
CALENDAR YEAR 2022 EQUITY IMPACT PLAN

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BACKGROUND INFORMATION

Department Name: Fairfax-Falls Church Community Services Board

Equity Lead(s): Nelvina Da Rocha, Anika Harris

Date: December 12, 2022

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Review your department's Equity Impact Plan for CY 2022 at [Equity Impact Plans | Topics \(fairfaxcounty.gov\)](#). Using that plan, add each goal below and describe: 1) what was done to make progress toward the goal, 2) with whom (partners), and 3) how work toward this goal was measured/evaluated and the results. If you have data for the performance measures in your CY 2022 Equity Impact Plan, report them. Add more goals as needed.

Goal 1: Identify racial disparities in all programs across the CSB.

Goal 1 Progress:

1) This workgroup focused on identifying one metric with which to assess racial disparities across programs in the CSB. The chosen metric was based on the framework of the equity tool kit from GARE. The equity tool kit has "six steps, six questions" that service directors can look at when evaluating their programs. This workgroup decided to look at the following steps/questions to start conversations with CSB programs/teams regarding racial disparities across programs:

"What is the program or policy or procedure under consideration and desired outcome?"

"What does the data say (regarding a program's racial disparities)?"

Additionally, this workgroup outlined outreach strategies to core CSB programs and service directors. The strategy included:

-Scheduling introductory meetings with service directors, familiarizing them with the Equity Team's Group 1 goal and objectives;

-Attending team meetings that include supervisors and managers to jumpstart conversations about racial disparities; and

- Partnering with the Diversity, Equity & Inclusion Director to attend Executive Leadership meetings and clinical meetings to present for 15-20 minutes, orienting staff on the agency's Equity Impact Plan and Goal 1 objective.

Goal 1 created a paradigm shift in the agency, as departments and leadership began to examine their programs in real time. For example, the emergency team discussed who does/does not receive hospital beds and services and committed to looking closer at the data that highlights disparities by race.

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Goal 1 will continue to meet across the agency in its mission to operationalize equity.

Goal 2: Improve African American female health by: (a.) tracking data for reasons/barriers for African American female no shows for initial primary care visits; and (b.) reviewing and analyzing no show data and recommending resources to increase # of actual initial visits.

Goal 2 Progress: Health Integration Specialists for the CSB tracked data for American American/Black individuals who did not show for their appointment with Neighborhood Health. From January 2022 until October 2022, data shows that there were no AA/Black Females that did not show for their initial appointment with Neighborhood Health.

This workgroup reached out to five CSB programs that included 43 case managers and 12 Supervisors/Managers/Service Directors who had AA female individuals on their caseload that did not have a primary care provider (PCP). Gift card incentives and resources were offered to AA females to increase the number of attended PCP initial visits. Unfortunately, there weren't any gift card incentives provided during this period, as at the onset of this goal there were 18% (80) AA/Black females identified as not having a PCP. By the end of September 2022, the date reflects that there are now 15% (66) AA/Black females who did have a primary care provider; 16 were linked to a primary care provider. The plan is to continue to work with the individuals who do not have a PCP and include other ethnic groups who are identified as needing a primary care provider.

Additionally, the workgroup reached out to Neighborhood Health and Healthworks to create a partnership and establish language affirming quality of care for historically marginalized populations, to include Black/AA woman.

This is an on-going collaboration between the Equity team and Healthworks/Neighborhood Health. Neighborhood Health will be working with their board to obtain permission to post an affirmation statement in their facilities.

Goal 3: Advance workforce equity issues in recruitment, retention, and promotions to help facilitate equitable service delivery.

Goal 3 Progress: The strategy used advance workforce equity issues in recruitment, retention, and promotions to help facilitate equitable service delivery included (a) hosting agency cultural dialogue sessions/town halls facilitated by CSB Leadership and CSB Facilitators; tracking employee feedback regarding recruitment, promotions, and retention for review and analysis; (b) providing resources and guidance to hiring managers and CSB staff to ensure equitable practices in recruitment, promotions, and retention; and (c) conducting a GARE survey and analyzing the results.

3a). The CSB's Executive Leadership team held several townhalls. Since the Equity Impact Plan and the campaigning from Goal 3, these townhalls have drastically improved in attendance this year. We had a

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total of 1,435 attendees at the townhalls for 2022. Staff have been able to discuss issues related to retention, promotion, and recruitment. Employees mentioned their appreciation that the townhalls meetings are hybrid - both virtual and in person options are available. Staff voiced their interest in departmental townhall meetings. Thus far, Adult Behavioral Health Outpatient and Case Management Services (BHOP) and Assisted Community Residential Services (ACRS) hosted department-specific townhalls this year and will continue into 2023.

3b). Subgroup members met twice a month to review goals. Data received from the Human Resources and the Communications departments was analyzed throughout the year. A Bias Interrupters Assessment tool was created for hiring managers. Outreach was made to 25 service directors regarding equitable hiring practices; 6 presentations have been made to different service areas within the agency. This work will continue.

3c). The subgroup members worked to discuss a campaign strategy to receive optimal participation once the GARE survey is launched.

Goal 4: Increase access to behavioral health services for underrepresented individuals from diverse backgrounds; Increase awareness and skill of CSB's language access plan among staff.

Goal 4 Progress: This subcommittee strategized and identified several ideas, suggestions, and recommendations.

One of the recommendations for implementation in 2023 is to host a one-day conference for CSB staff to review the Culturally and Linguistically Appropriate Services (CLAS) standards. This conference/training will enable staff an opportunity to be introduced to the CLAS standards to create a common language among all levels from administrators, clinicians, and senior leadership.

"I Speak Cards" were created and currently distributed as a pilot at A New Beginning's location, which is part of the Residential/Detox Treatment service area. The subcommittee will review introducing and implementing use of the cards throughout the agency.

This subcommittee also identified needed action items from brainstorming sessions which include but are not limited to the following:

- Misinterpretation: Family members or untrained persons used as interpreters
- Community support for newly arrived individuals
- Incompatibility of interpreters for individuals seeking or receiving services
- Health literacy among immigrant populations
- Overcoming barriers to services such as stigma, affordability, accessibility, etc.
- Educating CSB staff how to effectively incorporate professional interpreters into the clinical process
- Translating public-facing documents, digital and print

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- Posting “I Speak Cards” (currently distributed and may need to introduce purpose to all staff)
- Creating small brochure in Arabic/English to inform the community know of the barriers (culture, language, suicide rate)

There was also a recommendation for the upcoming year to determine a means to educate the community on available resources, which will also ease the apprehension of accessing services. This may involve understanding how Fairfax County CSB entry services operate; what to bring; how to advocate for services; what the different recommendations may be; public vs. private providers; and the like.

Was other equity-related work completed in addition to the goals above? If so, please describe.

The Equity team collaborated with Communications team on the creation of a dashboard to display DEI&B efforts and initiatives. Many of these initiatives were derived from the Equity Team meetings and various culture sessions. The dashboard highlights the steps Executive Leadership will take towards an equitable working environment.

In June of 2022, the subgroup collaborated with our Human Resources Department to form an alliance. A request was made to obtain data pertaining to racial disparities within the CSB, specifically for staff who have resigned within the past two years, stats on diverse promotions or hiring within the agency within the past two years, and demographic rates of performance improvement plans (PIPs) distributed across the agency. Performance Improvement Plans (PIPs) are currently not tracked in a centralized system to capture data. The subgroup will follow up on the information requested in June and other pertinent data in the upcoming year.