
EQUITY IMPACT PLAN ANNUAL REPORT CALENDAR YEAR 2024

BACKGROUND INFORMATION

Department Name: Falls Church – Fairfax Community Services Board

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

Date: 11/04/2024

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DEPARTMENTAL GOALS

Review your department's Equity Impact Plan for CY 2024 at [Equity Impact Plans | Topics \(fairfaxcounty.gov\)](#). Add each departmental 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 listed in your CY 2024 Equity Impact Plan, report them. Add more goals as needed.

Goal 1: Elevate CSB Outreach: Fortify community connections through an equity lens to reduce stigma around mental illness.

1a. Strengthen outreach efforts to improve client service delivery.

Progress Highlights

The Community Services Board Equity team worked to Strengthen Outreach Efforts to Improve Client Service Delivery by collaborating with various Fairfax County Departments, programs, non-profit organizations, and community partners.

- **Equity Committee Initiative Event:**

The CSB Equity Committee hosted its flagship event, *Children's Mental Health Awareness and Inclusion Day*, on May 3, 2024, at the James Lee Community Center. This event spotlighted youth mental health and the challenges faced by LGBTQ+ youth, demonstrating the CSB's commitment to inclusivity. Partners included:

- Neighborhood and Community Services
- Department of Family Services
- Healthy Minds Fairfax
- Fairfax County Public Schools
- NAMI, NOVA Prism Center, and Fairfax County Public Schools' Pride

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- 200+ individuals attended the event, which included families, youth, and allies of the LGBTQ+ population.

Event Promotion and Outreach:

- The CSB Communications Team effectively promoted *Awareness and Inclusion Day*, achieving visibility through Board of Supervisors newsletters, Channel 16 coverage, and social media.
- Online engagement metrics included impressions and interactions across platforms, ensuring broad outreach and awareness.
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- We used data collected on screenings and intakes for Adults and Children (under 18) to see if there were any inequities and disparities. We are continuing to collect this data and determine disparities.

The CSB Wellness Health Promotion and Prevention (WHPP) Division augmented public and private partnerships in the community to expand equitable access to mental health and substance use services. 762 individuals were trained in Mental Health First Aid.

- 3,472 individuals were trained in Naloxone Education and Opioid education (better known as REVIVE)
- 2,517 boxes of naloxone to reverse opioid overdoses were supplied to the public
- 212 individuals were trained in QPR (Question Persuade & Refer) Suicide Prevention
- 150 individuals were trained in ACE's (Adverse Childhood Experiences)

Performance Measures for action 1a: Collaboration Effectiveness

1. Partner Engagement:

- Collaborated with over 10 county departments and community organizations, enhancing service delivery networks.

Analysis and Recommendations

• Strengths:

- Strong collaboration with county departments and nonprofits fostered a well-rounded approach to client service delivery.
- Data-driven actions, such as the *Gap Analysis* report, provided a foundation for effective service expansion.
- Successful promotion of events like *Awareness and Inclusion Day* increased community awareness and engagement.

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By capitalizing on its collaborative successes and implementing targeted improvements, the CSB Equity Team can continue advancing equitable access to mental health and substance use disorder services.

Cultivate partnerships and educational initiatives to transform mental health perceptions.

- We collaborated with the Neighborhood and Community Services' (NCS) Coordinating Council on Aging & Adults with Disabilities to discuss our equity impact plans, services that we offered as well as partnership opportunities.
- We initiated outreach to Neighborhood and Community Services' Interfaith Ministry Program and discussed attending their meetings in CY 2025 to discuss our services and develop our partnership.
- We participated in an LGBTQ+ task force with all agencies in the county to discuss our collective efforts in support of the community.
- We participated in a county-wide task force with Healthy Minds Fairfax Data and Diversity Group, to include creating a resource directory of behavioral health resources and community partners.

Goal 2: Implement a comprehensive training approach throughout the organization to enhance morale and cultural humility

2.a. Conduct training sessions for supervisors and managers to increase knowledge of equity, cultural competency, and cultural humility.

Progress: The Community Services Board (CSB) Equity Team provided targeted training to both staff and leadership, focusing on cultural humility to enhance mental health awareness and cultural competency when serving Fairfax County's diverse communities facing mental health and substance use challenges.

Training and Initiatives:

1. Equity Team Training Topics:

- Privilege Exercise – Used to examine the inherited/unearned advantages that can be used to influence better outcomes for Fairfax County residents and workforce; how to use our influence for the greater good to ensure everyone has equitable access and opportunities.

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- The Art of Storytelling – Using lived experiences to shape the narrative around culture, and racial/social equity.
- Microaggressions – Examining the harmful consequences of indirect, subtle, or unintentional discrimination against members of a marginalized group in the workplace and how to handle situations when these circumstances arise.
- Strategic Plan Alignment – Connecting the CSB’s Equity Impact Plan and work to the county’s Strategic Plan
- LEADing Conference Insights:
 - Prioritizing equity in professional roles
 - Engaging team and community voices
 - Advancing social and racial equity

2. **Workforce Training Initiatives:**

- Employee Resource Day revisited the benefits of being a Fairfax County and CSB employee; Equity Team partnered with several county agencies in delivery of this program
- Bilingual Appreciation Day highlighted the value that multilingual staff bring to both the agency and the county
- Cultural Dialogue Sessions (Diversity to Belonging) were held to discuss racial and social equity and how it shows up in our daily roles.
- Liberty Language Webinars were hosted to educate staff on the various attributes from our language vendor and best practices when dealing with translators and interpreters.

3. **Senior Leadership Training Topics:**

- Privilege Exercise – Used to examine the inherited/unearned advantages that can be used to influence better outcomes for Fairfax County residents and workforce; how to use our influence for the greater good to ensure everyone has equitable access and opportunities.
- Microaggressions – Examining the harmful consequences of indirect, subtle, or unintentional discrimination against members of a marginalized group in the workplace and how to handle situations when these circumstances arise.
- Vulnerability Index & Communities of Opportunities Dashboard as a valuable tool when making decisions that impact Fairfax County residents.
- Cultural Humility & Competency (Vendor-led training in December) that will educate leadership on how to manage, using both.
- Targeted Universalism – Defining what it is, and how it highlights the need for equity for all.

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- Age and Generational Diversity examined the various ages and generations that makeup our current workforce and how to avoid discriminatory practices

Objective: To showcase CSB’s commitment to cultural humility and demonstrate its impact on patient care and organizational outcomes.

Performance Measures:

1. Training Participation Rates:

- Percentage of staff and leadership attending training sessions: over 300+ staff

2. Knowledge Retention:

- Post-training evaluations showed 95% of participants understood the goals and committed to applying cultural humility principles with patients.

3. Application of Learning:

- The application of training principles in daily interactions will be monitored through patient satisfaction metrics. We are continuing to collect this data.

4. Equity Team Visibility:

- **Resource Day** - A cross-agency event featuring HR, retirement, benefits, and more to support and appreciate CSB’s intergenerational workforce. Attendance: 180
- **Bilingual Appreciation Day** - Recognized staff supporting ESL patients; event received positive feedback. Attendance: 60

5. Cultural Dialogue Sessions:

- Conducted two sessions in November and December 2024 with an attendance of 20 tracking responsiveness and inclusivity in participant feedback.

6. Quarterly Call to Action Sessions:

- Sessions scheduled for November and December 2024 to address feedback and promote ongoing cultural humility efforts.

7. Integration into Staff Meetings:

- Cultural humility topics consistently integrated into staff meetings to reinforce principles.

8. Senior Leadership Engagement:

- Evaluated leadership commitment through participation rates and prioritization of these initiatives.

9. Normalization Progress:

- Monitoring frequency and ease of cultural humility discussions within routine meetings.

10. Alignment with One Fairfax Policy:

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Ensured alignment of training and cultural humility initiatives with the One Fairfax Policy principles.

2.b. Track data for reasons/barriers for female no shows for initial primary care visits. We initially planned to focus on male no shows; however, found that the numbers represented a need to focus on the female population.

Although there has been improvement, data shows the percentages have increased more than decreased. Case Managers are being asked to specifically identify if their client has a ‘no show’ for their appointment with their primary care physician to provide a ‘why’. We were hoping to see more of a decrease with regards to not having a primary care physician with our Black/African American and Hispanic population, however there is a decrease for our Asian community.

Active BH Female Clients by PCP Status and Race			
March to May 2023			
Race/Ethnicity	No PCP	PCP	Grand Total
White	91	576	667
Black	80	365	445
Hispanic	111	493	604
Asian	28	174	202
Multi-Race	13	66	79
Other	12	81	93
Grand Total	335	1755	2090

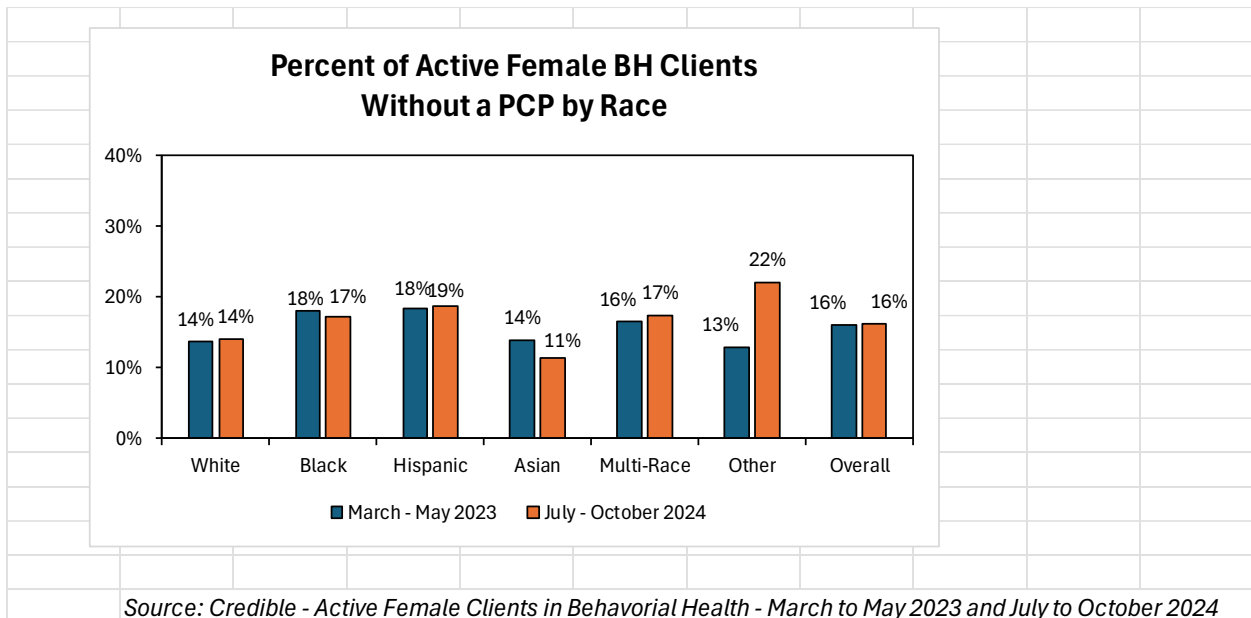
July to October 2024			
Race/Ethnicity	No PCP	PCP	Grand Total
White	89	544	633
Black	72	347	419
Hispanic	107	464	571
Asian	23	181	204
Multi-Race	12	57	69
Other	15	53	68
Grand Total	318	1646	1964

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Percent With No PCP

	March - May 2023	July - October 2024
White	14%	14%
Black	18%	17%
Hispanic	18%	19%
Asian	14%	11%
Multi-Race	16%	17%
Other	13%	22%
Overall	16%	16%



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

Goal 3 Progress:

The CSB Equity Team organized and ran an Employee Resource Day on September 19, 2024. The purpose of the day was to improve staff morale and provide useful information to staff. Topics covered:

- Wellness component that included two interactive trivia games
- CSB Spirit of Excellence Awards
- FMLA & PFL Essentials for employees

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- A Comprehensive Overview of:
 - Employee Advisory Council and its function
 - Equity Team and its mission
 - Language Stipend for bilingual staff at the CSB
- How to apply for promotion positions
- Tuition Reimbursement Essentials
- YOPROS, CSB VIVA!
- Retirement Essentials
- EAP benefits

Program evaluation revealed that 100% of participants felt that the program was well-designed and beneficial. There was over 170+ participants in this event, and all of the staff feedback was positive, and employees found the information beneficial.

The CSB Equity Team will expand the Resource Day to CSB-specific programs in 2025.

3.b Implement a monitoring system to review and track race and gender demographics in Performance Improvement Plans (PIPs) and disciplinary actions, addressing potential disparities.

Due to staff transition in our Human Resources Department, the Equity Team was unable to retrieve this data. This action will continue into 2025.

Goal 4: Increase access to behavioral health services for underrepresented individuals from diverse backgrounds by expanding CSB staff awareness of language access resources and retaining bilingual staff.

4.a: Implement a language access day for 2024. Partner with Liberty Language to train CSB staff on capability and use services.

4.b: Train, recruit and retain bilingual staff: Plan conversational Spanish training Clinicians. CSB Staff & Host Bilingual appreciation day.

The Community Services Board (CSB) held its first Annual Bilingual Appreciation Day on October 31, 2024, at the Government Center to honor staff supporting ESL patients. The event, which received positive feedback, attracted 60 participants and required 80 hours of planning with a \$1,000 budget.

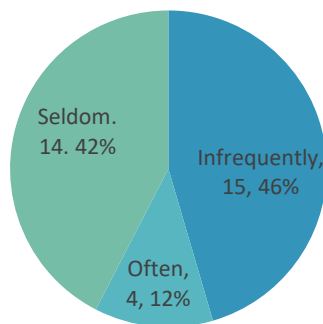
Language Webinar

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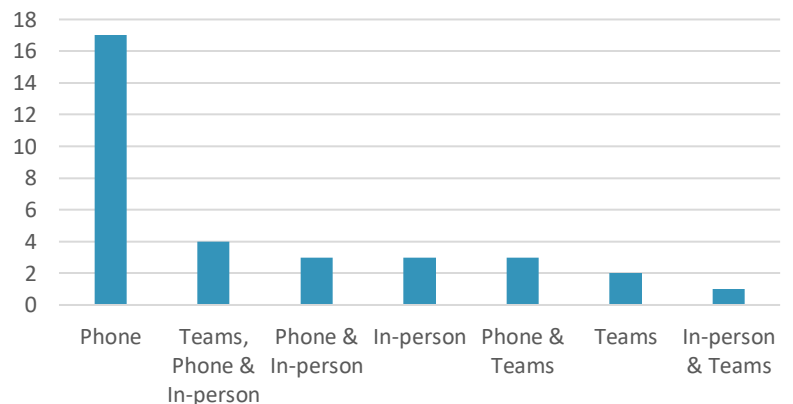
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- Collaborated with Liberty Language Services to offer four webinars on interpreter use, attended by 277 staff. Addressed common staff issues and problem-solved barriers.
- Assessed training effectiveness through pre- and post-surveys covering:
 - Access and ease of interpreter services
 - Usage of Teams, phone, or in-person interpreters
 - Webinar ratings and additional feedback.

How often do you experience difficulties in accessing services?

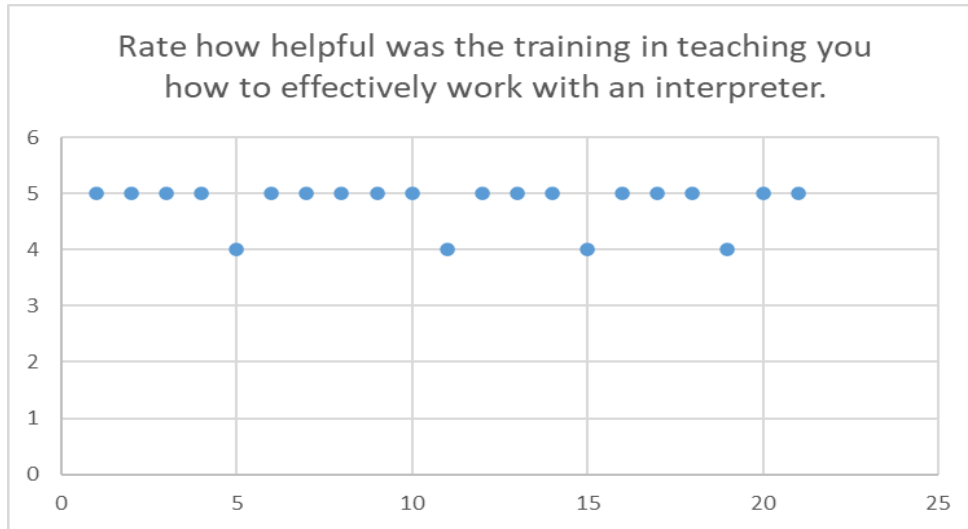


When you required interpretation services, which of the following options did you use to communicate with the interpreter?



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Numbers reflect staff found training extremely helpful.

Looking at FY 25 the data shows Spanish to be the highest language demand with already 1,625 calls within the first Quarter of FY2025 compared to the next highest, Vietnamese at 109

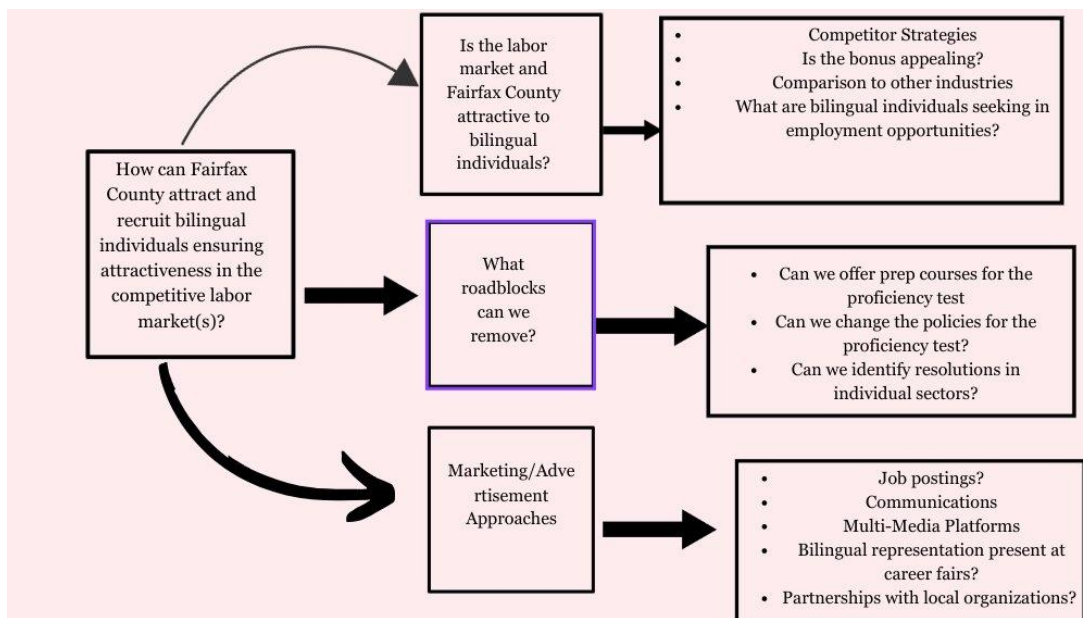
calls.

Advocacy Efforts

- Ongoing discussions with staff to address challenges serving bilingual clients and advocacy needs
 - A colleague shared that they are expected to provide services in Spanish due to them speaking enough Spanish to communicate with clients, however, they are not given the stipend due to not scoring high enough on the test to meet the language proficiency,
- Updates to the language testing process and an increased stipend, unchanged for many years.
- Support for the George Mason University Honor's College study analyzing bilingual compensation strategies.
 - The team developed an Issue Tree to identify three possible solutions the underlying question of attracting and retaining bilingual staff.

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Ongoing Initiatives

- **Continued Training:** Ongoing language webinars with Liberty Language Services to refine interpreter collaboration and address unmet needs.
- **Document Survey:** Identifying frequently used documents for prioritized translation into CSB's most-used languages.
- **Behavioral Health Interpreter Training:** In collaboration with DBHDS, offering training for 14 interested staff (target: January 2025) at no cost to the CSB.

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- **Staff & Client Survey:** Partnering with Virginia Tech and DBHDS for a survey on language assistance needs, supporting evidence-based strategic decisions. Interview with the research team scheduled for December 04, 2024.
- **Bilingual Staff Support:** Providing “I Speak” cards for front desk staff to streamline service and expanding community outreach by translating event materials.

Additional Collaborations

- Collaborated with the Director of Immigrant Affairs to support the Mobile consulate event
 - Served 500 individuals
 - Trained 55 individual on identifying and responding to an Opioid Overdose at that event.
- Supported the CSB by participating in an interview with Univision Television to discuss community services in Spanish.

Barriers to Achieving Goals

- **Time and Staffing:** Surveying and identifying documents for translation requires significant person power. The time requirements have increased as evidenced by the language access demands of the agency. This position will be best served with a full-time position. For example, From January 2024 until the writing of this report, 220 hours has been contributed to the CSB Equity work group and Goal 4: Language Access Group. This time is in addition to the requirements of our current positions.
- **Budget Constraints:** Limited funds for translations and identifying how will the translation of documents will be paid. For example, Individuals with Disabilities/Developmental Disabilities services were quoted for \$15,016.90 for translation of CSB forms; however, it is unclear whether the cost will fall on the service area or another account. Furthermore, a budget is needed to purchase supplies and books for trainings.
- **Language Testing Issues:** Testing focuses on Castillian Spanish, not the local dialect spoken by a variety of Central and Latin American countries, thus affecting stipend qualification. Most of our community served comes from Central or Latin America.
- **Stipend Challenges:** Low and unchanged stipend with a 30% work requirement creates obstacles.
- **Staff Burnout:** Bilingual staff not receiving stipends still support teams, leading to burnout.
- **Role-Specific Needs:** Different roles (e.g., clinical vs. admin) require varying language proficiency.
- **Reading Level Alignment:** Translations may not align with the community’s reading levels.
- **Community Engagement:** Bilingual staff are needed at events to provide direct engagement, not just translated materials.
- **Projected costs:** Based on the population growth rate of 10% at an expected cost of \$600,000 for FY 24, without accounting for inflation or price increase from Liberty, we are looking at a cost of \$1,556,244 by 2035. ¹ This could indicate an 16% increase in cost per

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year for interpretation services while the stipend has remained at \$1,300 since the last increase in the early 2000s.

- 1: <https://www.coopercenter.org/research/new-virginia-population-projections-2030-2050>

COUNTYWIDE GOALS

Report progress on Countywide goals related to the Regional Fair Housing Plan, if relevant to your department. As above, copy in each Countywide goal from your CY 2024 Equity Impact Plan, and describe progress made in CY 2024. If none, write “Not applicable.”

Not Applicable

OTHER EQUITY-RELATED WORK

Getting Lit on Empowering Equity (GLEE) Club

The CSB Equity Team started an agency-wide book club where the selected books and discussions will center around equity-related themes (such as the LGBTQ+ community, socioeconomic concerns, racism, access to healthcare, immigrant and refugee issues, etc.) 25 people expressed interest in the monthly opportunity, the first four books were selected that cover a range of equity topics, and the first two lunch meetings were held in October and November.

The CSB Equity Team was pleased to host the author of Don't Cry for Me, Daniel Black, for the November discussion.

Impact of Treatment Information via Gap Analysis:

- The *Gap Analysis* report informed key service expansions, highlighting the importance of data-driven initiatives.
- Youth testimonials demonstrated the tangible benefits of collaborative mental health efforts.

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Unity in Diversity Award

The CSB Equity Team, in partnership with Youth & Family Services Division received a county award for the Children’s Mental Health Awareness & Inclusion Day.