

Racial Equity Audit and Equity Lens Map Report

Executive Summary

St. Louis Mental Health Board (MHB)

January 2024

Beloved Community partnered with the St. Louis Mental Health Board (MHB) staff as part of an intentional effort to further its organizational commitment to deeply embed diversity, equity, and inclusion (DEI) in the fabric of the organization and culture at every level. We frame our understanding of Diversity, Equity and Inclusion (DEI) through guiding questions that can be leveraged again and again well beyond our support. These framing questions are:

- **Diversity:** To what extent does our <fill in the blank> population reflect our regional demographics?
- **Equity:** To what extent are the outcomes from <fill in the blank> program predictable by participants' demographics?
- **Inclusion:** To what extent do diverse populations feel comfortable, respected and empowered within their organization? To what extent are diverse community perspectives included in the decision making that impacts their lives?

RACIAL EQUITY AUDIT

The Racial Equity Audit is a comprehensive assessment designed to provide an organization with a quantitative picture of how equity shows up across all functional areas (finance, programming, operations, community engagement, talent, etc.) and shared interest partners (management, staff, governance, vendors, community members, etc.) within your organization. This online tool is intentionally practice-based in order to center your organization in the systemic policies, practices and collective decisions that live within your organization and impact your work each day. Measuring across 14 sub-standards and 200+ indicators, the Equity Audit empowers your organization to identify structural shifts and technical assistance needs to advance your equity mission. The report breaks down your organizational score in the following categories based on the Equity Audit Standards and Sub-standards:

Inquiring Up to 25%	Emerging 26% to 50%	Developing 51% to 74%	Expanding 75% to 90%	Refining 91% to 100%
Staff	Management	Board of Directors	Institutional Advancement	Community Partners
Employee Assistance Grants	Foundation/Giving/CSR	Target Populations		Vendors/Subcontractors
Diversity D1: Awareness D2: Application D3: Selection D4: Participation	Equity E1: Audits & Access E2: Assignment E3: Advancement E4: Financial E5: Performance Outcomes		Inclusion I1: Language I2: Shared Voice, Shared Power I3: Belonging I4: Cultural Relevance	

MHB Equity Audit Results Summary

Diversity 50% Emerging	Equity 64% Developing	Inclusion 50% Emerging
Awareness 53%	Audits and Access 48%	Language 50%
Application 41%	Assignment 66%	Shared Voice and Shared Power 67%
Selection 60%	Advancement 100%	Belonging 35%
Participation 47%	Financial 62%	Cultural Relevance 47%
	Performance Outcomes 71%	

Detailed MHB DEI Results

Diversity 50% Emerging	MHB has identified clear diversity goals for all shared interest partners and is actively collecting and analyzing data, but is not yet seeing consistent results across the board. Now is the time for strategy development. Make sure that shared interest partner research includes questions like: What do you know about your target population(s) and their expectations of your service? Who is participating/attending currently and why?
<i>Awareness 53%</i>	Some organization leaders and/or shared interest partners have embedded diversity goals into their work. Next Steps: Develop an action plan and benchmarks for diversity goals and related data analysis.
<i>Application 41%</i>	MHB needs to solidify diversity goals and parameters. Next Steps: Identify specific data collection needs for MHB's diversity goals that will produce valid and reliable results.
<i>Selection 60%</i>	MHB has achieved parity with regard to representative diversity. Next Steps: Implement data collection and analysis protocols that track and codify success and progress; develop consistent anti-bias trainings/practices for all team members involved in selection.
<i>Participation 47%</i>	Data collection for diverse participation across identities and functions is viable. MHB managers are having variable results in their diverse participation. Next Steps: Identify best practices at MHB and create internal management trainings to increase retention of diverse team members. MHB's Inclusion results will provide more strategies for how to increase diverse participation.

<p>Equity 64% Developing</p>	<p>MHB has an articulated equity strategy and personal commitment from senior leaders. Current leaders are driving equity throughout their teams and services and getting results.</p> <p>Next Steps: Codify equity practices, build in clear equity on-ramps for new leaders/managers, and institutionalize disaggregated data analysis across all functions in the organization.</p>
<p><i>Audits and Access</i> 48%</p>	<p>Equity strategies have been designed and implemented. Systems feedback has yet to incorporate equity strategies, therefore MHB's data is not yet available. Existing schema about equity are confronted with obvious shifts in defining and applying access and structures.</p>
<p><i>Assignment</i> 66%</p>	<p>Roles and tasks are well defined and suggest growth areas and strategies that may produce reliable data. Leadership Team assesses the efficacy and efficiency of job functions and considers how to ensure an equitable fit among roles and tasks.</p>
<p><i>Advancement</i> 100%</p>	<p>Responsive and restorative strategies are utilized in professional development and mentoring tracks that actively review representative and inclusive selection criteria.</p>
<p><i>Financial</i> 62%</p>	<p>Strategies and protocols that support financial equity are identified. MHB data is collected to determine the scope of any existing wage disparities as compared to national data.</p>
<p><i>Performance Outcomes</i> 71%</p>	<p>Equity benchmarks are set from analysis of level of engagement. Onboarding and professional development are offered and impacts are designed to be measured and evaluated.</p>
<p>Inclusion 50% Developing</p>	<p>MHB has a stated commitment to inclusion and has built clear frameworks, engagement processes, and data collection tools for all shared interest partners. MHB may have written inclusion expectations and some Leadership Team Members who excel at inclusionary practices. Now is the time to codify shared goals for inclusion and identify the frequency of advisory practices across the organization.</p>
<p><i>Language</i> 50%</p>	<p>MHB exhibits a commitment to inclusion replete with frameworks, engagement processes and data collection tools for shared interest partners.</p> <p>Next Steps: Audit communications for systematic application of inclusive language, provide ongoing coaching and accountability for influential leaders to use inclusive language consistently.</p>
<p><i>Shared Voice and Shared Power</i> 67%</p>	<p>MHB has centered inclusive practices.</p> <p>Next Steps: Establish frameworks, engage processes and data collection tools to better understand the efficacy of inclusion practices.</p>

<i>Belonging 35%</i>	Belongingness has not been identified as a strategic goal. Data collection and analysis suggest it may be a possible organizational value.
<i>Cultural Relevance 47%</i>	Process and practices have not been evaluated for cultural relevance. Organizational culture indicators may provide additional information and understanding around inclusive practices for all shared interest partners.

Process Debrief

The following questions were discussed during the Equity Audit Debriefing session conducted January 16, 2024 with MHB staff:

1. What did your team surface while completing the Equity Audit?
2. What were the biggest gaps that the Equity Audit revealed for you?
3. Where in the Equity Audit did you see evidence of your recent DEI strategies at work?
4. Who are your target participants and community partners? How did you define/agree on this for the audit?

Making Meaning & Operationalizing

When we think about making meaning of results and translating data into action, there are typically four types of operationalizing that an organization might plan for:

1. Quick wins
2. Actions you can fold into your existing work
3. New action steps you might take that don't require any additional staff or funding
4. Actions you might take that would require additional staff or funding, or simply might be longer, enduring conversations

Post Debrief Observations and Future Considerations

It is clear that MHB's strategic plan update/work plan document how well your organization has prioritized shared voice, shared power as aligned to your theory of change. Of course, this was also a notably high score in your Equity Audit. It is recommended that this is evidence of MHB's DEI commitments that should be celebrated within your internal and external shared interest partner groups. In preparation for the Thought Partnership Coaching conversations that will take place in March, MHB staff discussed focusing on the second and third type of operationalizing:

2. *Actions you can fold into your existing work*
3. *New action steps you might take but that don't require any additional staff or funding*

MHB's strategic plan, your Equity Audit data, and the Process Debrief conversation all lean into priorities around external shared interest partner groups, including community partners and community voice, and belonging.

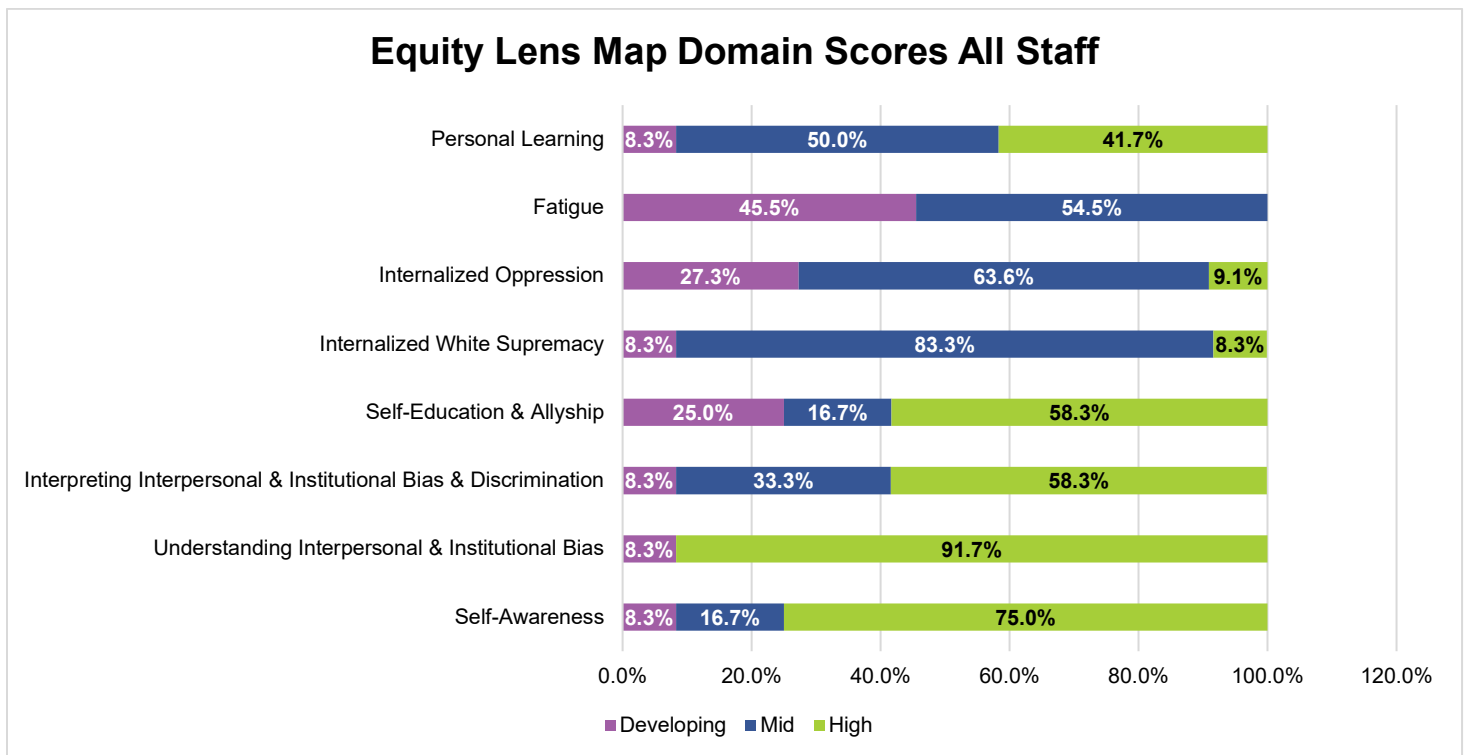
Based on the Equity Lens Map response rate and the dialog in the Process Debrief, it has been observed that there is a clear commitment from staff at STLMHB to engage in continued self-reflection and intentional growth in developing the individual equity lens required to advance equitable systems within the organization.

One win from MHB's Equity Audit in this area that you answered, "Yes and we have clear data" in response to "Do staff identify personally and professionally relevant DEI goals as part of their annual review process?" One way to

build on this strength is to reflect on how those personally and professionally relevant DEI goals are implemented throughout the year, how progress is shared with one another, etc. Thought partnerships can be very helpful for identifying ways to leverage strengths to continue that growth and development. Of course, STLMHB’s Equity Audit also indicated that in many places where you have strong practices, you have a desire for improved data practices.

EQUITY LENS MAP

The Equity Lens Map (ELM) is an online assessment designed to measure an individual’s capacity to lead change toward a more equitable community in the workplace. Through a series of questions, the ELM considers an individual’s understanding of interpersonal bias, institutional bias, allyship, internalized oppression, internalized white supremacy, and fatigue around diversity, equity, and inclusion in the workplace. Individual survey results are provided to support meaningful participation in upcoming professional development. Individual survey results are confidential and not shared with your employer. All score domains have three possible score bands: Developing, Mid, and High. It may also be helpful to note that the “neutral” response on the ELM carries the same point value as the lowest-value response for any particular question. Neutral responses can result in a lower score or feedback lower than expected.



THOUGHT PARTNERSHIP COACHING

As you begin to put your plan into action, Beloved Community will support you through the strategic shifts, change management and communication necessary to operationalize your equity commitments. Whether we are supporting you in identifying potential training and capacity building, further diving into specific areas of the audit results, reviewing new policy proposals or identifying relevant strategies for your organization’s highest priorities, Beloved Community will serve as a trusted partner on your implementation journey. Oftentimes the volume of data from the audit can be overwhelming. These supports will help leaders to focus their energy, harness the momentum and lay the path for an ongoing equity journey.