

ORGANIZATIONAL DIVERSITY, EQUITY AND INCLUSION (DEI) RECOMMENDATIONS



SAGINAW COUNTY
COMMUNITY MENTAL
HEALTH AUTHORITY



**SAGINAW COUNTY COMMUNITY MENTAL HEALTH AUTHORITY
(SCCMHA)**

**MAY 2022
PAUL ELAM, PHD**



Key Events Leading to SCCMHA Organizational DEI Assessment



SANDRA LINDSEY, CEO

“The work going forward needs to be more than a compliance exercise but instead should be an opportunity to address the training needs of staff and improved workforce diversity and reconsideration of staff training content in this space.”



Opportunities to Improve DEI Identified by Employees

Focus group and survey participants were asked questions regarding what SCCMHA could improve related to DEI. The following items represent the themes from analyzing the answers to these questions.

Strengths

- Diverse workforce
- Seeking opinions
- Support of LGBTQIA+
- Trying to become better
- Women in management
- Zero tolerance for racism

Areas for Improvement

- Changes in hiring practices
- Consistent commitment to DEI
- Creating safe spaces for DEI dialogue
- Diversity in leadership
- Moving from conversation to action

Opportunities

- 1 Create and sustain a safe space for DEI conversations.
- 2 DEI must become a priority at SCCMHA.
- 3 Improve communication between employees and leadership.
- 4 Improve transparency regarding general operations and grievance processes.
- 5 Require DEI training.

Working Draft: 3 Year Recommendations for Action

1 SHORT-TERM GOAL: 2022



Establish an ongoing, coordinated system for internal assessment, policy review, and quality improvement that aligns with SCCMHA's DEI goals and **engage in employee outreach and education** to maintain awareness of policies, procedures, and practices that advance DEI. **Facilitate ongoing dialogue** to gather insight on the hesitancy of staff to discuss DEI.

2 INTERMEDIATE GOAL: 2022-2023



Provide funding to establish a DEI diversity officer, board and team responsible for creating organizational and departmental DEI action plans to be embedded in the organizational strategic plan, by way of an inclusive process, giving equitable voice and power in that process to those who are most impacted by inequity across identities and positions of power within SCCMHA.

3 INTERMEDIATE GOAL: 2022-2023



Establish DEI Benchmarks, Data Collection and Measurement Protocols for periodic evaluation and reporting on benchmarks of organizational health and goals related to DEI through the creation of new group and/or the expansion of the role of the DEI workgroup.

4 INTERMEDIATE TO LONG TERM GOAL: 2023-2024



Update the vision, mission and core values to align with DEI and **create a values commitment statement** via an organization-wide process that intentionally includes the employees, clients and community members most impacted by inequity to aid in employee, client and community accountability.

5 LONG TERM GOAL 2024



Build a DEI curriculum for all employees that maps all DEI training, professional development, support cohorts etc. with clear benchmarks of cultural awareness and application from recruitment and orientation throughout employment **and establish standard DEI practices for managers** including appropriate professional development and training, specifically in the areas of responding to employee feedback, career advancement, pay equity and implicit bias.