



Alameda County
Social Services
Agency

Recovering From the Pandemic of Structural Racism: Adaptive Leadership Through System Transformation

PRESENTED BY:

LAMONT THOMAS, PARENT ADVOCATE
GREYSON COYOPA WRIGHT, YOUTH ADVOCATE FELLOW
MARYA WRIGHT, CHILD WELFARE WORKER
BRITTANY WALKER PETTIGREW, PROGRAM MANAGER

Equity & Inclusion

Racial Justice \neq
Diversity

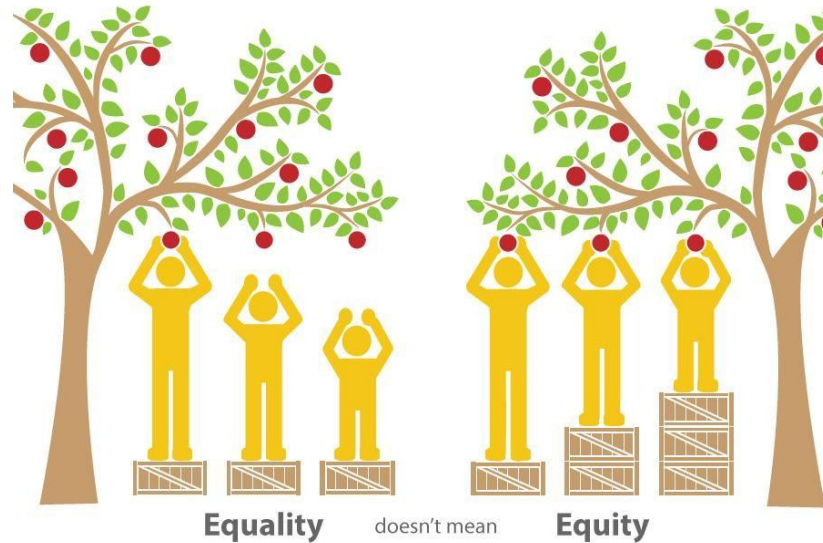
Diversity = variety

Racial Justice \neq Equality

Equality = sameness

Racial Justice = equity

Equity = fairness, justice
People get what they
need



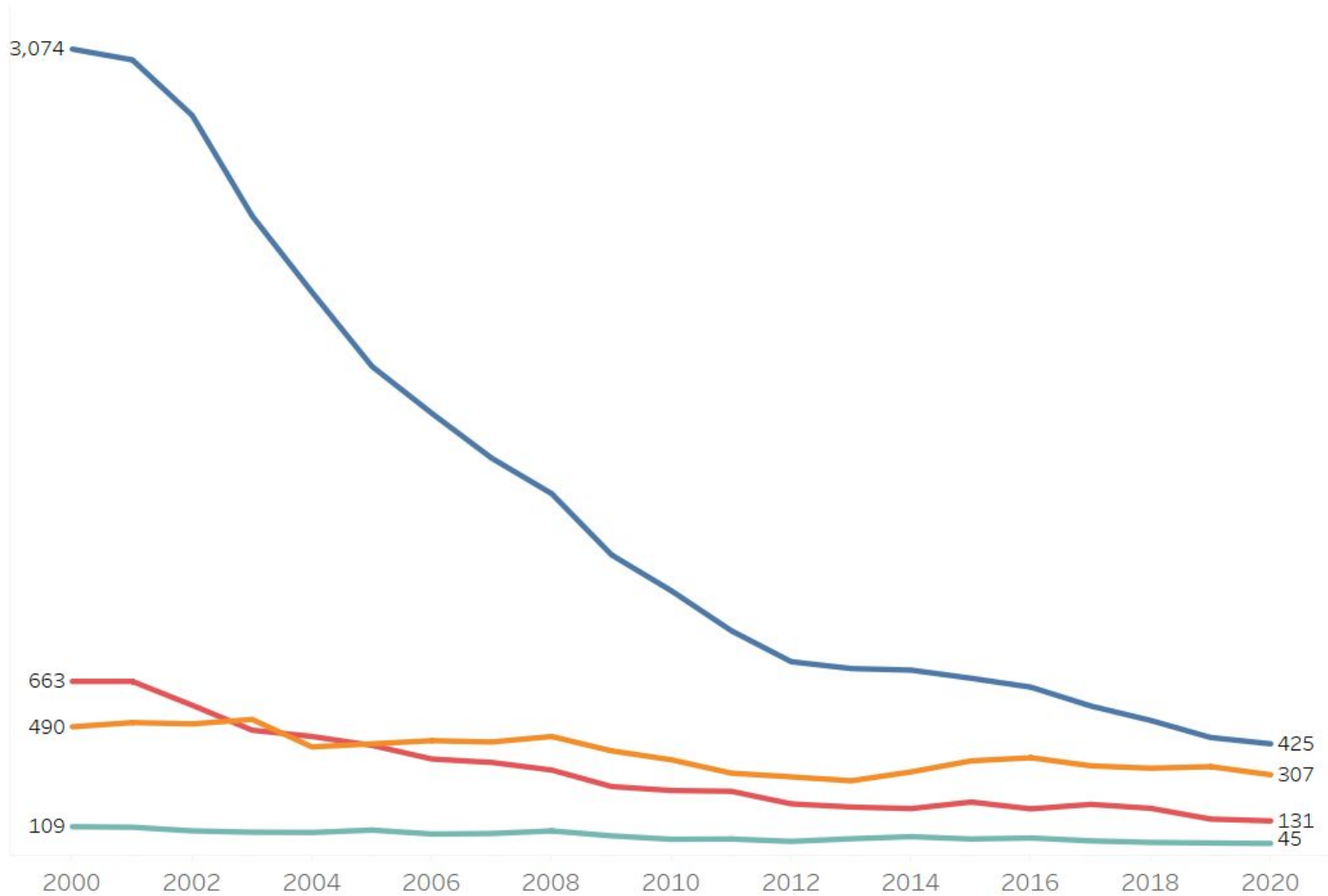
Strategies We Have Tried

- Diversifying the workforce and management team (1990s)
- Affinity Groups;
 - i.e. African American Advisory and Advocacy Board
 - Spanish Language Affinity Group
- CA Disproportionality Project
- Cultural competency classes/“Diversity Training”
- Consultants to address bias on an individual basis
- Plan do Study Act (PDSA’s) – small tests of “change”
- Implementing practice changes (ie Structured Decision Making (SDM), Safety Organized Practice (SOP))
- Policy making with consumer advocates

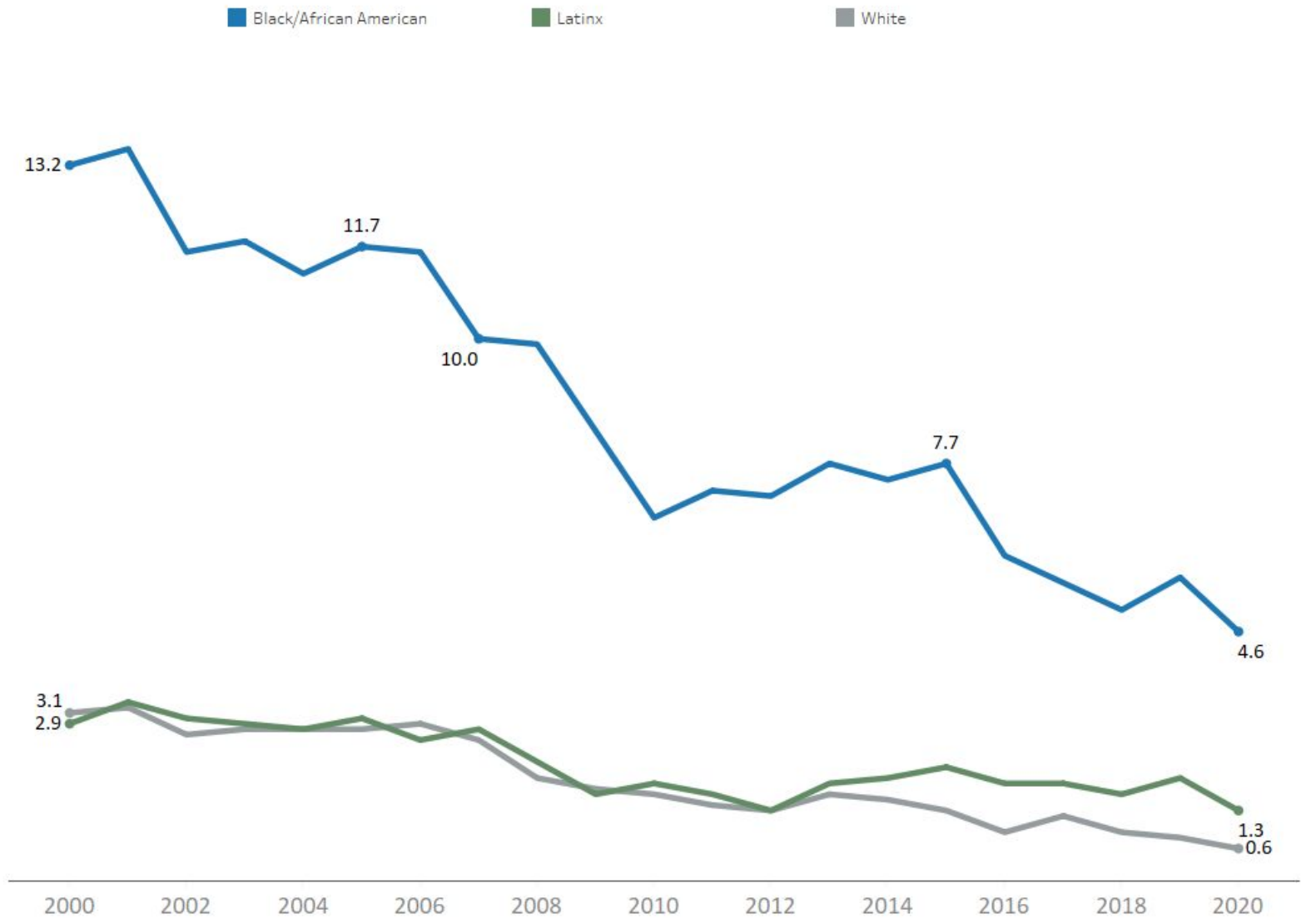
Number of Children and Youth in Foster Care 2000 - 2020

Alameda County
(Annual January 1 point in time)

■ Black/African American ■ Latinx ■ White ■ Asian / Pacific Islander



Foster Care Entry Rates by Race/Ethnicity Alameda County 2000 - 2020



What was Missing?

- Historical review how racism/bias are the pillars of systems and influence our values/behaviors.
- Common language for discussing Power & Privilege
- How elements of White Supremacy Culture show up in our Child Welfare System (from *White Supremacy Culture* by Tema Okun)
- Cultural Intelligence
- Emotional Intelligence
- Dedicated time, resources, and expertise to take a deeper dive into racism

Logic Model: Alameda Equity & Inclusion Fellowship

Root Causes	Need	Inputs (Resources)	Outputs (Activities)	Mechanisms of Change	Implementation Outcomes	Systemic Outcomes
<ul style="list-style-type: none"> ● Racism and discrimination ● Institutional structure, policies and procedures that maintain white supremacist culture ● Historical and race-based trauma 	<ul style="list-style-type: none"> ● Dismantle practices that support/perpetuate systemic racism ● Improve practices with clients, communities, and colleagues <ul style="list-style-type: none"> • Socially just • Culturally responsive • Equitable and non-biased ● Improve understanding of self and role played in system regardless of race/ethnicity 	<ul style="list-style-type: none"> ● County commitment and support <ul style="list-style-type: none"> • Funding • Dedicated time ● Curriculum ● Trainers ● Employees all levels ● Follow-up and transfer of learning efforts ● Opportunities for feedback ● Monitoring and CQI 	<ul style="list-style-type: none"> ● Fellowship: 8 module training (8 days over 6 months) ● To include practice opportunities to support equity and non-biased practices with clients, communities, and colleagues ● Coaching: both during and after fellowship 	<ul style="list-style-type: none"> ● Access to new knowledge/reminded of knowledge ● Access to new language to articulate white supremacist beliefs and behaviors ● Self-reflection ● Holding space for difficult or courageous conversations 	<ul style="list-style-type: none"> ● Increased awareness of self, clients, and systems that impact social justice ● Increased use of culturally responsive and socially just practices with clients, communities, and colleagues 	<ul style="list-style-type: none"> ● Organizational culture change through saturation ● Practices that are based on equity and supportive of all people ● Improved relationships with clients and communities ● Model for other institutions on how to dismantle white supremacist practices

Equity & Inclusion Fellowship



What is it?

- Fellowship vs. Training
- 8 modules
- Stable cohorts
 - Management cohort
 - Staff cohort
 - Parent Advocate – Parent Engagement Program
 - Youth Fellow
- Deep Dive into each of the domains of WSC
 - How they show up in child welfare
 - How to employ the antidotes

Equity & Inclusion Fellowship



Supporting the Fellowship:

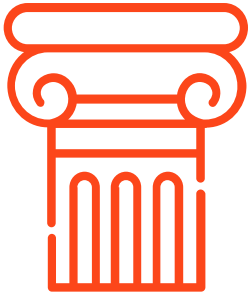
- Coaching
 - Existing managers receive coaching to support the content
 - Existing managers have generally strong coaching skills
 - Fellows receive coaching throughout the fellowship AND after
- Communication
 - Connection between Leadership and the Fellows so they understand the commitment and investment in change
 - Communication with larger workforce about the transitions
- Evaluation throughout
 - Pre-and post- Fellowship surveys
 - Focus groups

Equity & Inclusion Fellowship

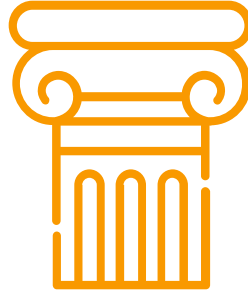


Pillars of the Fellowship Curriculum:

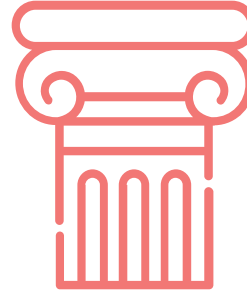
**Cognitive
Bias**



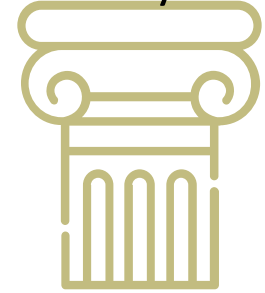
Trauma-informed
Practice



Historical
Context



The
Characteristics
Of White
Supremacy Culture



Equity and Inclusion Fellowship



The Characteristics of White Supremacy Culture:

Perfectionist Culture:

Perfectionism

Worship of the Written Word

Only One Right Way

Either/Or Thinking

Equity and Inclusion Fellowship



The Characteristics of White Supremacy Culture:

Concentration of Power:

Power Hoarding

Paternalism

Defensiveness



our stories...
they matter!

Lamont Thomas

❖ Fatherhood
Equity

❖ Gender Bias

❖ 5 P's

❖ 5 R's





Practical Use of SOP

❖ Equity & Inclusion Lens

❖ Self-assessing

❖ Responding to distrust

❖ Organizational climate

Greyson Coyopa Wright

- ❖ Empower your client by uplifting their voices and prioritizing their goals
- ❖ It's important to educate yourself on topics pertaining to your client, or risk doing a disservice to them
- ❖ Not everything works for every client; care/service is not one size fits all



EQUALITY VERSUS EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.



In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.



In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

Questions & Answers

