



# COMMUNITY SERVICES BOARD

## CALENDAR YEAR 2024 EQUITY IMPACT PLAN

**Leadership Sponsor:** Anika Harris and Daryl Washington

**Equity Lead(s):** Nelvina Da Rocha and David Edelman

**Departmental Equity Guiding Statement:** In the spirit of our agency's mission to help everyone in our community to live a healthy and fulfilling life, we're building a culture of equity and belonging where care, respect and resilience develop the possibilities of our workforce and those we serve.

### **Context:**

CSB is committed to collecting data to improve service delivery and workforce recruitment and retention. Statistics support organizations that leverage Human Resources data are 10x more likely to be effective at providing insights to top leaders and understanding the needs of their workforce. Data analysis reveals that organizations that address their concerns retain 75% of their employee base. With that in mind, specific to CSB:

- Racial and ethnic disparities in health and health care remain a persistent challenge; the CSB will continue to monitor barriers to healthcare and expand community outreach and engagement;
- In accordance with the CSB's Government Alliance on Race & Equity (GARE) survey, 44.5% of staff respondents desire more information to increase their involvement with racial equity in the workplace; also in accordance with the GARE survey, 34.0% of staff respondents desire more training and awareness involving racial equity in the workplace; the CSB will support staff needs with a focus on cultural humility and cultural competency;
- Data supports that Fairfax County is the most diverse region in Virginia with more than 50% of the population identifying as Asian, African American or another race; the CSB recognizes the importance of cultural humility and competence needed to support both a diverse demographic and workforce;
- Fairfax County has a diverse array of spoken languages within the community, with Spanish, being the most widely spoken language after English;
- Analysis of cultural sessions and equity feedback was conducted to gain insights into the experiences and concerns of bilingual staff. The findings highlighted challenges in recruiting and retaining Spanish-speaking staff, along with feelings of being underappreciated and overworked among this group;
- Feedback from bilingual staff was actively sought to optimize strategies for better support and engagement.

### **System-Level Infrastructure:**

- The CSB plans to partner with other Health and Human Services agencies to share data and find ways to support each other's equity activities.
- The CSB will coordinate with DHR to address recruitment, retention, and promotion issues.

- Additionally, the CSB will continue efforts to partner with our Language Access vendor to provide resources, both internally and externally, to better support the needs of the individuals we service.
- The Equity Team will continue to monitor access to treatment and discharge outcomes using data from CSB Informatics gathered from Credible, our Electronic Health Record. The data will be analyzed to see if there are any discrepancies between key characteristics around race, gender, ethnic background, and language preference. The purpose is to see if there are any biases in the delivery of services that need to be mitigated.

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### DEPARTMENT GOALS

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

**One Fairfax Area(s) of Focus:**

8. Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.

10. A health and human services system where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.

**Countywide Strategic Plan Community Outcome Area(s):** Empowerment and Support for Residents Facing Vulnerability

**Relationship to Countywide Strategic Plan Strategies/Metric(s):** None

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>1a.</b> Strengthen outreach efforts to improve client service delivery.	CSB Service Directors; ELT; CSB Staff; Clients	Data analytics team; CSB management teams; Credible reports; Equity Team	Equity Director; CSB Service Directors; HR; Communication Team; ELT, Equity Team	Spring/ Summer 2024	<b>Collaboration Effectiveness:</b> <ol style="list-style-type: none"> <li>Number of successful collaborations formed with outside partners</li> <li>Survey clinicians to gauge impact of treatment service delivery information on service integration</li> <li>Social media engagement and reach through Communications Team efforts (number of visits to media site)</li> <li>Inclusion in BOS newsletters and other publications (number of publications)</li> </ol>
<b>1b.</b> Cultivate partnerships and educational initiatives to transform mental health perceptions.	CSB Service Directors; ELT; CSB Staff; clients we serve; Equity Team	Data analytics team; CSB management teams; Credible reports; Equity Team	Equity Director; CSB Service Directors; HR; Communication Team; ELT	Spring/ Summer 2024	<b>School Engagement:</b> <ul style="list-style-type: none"> <li>Number of presentations conducted to local school groups</li> <li>Feedback from school group leaders and</li> </ul>

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					<p>community members from presentation evaluations</p> <ul style="list-style-type: none"><li>• Number of referrals from school counselors</li></ul> <p><b>Educational Program Success:</b></p> <ul style="list-style-type: none"><li>• Participation rates in mental health education programs</li><li>• Changes in perceptions and attitudes toward mental health</li><li>• Feedback from educational sessions</li></ul> <p><b>Partnership with Faith-Based Communities:</b></p> <ul style="list-style-type: none"><li>• Number of faith-based partnerships established</li><li>• Impact on changing mental health views within religious communities</li><li>• Utilization of resources from faith-based collaborations</li></ul>
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**Goal 2:** Implement a comprehensive training approach throughout the organization to enhance morale and cultural humility.

**One Fairfax Area(s) of Focus:**

10. A health and human services system where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.

17. Policies that prohibit all forms of discrimination under Federal and State law in county and school system activities, and ensure that all practices provide fair treatment for all employees, contractors, clients, community partners, residents, and other sectors who interact with Fairfax County including higher education, business, nonprofit, faith, philanthropy, and civic.

**Countywide Strategic Plan Community Outcome Area(s):** Empowerment and Support for Residents Facing Vulnerability; Healthy Communities

**Relationship to Countywide Strategic Plan Strategies/Metric(s):** None

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>2a.</b> Conduct training sessions for supervisors and managers to increase knowledge of equity, cultural competency, and cultural humility.	CSB BeWell; CSB clients; CSB Case Managers; CSB staff	Federally Qualified Health Centers; BeWell team; CSB Equity Workgroup.	CSB Equity Director; BeWell; CSB Equity Workgroup	Winter 2024	<p><b>Training Participation Rates:</b> Percentage of staff and leadership participating in the training sessions</p> <p><b>Knowledge Retention:</b> Post-training evaluations or quizzes to assess understanding and retention of training content</p> <p><b>Implementation of Learning:</b> Observing and measuring the application of training principles in day-to-day interactions and decision-making</p>
<b>2b.</b> Conduct a series of cultural dialogue sessions and measure attendance and evaluate feedback from participants. Track responsiveness to participant feedback.	CSB BeWell; CSB clients; CSB Case Managers; CSB staff	Federally Qualified Health Centers; BeWell team; CSB Equity Workgroup.	CSB Equity Director; BeWell; CSB Equity Workgroup	Winter 2024	Number of sessions (target: 5) Number of participants (target: 150)
<b>2c.</b> Increase Equity Team visibility among CSB staff through consistent integration into supervisors/managers' staff meetings and evaluate the impact.	CSB BeWell; CSB clients; CSB Case Managers; CSB staff	Federally Qualified Health Centers; BeWell team; CSB Equity Workgroup.	CSB Equity Director; BeWell; CSB Equity Workgroup	Winter 2024	Equity on leadership meeting agendas (regular updates on equity work and events)

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					Equity on staff meeting agendas (regular updates on equity work and events)
<b>2d.</b> Evaluate the responsiveness and engagement levels during Quarterly Call to Action sessions.	CSB BeWell; CSB clients; CSB Case Managers; CSB staff	Federally Qualified Health Centers; BeWell team; CSB Equity Workgroup.	CSB Equity Director; BeWell; CSB Equity Workgroup	Winter 2024	Number of staff participating in quarterly call sessions
<b>2e.</b> Monitor the success of subgroups in facilitating diverse conversations and promoting inclusivity and cultural humility.	CSB BeWell; CSB clients; CSB Case Managers; CSB staff	Federally Qualified Health Centers; BeWell team; CSB Equity Workgroup.	CSB Equity Director; BeWell; CSB Equity Workgroup	Winter 2024	Number of conversations held by each subgroup  Future measure: GARE survey results (next time the survey is administered, compare past and present findings)
<b>2f.</b> Assess the extent of senior leadership commitment through participation rates, support, and prioritization.	CSB BeWell; CSB clients; CSB Case Managers; CSB staff	Federally Qualified Health Centers; BeWell team; CSB Equity Workgroup.	CSB Equity Director; BeWell; CSB Equity Workgroup	Winter 2024	Leadership attendance at conversations about inclusivity and cultural humility  Number and percent of staff on each team in CSB who participate in the conversations
<b>2g.</b> Ensure that the organization's efforts align with the principles outlined in the One Fairfax Policy.	CSB BeWell; CSB clients; CSB Case Managers; CSB staff	Federally Qualified Health Centers; BeWell team; CSB Equity Workgroup.	CSB Equity Director; BeWell; CSB Equity Workgroup	Winter 2024	Connect the principles of One Fairfax in the conversation topics
<b>2h.</b> Track data for reasons/barriers for male no shows for initial primary care visits.	CSB BeWell; CSB clients; CSB Case Managers; CSB staff	Federally Qualified Health Centers; BeWell team; CSB Equity Workgroup.	CSB Equity Director; BeWell; CSB Equity Workgroup	Winter 2024	Number of venues for survey distribution in 2024  Types and number of incentives for males across diverse ethnic backgrounds to boost attendance at primary care provider initial visits  Number of clinicians engaged

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

**One Fairfax Area(s) of Focus:**

- 16. Intentional, focused recruitment efforts that bolster a diverse applicant pool; hiring and evaluation practices, and processes for employee feedback, to achieve and preserve a culture of equity and fairness for all employees.
- 17. Policies that prohibit all forms of discrimination under Federal and State law in county and school system activities, and ensure that all practices provide fair treatment for all employees, contractors, clients, community partners, residents, and other sectors who interact with Fairfax County including higher education, business, nonprofit, faith, philanthropy, and civic.

**Countywide Strategic Plan Community Outcome Area(s):** Efficient and Effective Government

**Relationship to Countywide Strategic Plan Strategies/Metric(s):**

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<p><b>3a.</b> Develop and implement an Employee Resource Day, leveraging resources from division directors.</p>	<p>CSB Workforce Managers and Staff</p>	<p>CSB Equity Director; CSB Facilitators, Equity Leads; Data analytics team; CSB management teams; HR; Communication team; Equity Team</p>	<p>CSB Equity Director; Facilitators, Equity Leads; CSB Equity Workgroup;</p>	<p>Winter 2024</p>	<p><b>Employee Engagement Rate:</b> Number of employees actively participating in the Employee Resource Day</p> <p><b>Agenda Effectiveness:</b> Number of employees logging in for specific topics of interest</p> <p><b>Marketing Reach:</b> Number of townhall announcements and CSB bulletin placements dedicated to promoting the Employee Resource Day</p>
<p><b>3b.</b> Implement a monitoring system to review and track race and gender demographics in Performance Improvement Plans (PIPs) and disciplinary actions, addressing potential disparities</p>	<p>CSB Workforce Managers and Staff</p>	<p>CSB Equity Director; CSB Facilitators, Equity Leads; Data analytics team; CSB management teams; HR; Communication team; Equity Team</p>	<p>CSB Equity Director; Facilitators, Equity Leads; CSB Equity Workgroup;</p>	<p>Winter 2024</p>	<p>Creation of a tool to guide managers on best practices in issuing PIPs</p> <p>Number of meetings to communicate best practices to senior and executive leadership</p>

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					Description of demographics surrounding performance improvement plans
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**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.

**One Fairfax Area(s) of Focus:**

10. A health and human services system where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.

**Countywide Strategic Plan Community Outcome Area(s):** Efficient and Effective Government

**Relationship to Countywide Strategic Plan Strategies/Metric(s):**

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
4a. Implement a Language Access Day for 2024. Partner with Liberty Language to train CSB staff on capability and use of services.	CSB clients; CSB Case Managers; CSB staff; Equity Team	Language Access Providers; CSB Equity Workgroup; Equity Team	CSB Equity Director; Liberty Language Services; CSB Equity Workgroup	Summer 2024	Number of staff attending the Language Access Day
4b. Train, recruit, and retain bilingual staff: Partner with the GMU Honors college to identify ways to retain our bilingual staff. Plan conversational Spanish training for clinicians and CSB staff; host a Bilingual Appreciation Day. Have first cohort of staff graduate as Behavioral trained interpreters.	CSB clients; CSB Case Managers; CSB staff; Equity Team	Federally Qualified Health Centers; Language Access Providers; CSB Equity Workgroup; Equity Team	CSB Equity Director; Liberty Language Services; CSB Equity Workgroup	Summer 2024	Number of staff trained in conversational Spanish  Retention of training material  Number of staff attending Bilingual Appreciation Day

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*Daryl Washington*

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