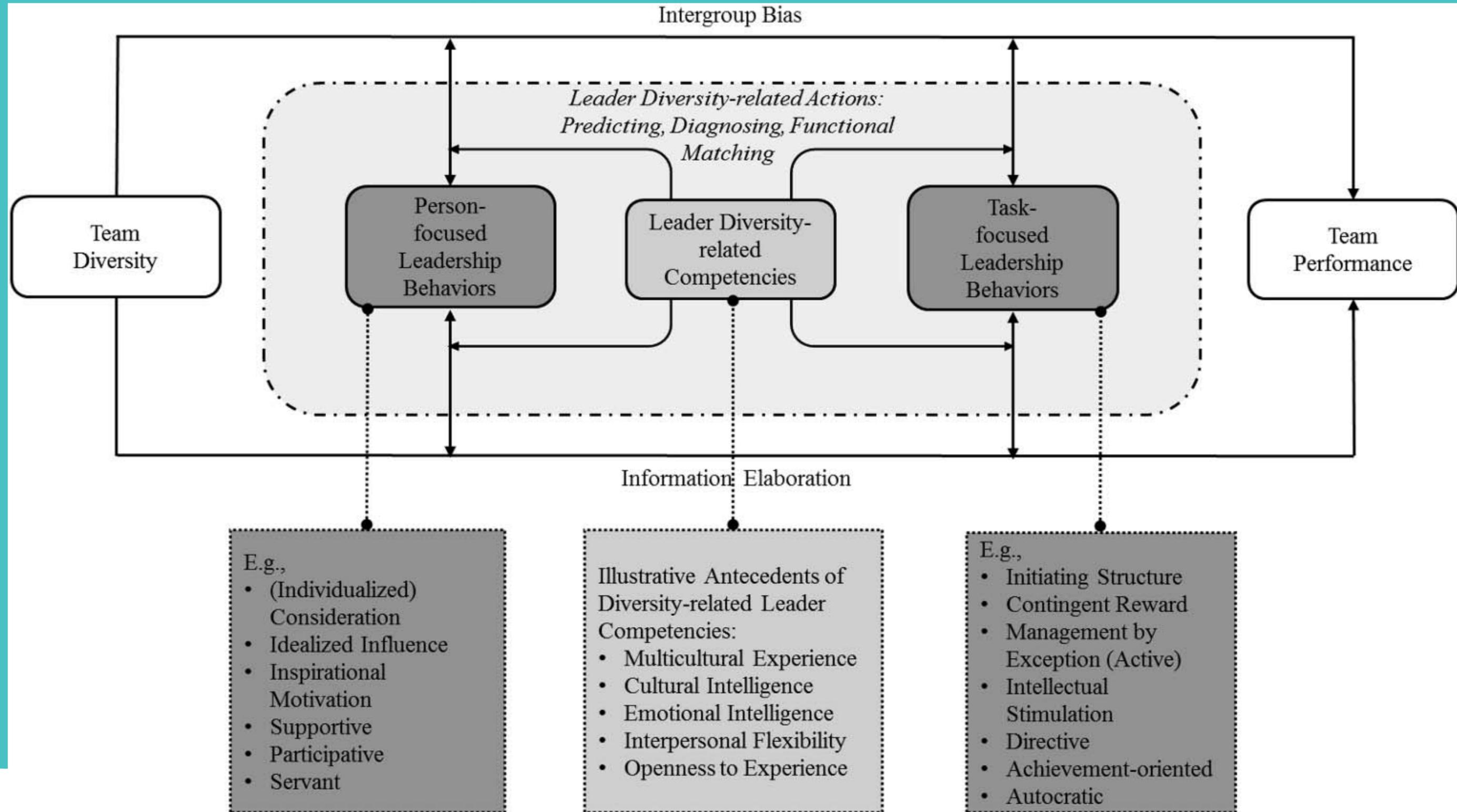
U.S GAO 9 Diversity Obs & Recom (Hayes et al., 2020)

1. Executives should clearly state org's position on diversity management
2. Diverse leadership sign of organization connects/values different backgrounds
3. Mentorship & sponsorship pathways create quality workforce w/nontraditional candidates
4. Alter recruitment criteria so talent pipeline not based on demographic characteristics
5. Continuing education required for employees to use training concepts/practices
6. Awareness of potential/actual contributions of personnel through intentional leadership intervention. Don't assume adequate diversity based on presence of few nontraditional employees or exposure to nontraditional employees.
7. Expand talent apertures for new perspectives/capacities that achieve org goals
8. Use Diversity Climate Measurements ex. U.S OPM (2019) New IQ scale empirically linked to improved employee retention & performance
9. Move managers biased/resistant to diversity into program not people roles

Effective Diversity Management (Hayes et al., 2020)

- Prioritize an active diversity management policy to foster inclusion. Adopt a top-down approach to managing diversity rather than expecting underrepresented employees to fend for themselves.
- Ensure a climate of diversity and inclusion by exhibiting a strong inclination and sponsorship in recruiting, hiring, retaining, and promoting a diverse workforce
- Revise mission or vision statement committing to diversity management for employees, partners, stakeholders, & clients to know your organization's commitment to diversity.
- Understand the impact of bias on your decision-making.
- Develop a strategy to remove arbitrary barriers for diverse talent while ensuring the best possible candidates are given an opportunity to succeed.
- strengthen the organization's commitment to a culture of diversity and inclusion by changing organizational policies and communicating respect and professionalism .

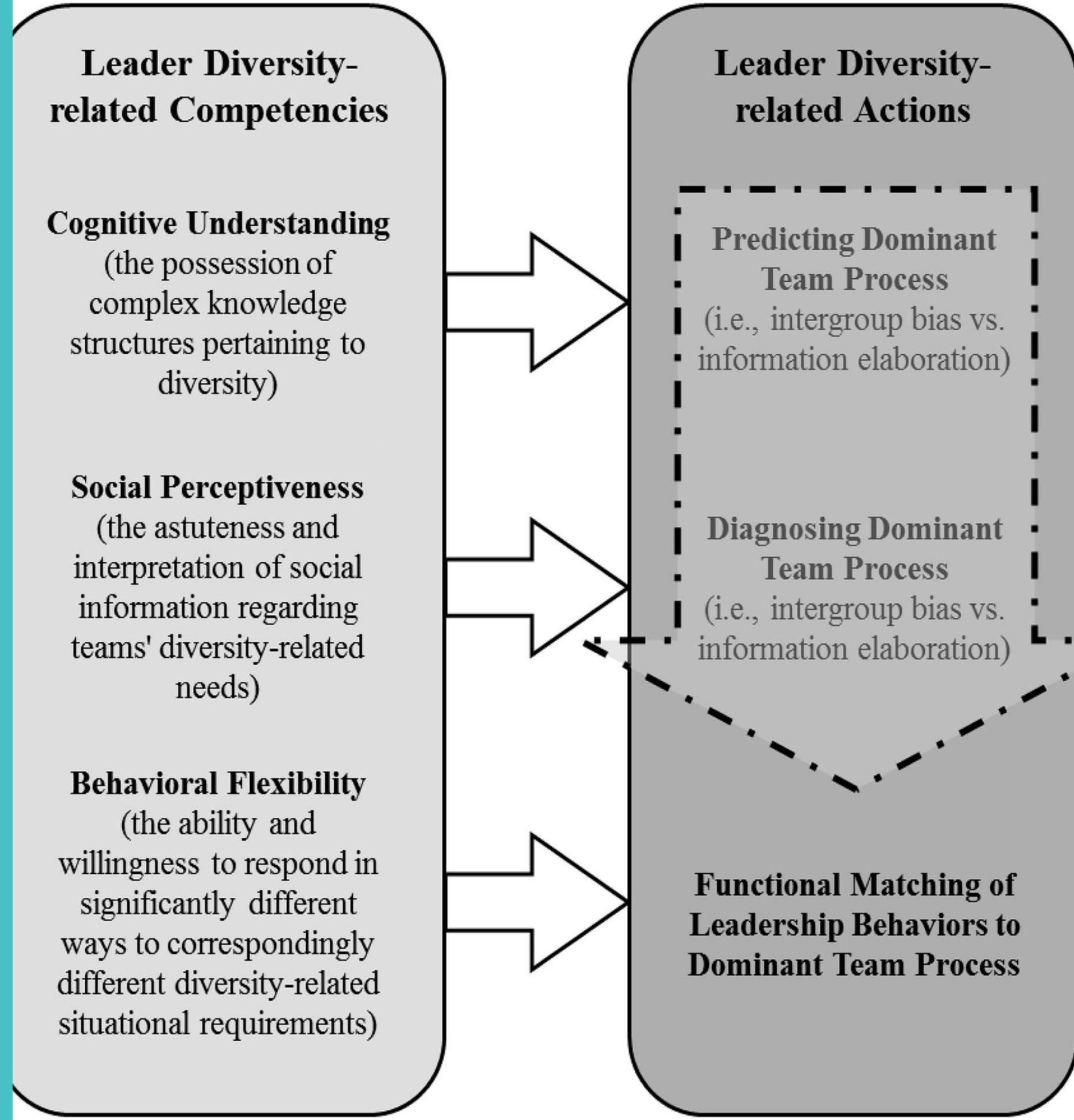
Leading Diverse Teams [1/3]



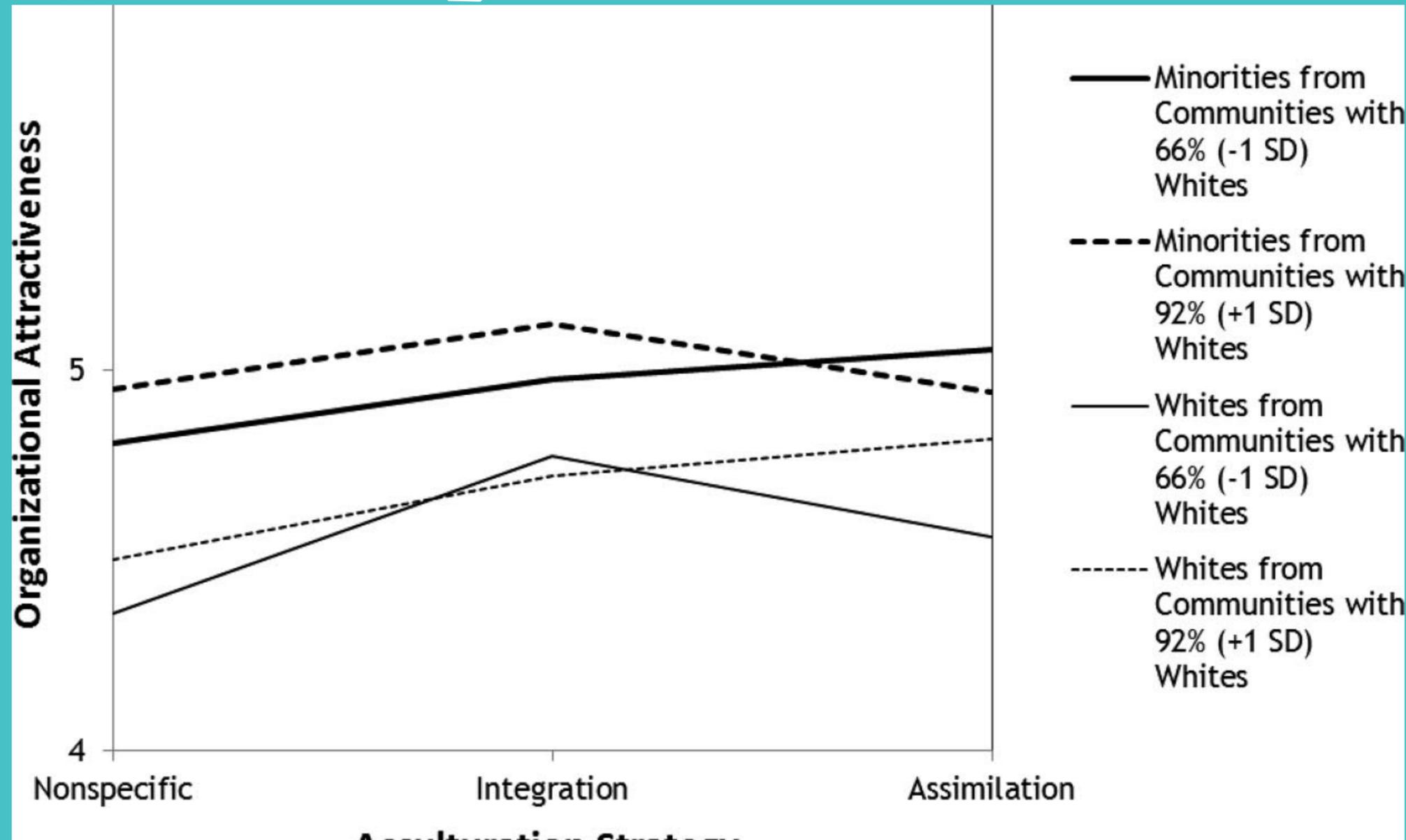
(Homan et al., 2020).

Leading Diverse Teams (2/3)

A visualization of how diversity-related competencies of leaders influence their ability to predict, diagnose, and functionally match leadership behaviors to dominant processes within diverse teams in Leading Diversity model [LeaD].



Leading Diverse Teams (3/3)



Results of hierarchical linear modeling (HLM) analyses suggest that the manipulated instrumental value for diversity leads to higher perceptions of organizational attractiveness, in part through heightened expectations of merit-based hiring decisions. Further, the manipulated assimilative and integrative DM approach signals are positively related to organizational attractiveness and the effect of integrative DM is strongest for racioethnic minorities from communities with especially high proportions of Whites and Whites from communities with especially low proportions of Whites (Olsen & Martins, 2016).

Additional Resources

- **Black Brilliance Research Report:**
<http://www.seattle.gov/Documents/Departments/Council/Committees/EconDev/BBR-Report-with-Appendices-v1.pdf>
- **Annie E. Casey Foundation – Advancing the Mission: Tools for Equity, Diversity, & Inclusion:**
<https://www.aecf.org/resources/advancing-the-mission-tools-for-equity-diversity-and-inclusion>
- **Tool for Organizational Self-Assessment Related to Racial Equity:** https://nhchc.org/wp-content/uploads/2019/08/organizational-self-assessment-related-to-racial-equity_oct-2013.pdf
- **Association of Black Psychologists Self-Care Tool Kit:**
<https://www.abpsi.org/pdf/FamilyCommunitySelfCareToolKit.pdf>
- **Black Emotional and Mental Health Collective (BEAM):** training, movement building, and grant making organization dedicated to healing, wellness, liberation of Black & marginalized communities.
- **The Boris Lawrence Henson Foundation**
- **National Queer and Trans Therapists of Color Network (NQTTCN)**
- **Therapy for Black Men; Therapy for Black Girls**
- **Loveland Foundation**
- **Academics for Black Survival & Wellness**
- **Black Mental Health Alliance**
- **Black Mental Wellness**
- **Great Website for Multiple Resources:** <https://www.georgetownbehavioral.com/node/2529>

Concluding Remarks

Organizations with a good mix of ethnic backgrounds are 33% more likely to outperform their competitors. Teams that are gender, age, and ethnically diverse make better decisions 87% of the time. 57% of employees want to see their company increase diversity. As of 2020, only 55% of people say their respective workplaces have policies in place that they would consider diverse and inclusive.

*Statistics from WhatTo Become



Productivity is still being valued over people, the status quo is being maintained in many workplaces. We need to demonstrate a stronger commitment to allyship with BIPOC professionals in the behavioral healthcare field because they face additional hardship and harm from barriers/obstacles than their privileged peers. They should be recruited/retained because of the diverse perspectives they contribute to teams and the cultural awareness they offer the largely marginalized populations we serve.

Questions? Comments? Contact Me!

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Accepting referrals in August 2021!

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***THANK YOU FOR ATTENDING!**

