



Equity-Grounded Leadership in Action

A Co-Produced Approach to Behavioral Health Systems Transformation

April 18, 2023
3:15pm – 4:30pm

What We'll Cover Today

- CBHL's Equity-Grounded Leadership (EGL) Journey
- Co-Production for Behavioral Health Systems Transformation
- Equity-Grounded Leadership in Action
 - Recovery is Mental Health too! #MH2
 - Grassroots: Co-Production
 - The Wellbeing Model For Young Black Adults
- Dialogue and Reflections
- The EGL Fellow Program

Our Team Today



Holly Salazar, MPH
Chief Executive Officer
The College for
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What is Equity-Grounded Leadership?

Equity-grounded leadership stems from the understanding that the current systems are unjust. It empowers leaders to mobilize themselves and others to create positive change. Equity-grounded leadership begins with courageous inquiry of personal and professional biases that impact how one views themselves and others, and how to collectively influence others to create communities that are rooted in resilience and promote healing.

Equity-grounded leadership recognizes the danger caused by unchecked power and hierarchies in all forms and works to mitigate them. It demands transformative solutions away from the status quo. Equity-grounded leadership is anti-racist, person-centered, recovery-oriented, trauma-informed, and acknowledges that individuals have different experiences, abilities, needs, and strengths. It allows leaders to account for those and develop strategies for decision making to include all voices. It is different from leading from a place of equality, which is about sameness and assumes that all individuals will benefit from being provided the exact same support.

Equity-grounded leadership ensures all leaders are equipped to lead with influence and from a position of love and humility.

Co-production:
*It's a long-term
relationship*



Co-production

Co-design

Engagement

Consultation

Informing

Educating

Coercion

**An Equity
Grounded
Leader is
one who....**

**Understands How Racism and
Oppression Show Up in
Behavioral Health**



**Engages in Co-Production and
Community-Driven Practices**



**Integrates Data Equity Frameworks
and Culturally Responsive
Behavioral Health Approaches**



**Practices
Intersectional Allyship**



**Demonstrates
Transformational Leadership
to Improve Communities**



Equity-Grounded Leadership Principles of Change

Our Call to Action:

To shift the focus of cross-sector leaders to intersectionality, equity, and anti-racism for behavioral health systems transformation.



Cultivates a deep understanding of how inequity is perpetuated by and in the behavioral health system.



Supports all leaders to step into their own voice, courage, and power.



Empowers all leaders to thrive as change agents to unravel systemic racism and inequity.



Prepares all leaders to take measurable action to create equitable systems.

EGL Fellow Program: *Four Core Components*

01

Curriculum

Expand knowledge and build experience across the Principles of Change

02

Facilitation

Foster a safe space for collaboration

03

Mentorship

Receive group and individualized leadership support through coaches, advisors, and peers

04

Collaboration

Learn by doing through community-driven, meaningful, collaborative projects



Equity-Grounded Leadership in Action



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Recovery is Mental Health too! #MH2



Project Overview

How it started: Recovery is a process of change through which individuals improve their health and wellness, live self-directed lives, and strive to reach their full potential

Why: Disparity in services, communication, media, and policy

How: Respond to this disparity by highlighting the difference between people with lived experience and people living in recovery?

Spoiler alert: There is no difference.



Project Overview

- **#MH2 (Mental Health, too!)** - a social media campaign to bring equity in Mental Health to the recovery landscape
- Our intention is to draw attention to and **reclaim RECOVERY** in the mental health space.
 - We want people, policymakers, the media, and others to think of recovery as inclusive of mental health.
 - Not just addiction, but “mental health, too” (as in also). Hence #MH2.



The Media Message

“Recovery Is” intentionally practicing wellness WITH and ACKNOWLEDGING a mental health condition. Living with a mental health condition is more than just psychosis, forced hospitalization, medication, and all that comes with that. Those of us with mental health conditions live, love, and thrive. Just as people in recovery from addiction must intentionally practice wellness – people, places, things, meds, support groups, etc., people in recovery from mental health must do the same things TOO!



" I live with chronic depression and anxiety. I am also a survivor of childhood and adult trauma. RECOVERY for me is taking the steps, and making intentional life adjustments that keep me on the path to wellness. It means that I get adequate sleep. It means I monitor my diet and exercise. It means paying attention to my spiritual well-being. It means engaging with a therapist when needed. It means having meaningful activities that challenge me, inspire me, or engage me on multiple levels. RECOVERY for

Call to Action

Comment, like, & Share

#MH2





Results

Results to Date:

- 14 individual storyboards
- LinkedIn and Facebook engagement has tripled
- Development of blogs, videos, newsletters



Key Takeaways

- Highlighting the disparity for those we engage with has consistent results
 - From our peer community -- particularly those who are more closeted about their status as an individual living with a mental health condition -- **expressions of gratitude for elevating the disparity**
- The LinkedIn outcomes have been surprising as this is our "canary in the coal mine" results.
 - Platform where the BH professionals, policymakers, and adjacent professional communities live.
 - Tripling our views and engagements means we are making an impact.
- From policy makers, the media and others -- **it's a "duh" moment of clarity. "Of course!". Pointing out the obvious.**



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Grassroots: Co-Production



Project Overview

- **What:** Engaging the community in developing culturally relevant treatment programming through incorporating the “voice” of parents/caregivers in school settings.
- **Why:** Under-served communities experience disparity in quality care services. “Racial/ethnic, gender, and sexual minorities often suffer from poor mental health outcomes due to multiple factors including inaccessibility of high-quality mental health care services, cultural stigma surrounding mental health care, discrimination, and overall lack of awareness about mental health.” (APA, 2023)
- **How:** Chat and chews/Focus groups (engagement method)



Results

Results to Date:

- Development of treatment programming (i.e., play therapy and expressive arts therapy) in schools incorporating co-joint sessions and parent support groups
- Parent-Peer Advocacy Committee
- Multicultural after-school program (Expressive Arts Model) in an effort to reduce gun violence (Grant proposal).



Key Takeaways

- See a need, meet at need
- Grassroot movements can start with a desire to meet a need connected to a passion that impacts your community
- Small steps lead to big change
- Network-connect with individuals/organizations that have a shared passion for change in a particular area of interest
- Host a community-based chat and chews to invite community members to encourage co-production
- Develop a community-based committee involving parents (or your specific target audience) for ongoing feedback



Equity-Grounded Leadership in Action



Crystal Brandow, PhD

Principal

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Co-Producing the Well-Being Model for Young Black Adults

Acknowledgements

RUTGERS

Center of Alcohol &
Substance Use Studies

- This development of the Well-Being Model for Young Black Adults was completed as part of a pilot study funded through the Rutgers University New Brunswick Chancellors Office Strategic Initiative Fund
- Drs. Margaret Swarbrick (PI) and Denise Hien served as faculty mentors to Dr. Crystal Brandow (Co-I) on the pilot study
- Pilot completed through the [Wellness in Recovery \(WinR\) Addiction Advocacy Research Program](#)
- Co-produced with a [Community Advisory Board](#)



- Convene key informants to develop a culturally relevant well-being model
- Recruit 20 young Black adults
 - Black (e.g., African American, Jamaican, Haitian, Somali, Ethiopian, etc.)
 - 18-39
 - Current or previous concerns related to mental health or substance use
 - Inclusive of individuals who are peer providers
- Host two Delphi rounds via Zoom
 - 1: Presentation on the culturally relevant well-being model, followed by qual + quant questionnaire
 - 2: Presentation of round 1 results, revised model; followed by quant questionnaire
- Lay the groundwork for a future pilot test of the well-being model as part of a peer-led program

Racism & Mental Health Equity

Improving Black Mental Health: A Collective Call to Action

Crystal L. Brandow , Ph.D., and Margaret Swarbrick, Ph.D., F.A.O.T.A.

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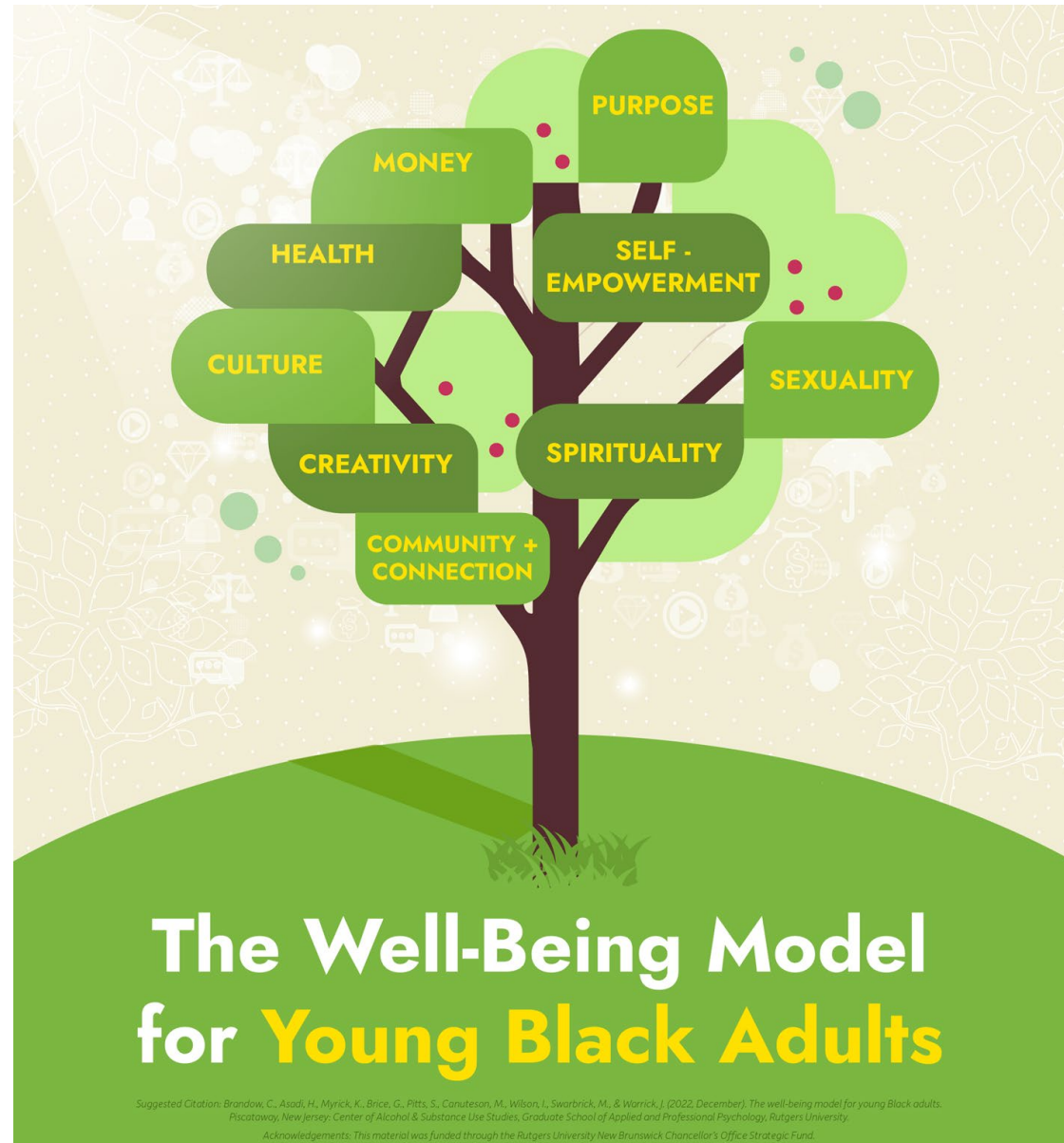
Key Informants

Includes a member of the
Community Advisory Board

Black people with lived
experience

Black clinicians

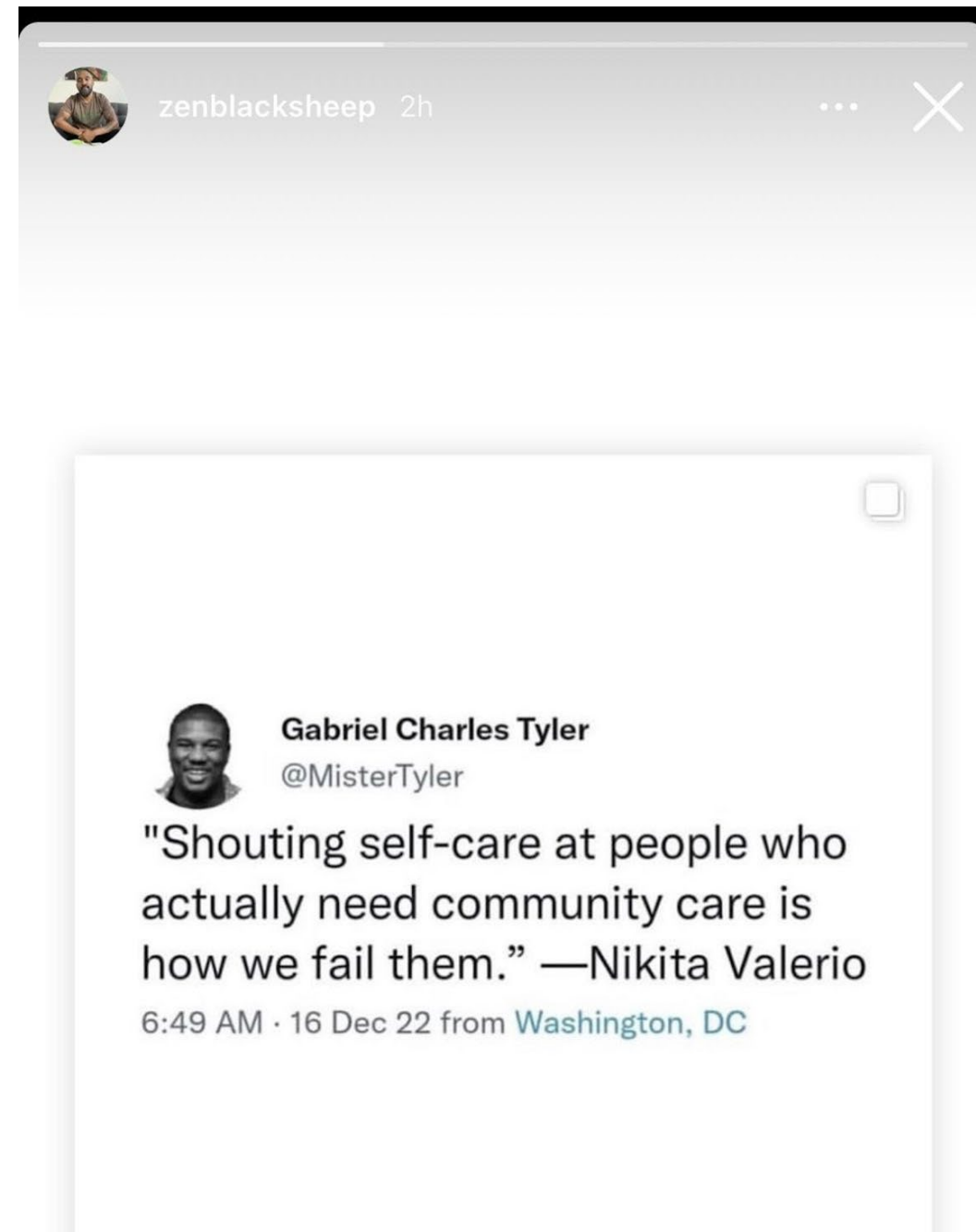
Co-created the preliminary
draft well-being model



Infographic and additional detail
available at: www.meetclb.com

Framing of the Model

- The Well-Being Model is a **person-centered, social justice model** for supporting **Black mental health**
- The Model acknowledges the impact of historical, structural, systemic, interpersonal, and internalized racism and trauma on health and well-being
- What is possible to attain in each domain may be limited by these shared experiences. Still, we have strengths and resiliencies to support the intersecting areas represented in the Model.



Participant Reactions

- The model addresses the some of the most important areas that I find important in my life.
- I wish I had something like this to really help me see which areas I feel like I'm lacking when I know I'm feeling off but can't really pinpoint what the problem is.
- Prioritizing our experiences is needed and overdue. I appreciate all of the things being considered and acknowledged.

Hakim Asadi – Key Informant

Lawrence Hines – Study Participant

crystal I brandow – Co-Investigator



Introducing the Model to the Field

- Rutgers University Behavioral Health Care Intensive Recovery Treatment Support
 - March 2023 Learning Collaborative session
- United Way of the Greater Capital Region
 - March 2023 panel on women's health equity in Albany, NY
- SAMHSA African American Behavioral Health Center of Excellence
 - March 2023 session with the African American Behavioral Health Diversity Leadership Fellows Academy
 - April 2023 deep dive session planning in progress
- American Public Health Association (APHA)
 - April 2023 National Public Health Week Panel discussion
- **New York Association Psychiatric Rehabilitation Services, Inc. (NYAPRS)**
 - **April 2023 Executive Seminar**
- Speaking on Keris Myrick's Podcast, Unapologetically Black Unicorns
- APHA Annual Meeting abstract submission

A photograph of a pink notebook with the text "TODAY I AM GRATEFUL" written on it in a brown, hand-drawn font. The notebook is placed on a white surface. To the left of the notebook is a green leafy branch. Below the notebook is a gold pen. In the background, there is a dark grey notebook with some faint text and heart symbols.

Current Activities

- Developing a facilitator guide for leading conversations on Black well-being driven by the Model
- Creating a manual for self-directed or peer-led exploration of the nine domains of well-being



Key Takeaways

- The equity-grounded leadership principles of change include designing at the margins (*Integrates Data Equity Frameworks + Culturally Responsive Behavioral Health Approaches*)
- The Black well-being model was co-produced
 - Hope to inspire other communities to develop culturally responsive well-being models for/with marginalized and oppressed groups
- Co-production allowed people, from CAB members to key informants to study participants, to feel seen
- Aligned with the co-production approach, introducing the model to the field includes people involved in the study - not just the PI or co-I
 - No one “owns” this - it’s a co-creation

Let's talk about equity-grounded leadership

- What “ah-ha’s” did you have?
- What questions did this raise?
- What is one action you can take as an equity-grounded leader?



Where do I start?

- ***Look within*** – examine your own experiences, biases, and understanding
- ***Become a lifelong learner*** – equity-grounded leadership is a process not a destination
- ***Take action*** – it's not enough to talk about a commitment
- ***Look for small wins*** – to move toward larger scale change
- ***Ask for help*** – you aren't alone on this journey



What's Next?

EGL *Cohort 2* Timeline

- ✓ Call for Applications:
 - *May 1 – June 12, 2023*
- ✓ Notification:
 - *July 2023*
- ✓ Kick-off Meeting:
 - September 14-15, 2023
- ✓ For more information:
www.leaders4health.org
Click on *Equity-Grounded Leadership*

The poster features a blue and yellow header with the text "Equity Grounded Leadership Fellow Program" in a blue box. Below this is the logo for "The College for Behavioral Health Leadership" consisting of three stylized human figures in blue and yellow. The main text reads "Call for Applications 2023-2024 Cohort" in bold blue font. A quote follows: "The time for change is long overdue. Let's do this together." Below the quote is the deadline "Apply by June 12, 2023". The text describes the program as an 11-month hybrid program for current or emerging leaders. It lists the program's focus on intersectionality, equity, and anti-racism, and provides a bulleted list of goals: cultivating understanding of inequity, supporting leaders to step into their voice, empowering new leaders, and preparing leaders for measurable action. The cohort convenes from September 14, 2023, to August 2, 2024. A yellow "APPLY NOW" button is prominently displayed. A "SCHEDULE" section lists 16 sessions, including an in-person kick-off and a closing celebration. A note at the bottom states that all virtual sessions are held on Fridays from 9am-12pm PT / 12pm-3pm ET.

Equity Grounded Leadership Fellow Program

The College for Behavioral Health Leadership

Call for Applications

2023-2024 Cohort

The time for change is long overdue. Let's do this together.

Apply by June 12, 2023

The Equity-Grounded Leadership (EGL) Fellow Program is an immersive 11-month hybrid program for current or emerging leaders with learned and lived experience who have a deep desire to effect change in their organizations, communities, or regions.

The EGL Fellow Program shifts the focus of cross-sector behavioral health leaders to intersectionality, equity, and anti-racism for behavioral health systems transformation. The program will:

- Cultivate a deep understanding of how inequity is perpetuated by and in the behavioral health system.
- Support all leaders to step into their own voice, courage, and power.
- Empower new leaders to thrive as change agents to unravel systemic racism and inequity.
- Prepare all leaders to take measurable action to create equitable systems.

The 2023-2024 cohort will convene from **September 14, 2023, to August 2, 2024.**

APPLY NOW

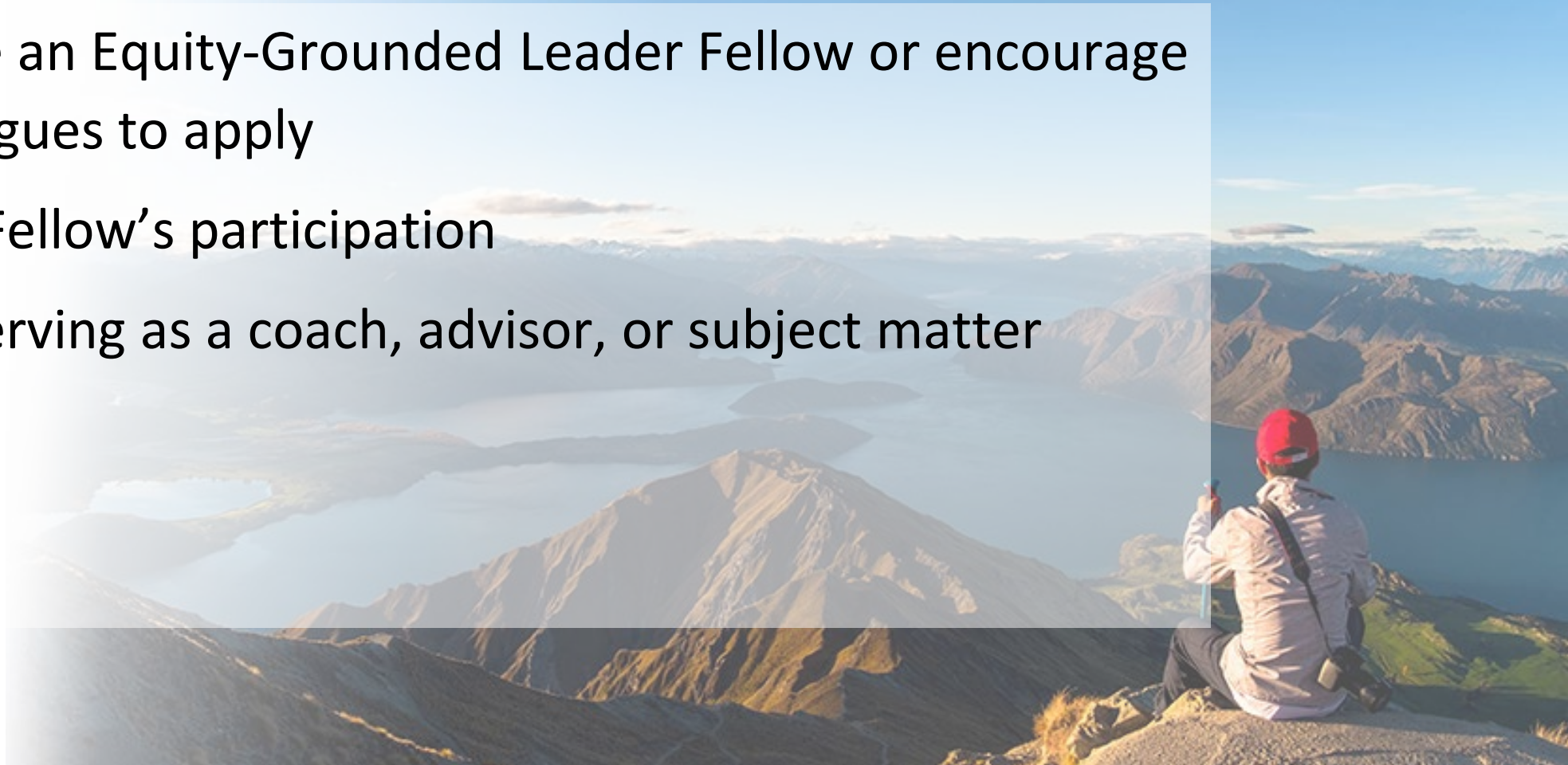
SCHEDULE

Session #1-2: In-Person Kick Off September 14-15, 2023 Sacramento, CA	Session #5: Virtual January 12, 2024	Session #9: Virtual April 5, 2024	Session #13: Virtual July 19, 2024
Session #3: Virtual September 22, 2023	Session #6: Virtual January 19, 2024	Session #10: Virtual April 12, 2024	Session #14: Virtual July 26, 2024
Session #4: Virtual September 29, 2023	Session #7: Virtual January 26, 2024	Session #11: Virtual April 19, 2024	Session #15-16: In-Person Closing and Celebration August 1-2, 2024 East Coast, Location TBD
	Session #8: Virtual February 2, 2024	Session #12: Virtual April 26, 2024	

**All virtual sessions will be held on Fridays from 9am-12pm PT / 12pm-3pm ET*

How Can I Get Involved?

- Apply to be an Equity-Grounded Leader Fellow or encourage your colleagues to apply
- Sponsor a Fellow's participation
- Consider serving as a coach, advisor, or subject matter expert



Questions?

Information on the EGL Fellow Program

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