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Wellbeing

# Change Management through Data-Informed Decision Making



January 2023

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Thank you for joining!

The webinar will begin at  
the top of the hour

# How to Ask a Question



**All functions are located at the bottom of your screen**

- Ask questions by using the Q&A function (you will not be able to unmute)
- Use the chat for discussion & interactive activities

# SJLA Community Norms

- Practice empathy: discussions around social justice and equity touch on sensitive topics that require us all to be understanding of each other's backgrounds and experiences.
- As you participate in today's webinar, please remember to stay committed to openness and learning.

## Chat Norms:

- We may have differing opinions on ideas, but **those differences should always be discussed respectfully to facilitate education and growth.**
- Insulting, bullying, inflammatory, and offensive language will result in removal from the webinar.
- If you have any questions or concerns or are experiencing issues in the group, feel free to reach out to one of the moderators privately in the chat or by emailing [SJLA@thenationalcouncil.org](mailto:SJLA@thenationalcouncil.org). We are here to help!



# Frequently Asked Questions

- **All Learning Series events are recorded and will be made available to view on demand, along with a copy of these slides, on our SJLA webpage** within 48 hours following the event's conclusion.
- **The SJLA Workbook is not required to participate in the Learning Series**, however if you are interested in purchasing a copy it is available on our SJLA website.
- The SJLA Learning Series **is not CEU accredited**.
- **There will not be a certificate of completion for attending the SJLA Learning Series.** However, if you would like proof of attendance for your employer, please email [SJLA@thenationalcouncil.org](mailto:SJLA@thenationalcouncil.org) and we would be happy to provide you with an email verification.





# Today's Speaker:



Jeanne Supin, MA  
President, CEO, Watauga Consulting



# Using Data to Promote Change

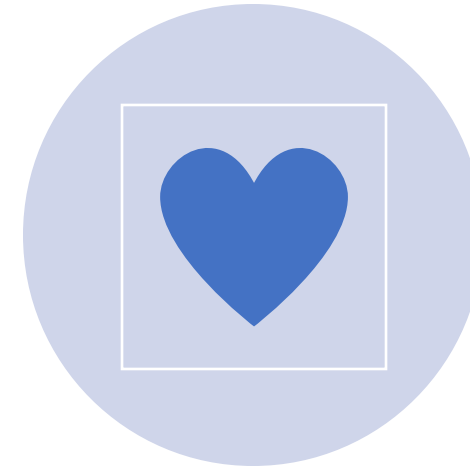
- Identify key metrics that mid-level staff can manage and use to promote justice, equity, diversity, inclusion (JEDI) objectives
- Recognize how data help and hurt change efforts
- Focus on clear data to make a powerful case
- Inspire strategy and support from above toward JEDI efforts



# Where To Begin?



WHAT KEEPS YOU IN THIS  
WORK?



WHERE'S YOUR PASSION  
RIGHT NOW?





# Helpful Models

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## SALT

Social Action, Leadership, and Transformation  
*National Institute for Transformation & Equity*

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## SMART

Self-Assessment for Modification of Anti-Racism  
Tool  
*American Association for Community Psychiatry*

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# SALT

Social Action,  
Leadership and  
Transformation

Framework accounting for  
systemic oppression, power  
and privilege, culture and  
identity

Social conscious leadership,  
facilitating transformation,  
achieving justice

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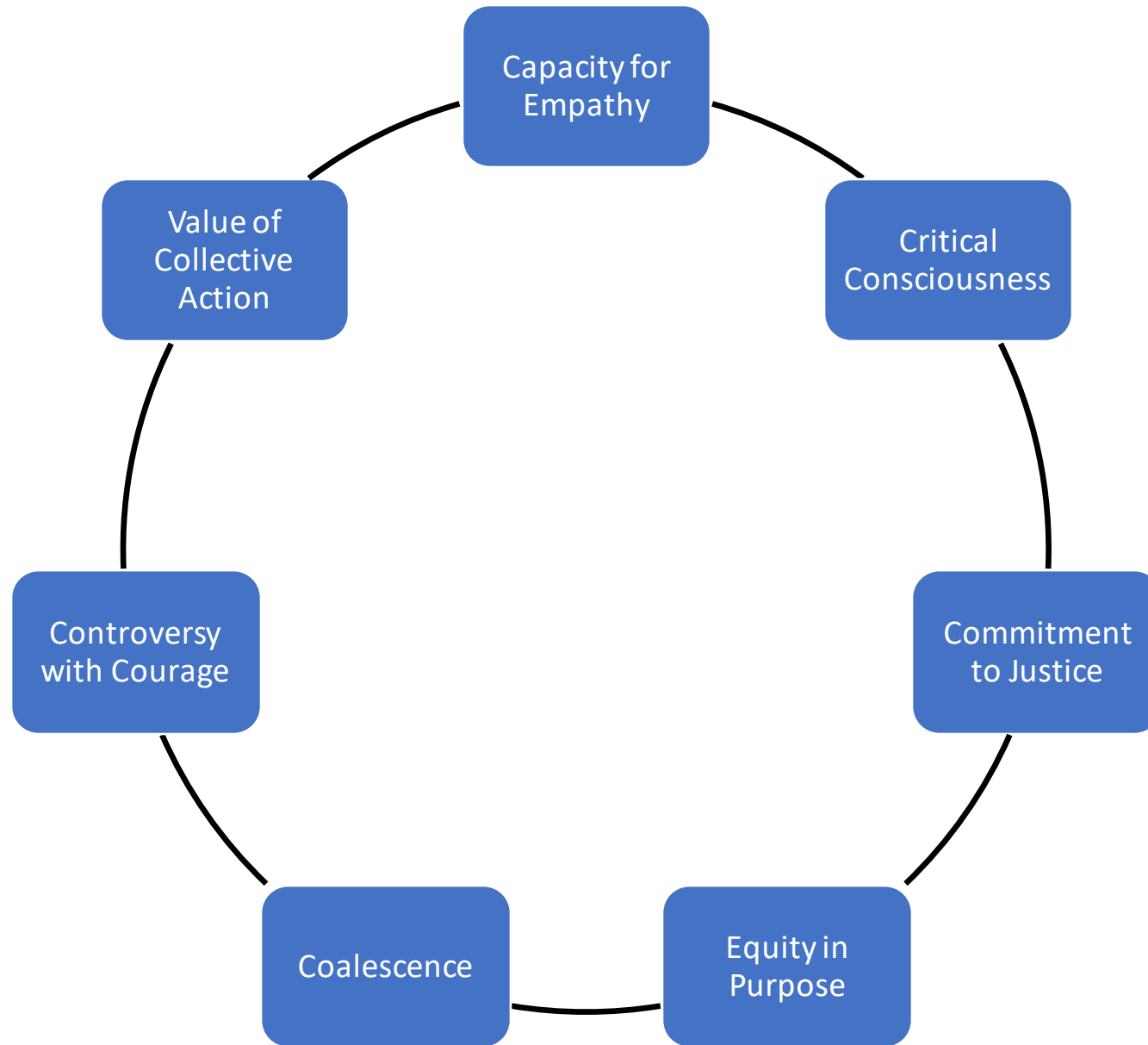
# Social Justice

*... the goal of social justice is full and equitable participation of people from all social identity groups in a society that is mutually shaped to meet their needs. The process of attaining the goal of social justice should also be democratic and participatory, respectful of human diversity and group differences, and inclusive and affirming of human agency and capacity for working collaboratively with others to create change.*

L.A. Bell (2016) “Theoretical Foundations for Social Justice Education,” in *Teaching for Diversity and Social Justice*.



# SALT Elements



# SALT

- 1. Capacity for Empathy:** Empathy, especially for historically oppressed communities, allows leaders to better understand structural inequities, develop anti-deficit perspectives and empower others.
- 2. Critical Consciousness:** Attaining a deeper understanding regarding structural oppression, privilege and oppression in social systems in advocating social change.
- 3. Commitment to Justice:** Motivation to advance the wellbeing of historically oppressed communities, including building agency, empowerment and capacity.
- 4. Equity in Purpose:** Instead of “common” purpose, equally centering diverse groups and interests, particularly those historically marginalized.
- 5. Value of Collective Action:** Leaders work with diverse communities to collectively resist oppression and advance justice for all historically underserved and marginalized communities. This also means shared values and shared agency.
- 6. Controversy with Courage:** Embracing discomfort, acknowledging privilege and oppression, and contributing to conversations about social justice.
- 7. Coalescence:** Individuals and groups develop shared understanding that systemic equity and justice benefits all and pursue those shared goals.



# SMART

## Self-Assessment for Modification of Anti-Racism Tool

Framework for quality improvement toward anti-racism in mental health and addiction recovery

Promotes team-based, consensus-building discussion to deepen conversations and improvements

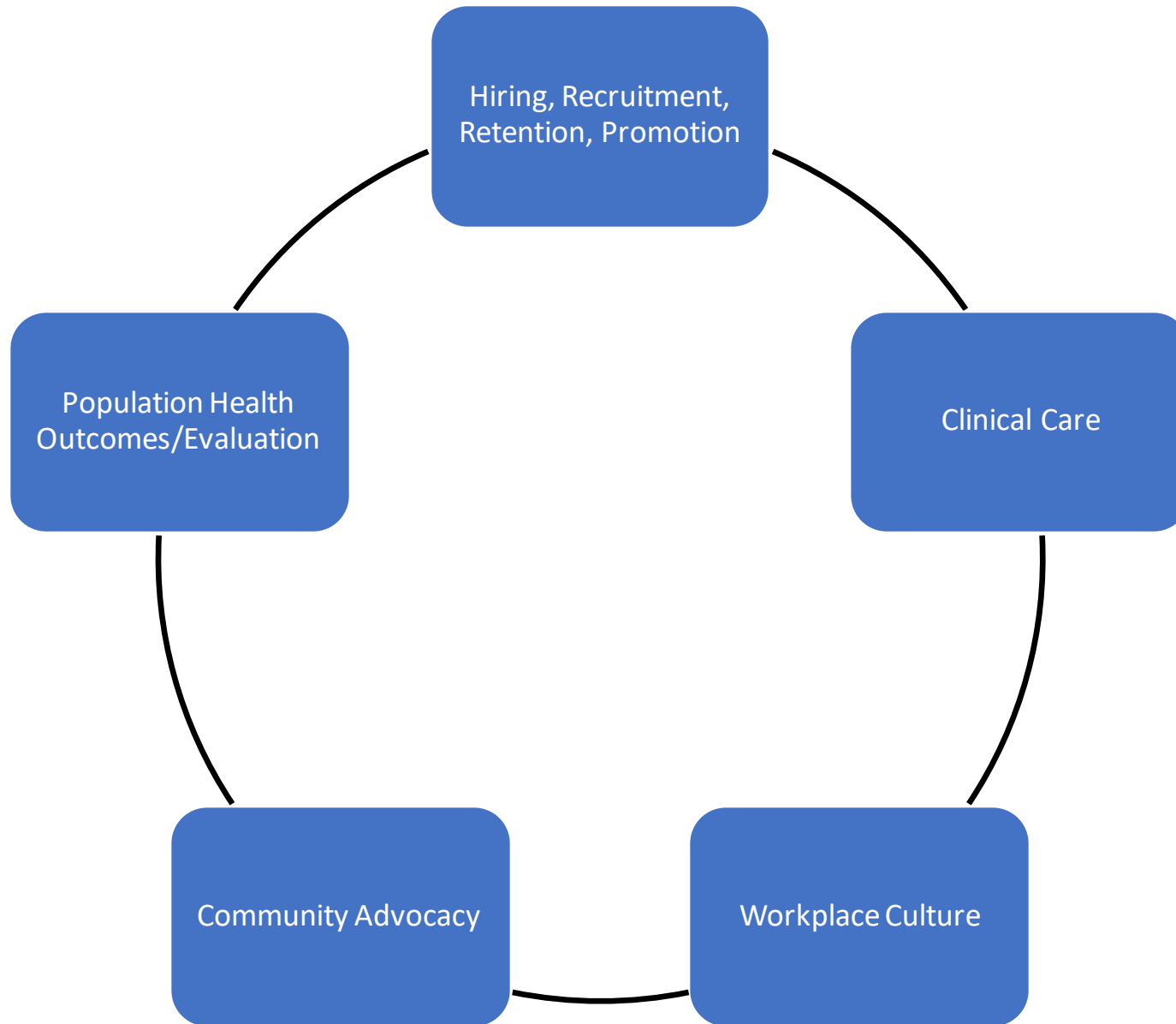
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# SMART Sections





# Hiring, Recruitment, Retention, Promotion

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- How effectively do we track disparity data for recruitment, hiring, retention, and promotion?
- How effectively do we track disparity data for disciplinary actions?
- What kinds of mentorship and career development do we offer to promote equity?

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# Clinical Care

## *How effectively do we track and use data related to ...*

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- Access, engagement, social determinants of health?
- Diagnostic and treatment disparities?
- Involuntary commitments?
- Client and family satisfaction?

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# Anti-Racist Workplace Culture

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- How intentional is our anti-racism culture?
  - How effectively do we have conversations about racism? Among staff? Between staff and those served? Do we have effective reporting processes related to racism?
  - How effectively do we use implicit bias assessments and other tools?
  - How effectively do we integrate anti-racism into trauma-informed care?
  - How effective is staff training about structural and systemic racism?





# Community Advocacy

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- Do we collaborate well with criminal justice, schools, child protective services, homeless services, elderly and disabled services?
- Do our collaborations directly address anti-racism and health equity?





# Outcomes and Program Evaluation

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- Are we measuring disparities and the impact of racism on *health* outcomes?
- Are we measuring disparities and the impact of racism on *functional* outcomes?

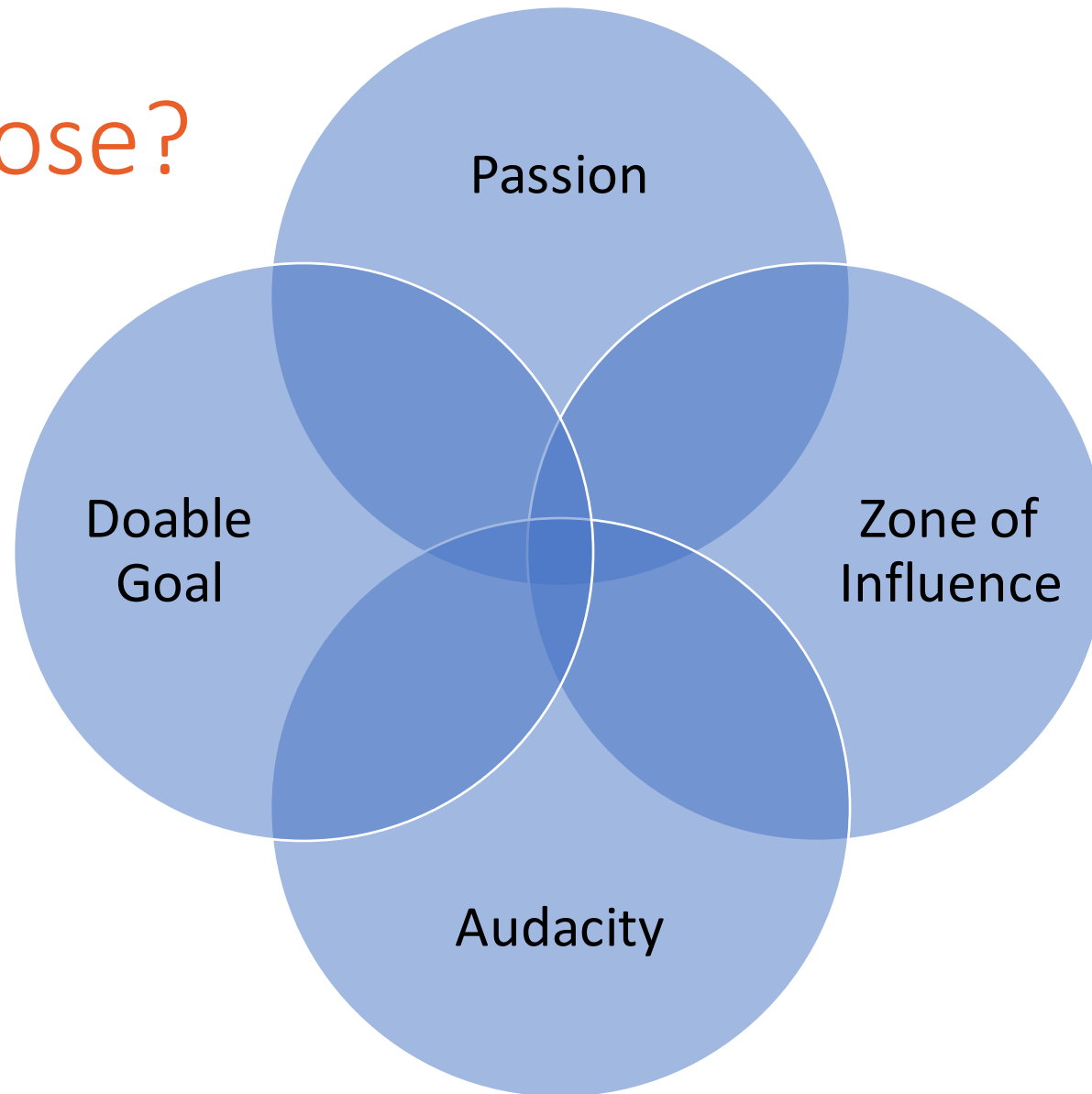
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# How To Choose?



# SMARTIE Goals

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- Specific
- Measurable
- Ambitious
- Realistic
- Time-Bound
- Inclusive
- Equitable



# Unfortunate Truths about Data and Goals

- Data and Goals help us know where the problems are, what improvements might work, the results we seek and whether we're moving the needle.
- They don't fully motivate or inspire actual changes in beliefs, actions, behaviors.
- **Emotions and relationships motivate us to change.**



# Motivation: Relationship, Not Logic or Data

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- Relationship lens
- Motivated by emotions
- Find the Feeling
- Share stories how change benefits those we care about



# Plan Well

## Don't Reinvent

- Who's already doing this well? Copy them.
- What were the key things that helped you get through other changes?

## Build Coalitions

- Enlist champions
- Tap their enthusiasm
- Give/Share with them things to do

## Map Out Everything

- Easy procedures, steps
- Scripts, cheat/tip sheets, decision-trees, menus



# Make Your Case

- Tell a story illustrating:
  - The problem
  - A solution
  - What it would be like if the solution works
  - How someone they care about would benefit
- Detail the solution, short but thorough:
  - 1 sentence description
  - Purpose, intent
  - Objectives
  - Activities
  - Timeline
  - Simple budget
  - Evaluation
  - What you need from them
- If there's resistance, ask:
  - What are your concerns or obstacles, particularly those I can't see from my position/role?
  - What am I missing?
  - Can I try this as a short pilot with X folks for Y months and then bring you results about how it went?
  - Can I regroup, address your concerns and come back to you?
  - Are there other similar efforts going on that I might not know about yet that I might join?





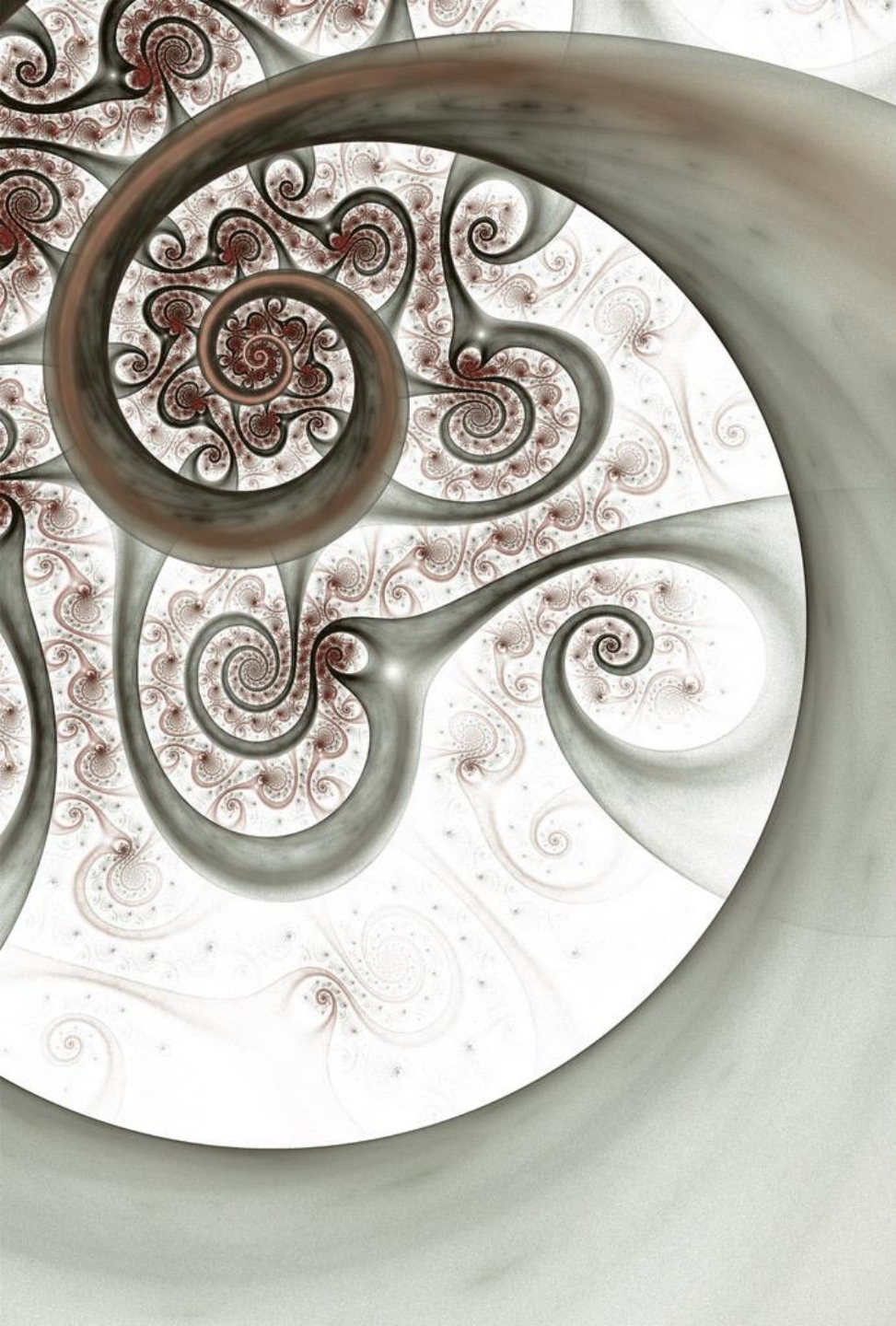
# Emergent Strategy

## Handling the Unexpected Despite the Best Plans

- Small is good, small is all.
- Change is constant.
- There is always enough time for the right work.
- There is a conversation in the room that only these people at this moment can have. Find it.
- Never a failure, always a lesson.
- Trust the people. (If you trust the people, they become trustworthy.)
- Move at the speed of trust. Focus on critical connections more than critical mass – build resilience by building relationships.
- Less prep, more presence.
- What you pay attention to grows.

Adrienne Marie Brown (2017). *Emergent Strategy*.





# Deep Transformations

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- **Fractals:** Repeat conversations and processes over and over, learning with each iteration, toward ongoing feedback, learning, adaptation and change. Learn, adapt. Learn, adapt. Learn, adapt.
- **Intentional Adaptation:** Be clear about where we intend to go, continuously adapt to ever-changing present circumstances so we stay on track.

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# Final Thoughts

- It's a big, long, entrenched multi-faceted problem, yet stay optimistic.
- Good information, models and tools keep emerging, ready for use.
- Pick one thing (doesn't have to be the perfect, best, root or most impactful thing). Small is good; small is all.
- SJLA Workbook includes change management strategies (<https://www.thenationalcouncil.org/product/social-justice-leadership-academy-workbook/>).
- Any one thing you change matters and seeds the next.
- Don't forget to celebrate and find joy.
- Don't forget to rest.





# Comments? Questions?

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# Coming Soon: SJLA PreCon & NatCon Scholarship Applications

**In-person workshop: “Creating an Organizational Approach to Health Equity”**

April 30, 2023  
Los Angeles, CA

**NatCon23 Conference**

May 1 – 3, 2023  
Los Angeles, CA

The Social Justice Leadership Academy plans to provide a limited number of scholarships covering registration and associated lodging costs for participants to attend the Creating an Organizational Approach to Health Equity pre-conference workshop, with additional potential scholarships to attend the National Council for Mental Wellbeing’s annual conference, NatCon.

Applications details will be sent to all SJLA registrants in the coming week. Selected applicants will be notified in early March 2023.

# SJLA Leadership Ambassador Community

- **This site is a space for interactive discussion and networking between participants in the Social Justice Leadership Academy Learning Series.** Following Learning Series events, we will post discussion prompts, SJLA Workbook exercises, or other interactive learning activities on this page.
- We will continue to use the Social Justice Leadership Academy's **main website** (<https://www.thenationalcouncil.org/program/the-social-justice-leadership-academy/>) as the library of previous Learning Series Event recordings and slides.
- Please opt in on our February registration page.
  - If you have already signed up, keep an eye out for an email from the SJLA team with further instructions on how to activate your account.





# Evaluation

Please provide your feedback on this SJLA Learning Series webinar event at the link below.  
Scan the QR code or type the URL into your browser.



<https://www.surveymonkey.com/r/SJLASession10>

