

What is your Miracle Metric?

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ONE GOOD MINUTE

- MICRO/MACRO

Welcome to Engaging Data

- We invite you to participate. We ask that participants speak from their OWN experiences by using “I” messages versus “they, we, and you,” and we expect you will leave this session with questions.
- We acknowledge something can be both/and – we are nuanced thinkers and know there are many parts. Think of this as “turning the stone” to see all sides of statements/opinions/questions
- We encourage you to think of this as a learning environment – this is a place where inquiry, mistakes, and missteps can occur, and we can practice calling, understanding that triggers might arise, and being mindful of where we direct our triggers.

How To Frame Conversations When Using Data

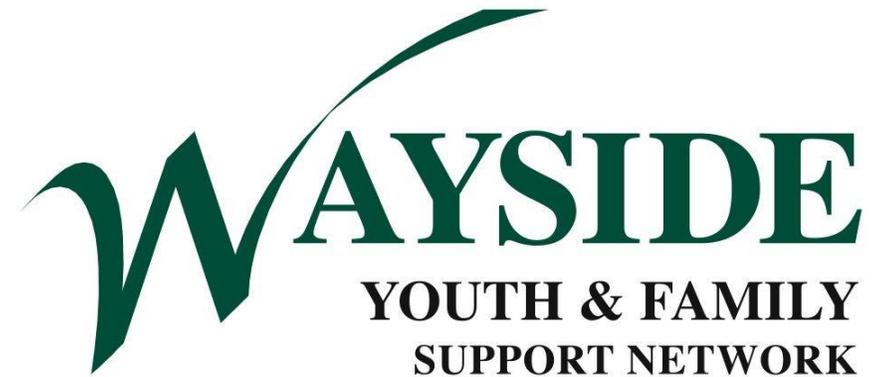
- What is the context of the conversation
- Acknowledge that data is numbers and does not always show humanity
- Who is our audience, and what do we want people to take from the communication of data

WAYSIDE: Children's Mental Health Agency

AN ORGANIZATIONAL CASE STUDY

Employee Demographics

- 500+ employees spread out over 21 locations in Massachusetts- including residential and outpatient settings
- 21 – 76 years old
- 75% Female
- Mix of educational backgrounds from no degree to MD
- 36% of staff identified as BIPOC in 2016



Building Strength, Hope & Resiliency

EQUITY

- The process of eliminating identity-based disparities and improving outcomes for everyone.
- It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of commonly marginalized groups.

MIRACLE METRIC

- If you successfully implemented your equity plan, in 5 to 10 years, what metric will have changed that tells you it worked?
- What do you want to brag about later?
- What will impact your persons-served?
- What will drive staff retention?

METRICS: WHAT ARE THEY?

Staff Based

- Overall Demographics
- Leadership Demographics
- Turnover/Retention
- Engagement Surveys
- Equity Climate Surveys
- Salary Analysis
- Benefits Enrollment Analysis

Persons-served Based

- Overall Demographics
- Outcomes Analysis
- Engagement Surveys
- Equity Climate Surveys

THEN MEASURE & ESTABLISH A BASELINE



START THE ASSESSMENT PROCESS

Step 1: Building Blocks Assessment Tool (examples from the checklist)

- Does the Strategic Plan have specific goals for advancing our DEI & J work?
- Are the bathrooms within the organization gender-neutral and fully accessible?
- Are BIPOC employees asked to educate white employees about antiracist work?

START THE ASSESSMENT PROCESS

Step 2: Institutions assessment (Hiring Process as an example)

- What is the current practice? (Minimum job requirements)
- Does the current practice present any barriers?
- Are those barriers equity gaps?
- What are you going to do?

START THE ASSESSMENT PROCESS

Step 3: Equity Climate Survey

- Do you perceive your organization as committed to DEI & J?
- Do you feel isolated due to your racial or group identity?
- Have you observed intentional or unintentional acts of bias directed towards staff?

→ Who is completing the survey??

FINDING YOUR EQUITY GAPS

- Determine your metrics
- Find ways to measure them
- Identify the equity gaps



MAKE A PLAN

- Talk to leadership/middle managers/line staff
- Develop a review/practice/steering committee
- Set long-term goals, set short-term goals
- Create a task list (who will do what, by when)
- Make an implementation plan with metrics on it

COMMUNICATE THE PLAN

- Outline your goals
- Message
- Methods
- Audience
- Frequency



FOLLOW THROUGH

- Engage Action – follow through with your implementation plan
- Start all the actions at the same time
- Don't wait to do the long-term goals until the short-term goals are completed
- Create momentum by flooding the organization with change

KEEP AT IT

- Keep communicating progress and actions
- Keep following through
- Check in on all metrics. Readjust tasks/goals
- Repeat



Wayside Baseline Progress: FY17-FY22

- Increased staff diversity! 47% (11-point increase) of staff of color.
- Continued lower turnover of staff of color compared to agency-wide turnover!



Wayside Baseline Progress: FY17-FY22

- Self-report an increased preparedness to have Courageous Conversations!
- Of the 31% of staff who witnessed some form of bias, 59% did something to respond!



STARTING TO REACH OUR MIRACLE METRIC!!!

- ▶ Overall increase in Managers of Color
- ▶ First increase at Program Director level in FY18 and climbing
- ▶ First increase in Senior Team level in CY20
- ▶ Doubled the Program Directors of Color from FY17 to FY21 and now at 31%!
- ▶ Reached proportional representation of total managers of color compared to agency staff of color and clients of color!!

Managers of Color	FY15	FY17	FY18	FY19	FY20	FY21	FY22
Senior Team	20%	22%	14%	14%	14%	36%	42%
Program Directors	16%	16%	19%	17%	24%	31%	28%
Supervisor	34%	46%	47%	49%	42%	46%	58%
Total Managers Headcount	27%	27%	25%	27%	34%	40%	47%

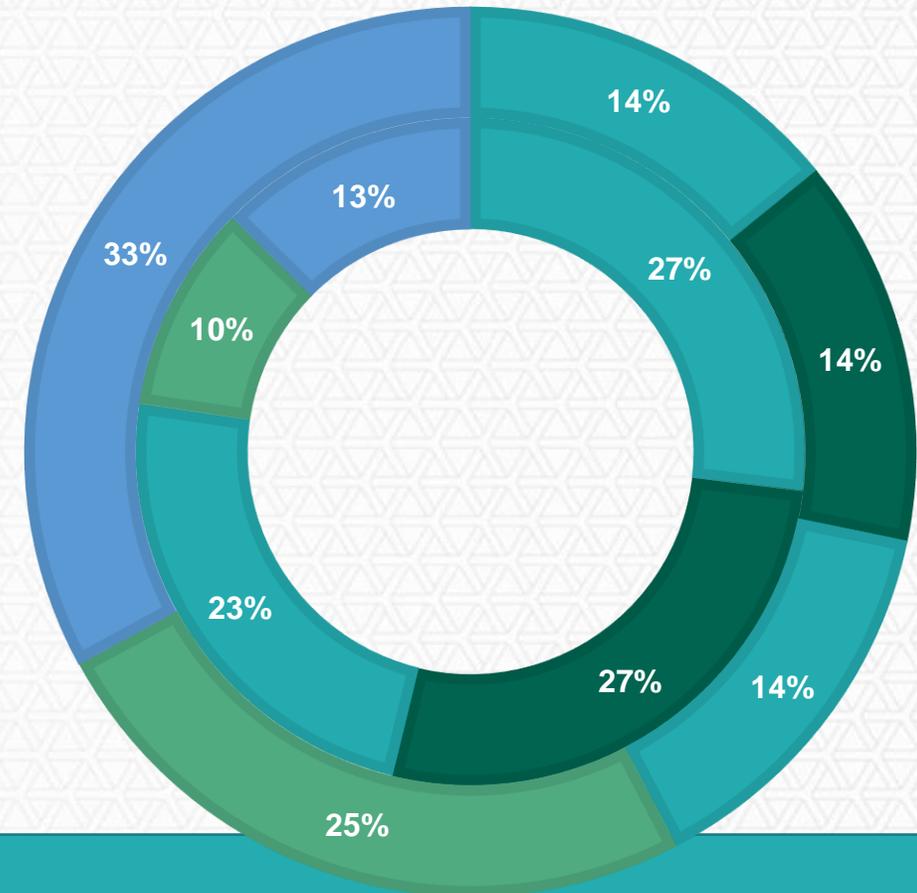
GAP ANALYSIS-Special Education School

- % of staff of color is NOT proportional to youth served (less than 1:3 ratio)
- 100% of restraints were youth of color
- Youth of color experienced increase in rate of suspension



WHAT PROGRAMS ARE DOING: WAYSIDE CAMPUS CASE STUDY

- % of staff of color and white staff is proportional to youth served
- % of youth of color and white youth that experience restraint is proportional
- Staff of color and white staff involved in restraints is proportional
- Youth Missing From Care (MFC) incidents is proportional to population served



Special Education School-Next Steps

- **Establish Goal** - Restraint and Suspension incidents will be proportional to the demographics of overall Academy Student Body
- **Action Steps:**
 - DEI training scheduled on a monthly basis with for 2-3 hours per month for entire SY20-SY21
 - Assess Curriculum and diversify ELA as well as civics focus in History
 - Diversifying Staff – goal to have percentage of BIPOC staff reflect percentage of BIPOC students
 - Program Review following each suspension or restraint incident to debrief and identify needs for alternative response.
 - Each Restraint incident will be reviewed by 2 trainers (one White and one BIPOC)
 - Focus on building not only cultural competency, but skills to use that competency also

ACADEMY OUTCOMES

- MEASURING OUTCOMES

- Doubled staff of color
- Year one- 30% drop in physical interventions of students of color
- Year two- 100% of youth involved in physical interventions were youth of color
- Year three (in progress)- the youth of color involved in physical intervention is proportional to the youth of color served



CAMPUS NEXT STEPS

- Continue to track Missing From Care & Restraint Data on a monthly basis and determine a forum to discuss/triage/assess needs
- Explore Missing From Care incidents in relation to Commercially Sexually Exploited Children and Race and level of care
- Continue to offer specific coaching opportunities for BIPOC Managers via DEI consultants and Chief Diversity Officer
- Incorporate DEI into Training
 - Exists as a module within the onboarding training and is incorporated into all training
 - Who is responsible for your training plan, and who implements the training

CAMPUS NEXT STEPS

- DEI Quality Improvement Plan
 - Active assessment to meet the demographics of youth- hygiene products, food, etc.
 - Affinity Groups- BIPOC and all staff
 - Increase the number of Courageous Conversations Champions on Campus
 - Further analyze the demographics of staff based on role- Direct Care Staff are over-represented by BIPOC employees but under-represented in Clinical and Nursing Departments
 - Celebrate cultural events and dates throughout each year by hosting or sponsoring events and educating and promoting awareness with staff, clients, funders, and families.

WHAT CAN YOU DO?

JUST DO IT.



5 Key Steps

- CEO Buy-In & Full Support
- Measure & Accountability
 - Self-Assessment Survey
- Engage Outside Consultant
- Make a Comprehensive Plan, or the plan that is possible at that time
- Be resilient in the face of resistance from those that think this is all too much and those who may be frustrated who think you're going too slow

Antiracism Work Is

- **ACKNOWLEDGING** when there is a racial disparity that exists
- **ACCEPTING** your participation in the action
- **ADDRESSING** ways to correct the behavior



THANK YOU



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